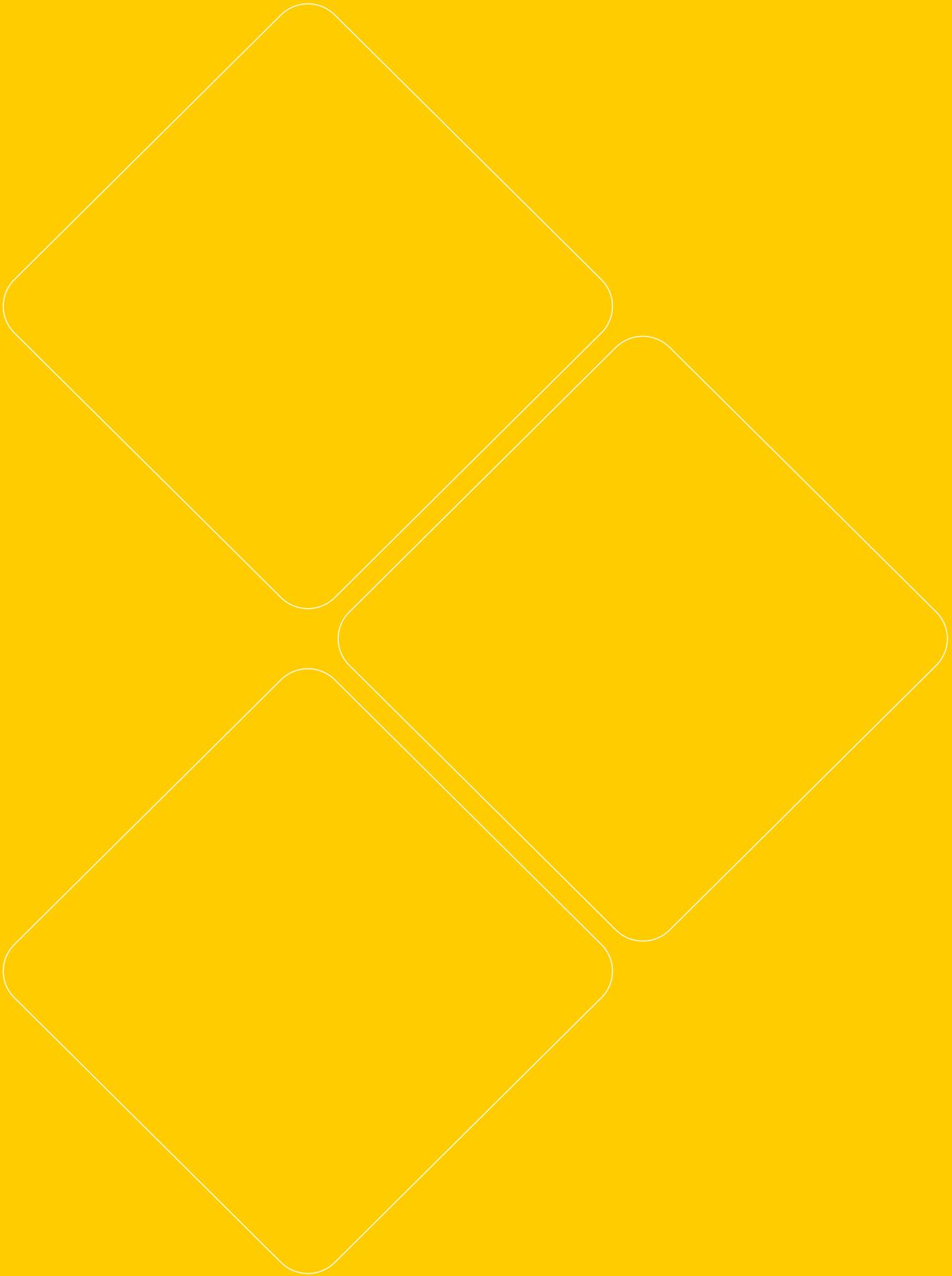


2021|22  
ANNUAL REPORT

**REFLECT REBUILD REASSURE**



*Inspiring new ways*



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# List of Acronyms

<b>AfCFTA</b>	African Continental Free Trade Area
<b>AGSA</b>	Auditor-General of South Africa
<b>APP</b>	Annual Performance Plan
<b>ARCO</b>	Audit and Risk Committee
<b>AV</b>	Audiovisual
<b>AU</b>	African Union
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>BRICS</b>	Brazil, Russia, India, China and South Africa
<b>CAETE</b>	China Africa Economic and Trade Expo
<b>CALS</b>	Centre for Legal Studies
<b>COSAS</b>	Congress of South African Students
<b>COSATU</b>	Congress of South African Trade Unions
<b>COVID-19</b>	Coronavirus Disease
<b>CTFL</b>	Clothing, Textile, Footwear and Leather
<b>CWP</b>	Critical Work Force Positions
<b>DIRCO</b>	Department of International Relations and Cooperation
<b>DoH</b>	Department of Home Affairs
<b>the dtic</b>	Department of Trade, Industry and Competition
<b>EBII</b>	Emerging Business Intelligence & Innovation
<b>EFF</b>	Economic Freedom Fighters
<b>ERRP</b>	Economic Reconstruction and Recovery Plan
<b>EwB</b>	Education without Borders
<b>EWP</b>	Employee Wellness Programme
<b>ExCo</b>	Executive Committee
<b>FDI</b>	Foreign Direct Investment
<b>FOCAC</b>	Forum for China-Africa Cooperation
<b>FOSAD</b>	Forum of South African Directors
<b>FTP</b>	File Transfers Protocol
<b>GBF Africa</b>	Global Business Forum Africa
<b>GBV</b>	Gender-Based Violence
<b>GCIS</b>	Government Communication and Information System
<b>GDP</b>	Gross Domestic Product
<b>GSA</b>	Global South Africans
<b>GRAP</b>	Generally Recognised Accounting Practice
<b>HCRSEC</b>	Human Capital, Remuneration, Social & Ethics Committee
<b>HR</b>	Human Resources
<b>IATF</b>	Intra-Africa Trade Fair
<b>ICT</b>	Information and Communication Technology
<b>IDC</b>	Industrial Development Corporation of SA
<b>IEC</b>	Independent Electoral Commission

<b>IESBA</b>	Ethics Standards Board for Accountants
<b>IoDSA</b>	Institute of Directors in South Africa
<b>IOL</b>	Independent Online
<b>IRC</b>	Investments Risks and Compliance
<b>IRS-CI</b>	Internal Revenue Service Criminal Investigation
<b>ISA</b>	International Standards on Auditing
<b>JCPS</b>	Justice, Crime Prevention, and Security
<b>MARCO</b>	Marketing Committee
<b>MASA</b>	Marketing Association of South Africa
<b>MDDA</b>	Media Development and Diversity Agency
<b>NDT</b>	Department of Tourism
<b>NFVF</b>	National Film and Video Foundation
<b>OAU</b>	Organization of African Unity
<b>PFMA</b>	Public Finance Management Act
<b>PMDS</b>	Performance Management and Development System
<b>PPA</b>	Public Audit Act
<b>PPE</b>	Personal Protective Equipment
<b>PYP</b>	Play Your Part
<b>RAG</b>	Risk Audit and Governance Committee
<b>RMC</b>	Risk Management Committee
<b>SABPP</b>	South African Board for People Practices
<b>SADC</b>	Southern African Development Community
<b>SADTU</b>	South African Democratic Teachers Union
<b>SAIC</b>	South African Investment Conference
<b>SAICA</b>	South African Institute of Chartered Accountants
<b>SAiD Institute</b>	Society for Africans in Diaspora
<b>SANSA</b>	South African National Space Agency
<b>SAPS</b>	South African Police Service
<b>SARA</b>	South African Reward Association
<b>SARIPA</b>	South African Restructuring and Insolvency Practitioners Association
<b>SARS</b>	South African Revenue Service
<b>SAT</b>	South African Tourism
<b>SA Tourism</b>	South African Tourism
<b>SAFTAs</b>	South African Film and Television Awards
<b>SHE</b>	Safety, Health and Environment
<b>SONA</b>	State of the Nation Address
<b>SAAHK</b>	Southern African Association of Hong Kong
<b>UAE</b>	United Arab Emirates
<b>UN</b>	United Nations
<b>WOSA</b>	Wines of South Africa

PART A

# GENERAL INFORMATION

# General Information

**REGISTERED NAME OF THE PUBLIC ENTITY** Brand South Africa

**REGISTRATION NUMBER** IT1986/02

**REGISTERED OFFICE ADDRESS** 103 Central Street, Houghton, Johannesburg, 2041

**POSTAL ADDRESS** PO Box 87168, Houghton, 2041

**CONTACT TELEPHONE NUMBERS** 011 483 0122

**EMAIL ADDRESS** info@brandsouthafrica.com

**WEBSITE ADDRESS** www.brandsouthafrica.com

**EXTERNAL AUDITOR'S INFORMATION** Auditor-General South Africa, 4 Daventry Street, Lynnwood Bridge Office Park, Lynnwood Manor, Pretoria

**BANKER INFORMATION** Nedbank Limited, 1st Floor, Lakeview, Constantia, Kloof, Roodepoort, 1709

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



**MONDLI GUNGUBELE**  
MINISTER IN THE PRESIDENCY



**THEMBI SIWEYA**  
DEPUTY MINISTER IN THE PRESIDENCY

# Minister and Deputy Minister in the Presidency Foreword

It is with much enthusiasm that I, and the Deputy Minister, present the Brand South Africa Annual Report. This report covers the period from 1 April 2021 to 31 March 2022 and provides an overview of the operations, financial performance and developments across all performance targets as encapsulated in the Annual Performance Plan (APP).

During the period under review, Brand South Africa continued with its mandate to strategically position South Africa as a preferred investment destination, a partner in global governance, and enhance a coherent and integrated Nation Brand to enable delivery on national strategic objectives. This is testament to the strong leadership and dedicated staff, one that surpassed our expectations albeit challenges faced by the entity. Both the Deputy Minister, Honourable Thembi Siweya, and I are pleased to note the achievements that Brand South Africa records in this Annual Report. This Annual Report provides a fair representation of Brand South Africa's performance in line with the Annual Performance Plan for the financial year 2021/2022. In addition, the entity's efforts in supporting the Presidency's investment plan are appreciated and the Annual Report provides a clear show and tell of Brand South Africa's contribution towards the Economic Reconstruction and Recovery Plan (ERRP).

Brand South Africa hosted and/or partnered in several strategic activities, both locally and internationally, that positively positioned South Africa as a credible host and an investment destination of choice on the world stage. These are outlined in the report.

Brand South Africa celebrated 10 years of its flagship Programme, Play Your Part (PYP), by hosting the inaugural PYP Awards. The awards were held successfully towards acknowledging and celebrating outstanding active citizens contributing positively to the Nation Brand, both domestic and internationally. This strategic programme serves as a platform through which national priorities are realised.

Critical during the year under review was the COVID-19 pandemic which continued to impact negatively on South Africa's economic growth. We extend our heartfelt sympathy to those who have lost loved ones to the pandemic, and we remember those who succumbed to COVID-19. The pandemic has impacted South Africa socially, economically, and environmentally, and has also had major implications on South Africa's health system. Also, during the review period, the discovery of the Coronavirus Omicron variant was made by our very own internationally renowned South African scientists, through collaborative efforts with laboratories and the Network for Genomic Surveillance in South Africa. This initially caused global alarm and the subsequent imposition of travel bans by our global counterparts on Southern African countries. In response, Brand South Africa engaged stakeholders which include DIRCO, GCIS, and SAT to correct the narrative being spread which identified South Africa as the source of the new variant. In addition, Brand South Africa issued a statement dispelling the misinformation and highlighting how the discovery of the variants speaks to South Africa's strong reputation in scientific and epidemiological excellence. We are grateful for the success of the vaccination rollouts, and Brand South Africa will continue to support the Presidency on all vaccination campaigns and economic recovery programmes.

“Brand South Africa hosted and/or partnered in several strategic activities, both locally and internationally, that positively positioned South Africa as a credible host and destination of choice on the world stage.”

The July 2021 unrest experienced in various parts of the country, mainly in KwaZulu-Natal and Gauteng, were also a challenge during the period under review. Not only did the unrest have severe implications on a social and economic scale, but also on the reputation of the Nation Brand. The unrest resulted in negative coverage for the country both domestically and internationally. In response to this crisis, Brand South Africa developed and implemented proactive and reactive communications interventions to support the President's call to citizens to play their part in restoring peace and unity in the country. Two campaigns were instrumental towards this cause, the #ProtectSouthAfrica, which aimed at reinforcing positive messaging for the country and the #CoolToBeKind initiative where the spirit of Ubuntu was encouraged – the practice of compassion, humanity, and kindness. The Deputy Minister and I are proud of the progress made by both campaigns in terms of promoting active citizenry and resorting a positive image of the Nation Brand. Brand South Africa remains committed to building the Nation Brand, guided always by its quest for a South Africa that is fit-for-purpose, a South Africa that inspires other countries to interact with us.

Lastly, we look forward to overseeing a Brand South Africa that is a highly effective and capable entity, which undertakes programmes in partnership with other institutions that engage the nation in shaping the national identity and prepares people and businesses to 'live the brand.' May Brand South Africa remain a centre of Nation Brand excellence and intelligence that is respected, internationally competitive, and internally beneficial. We thank you and remain committed to growing together as an organisation and building confidence and trust in the Nation Brand.



**Mondli Gungubele**  
Minister in the Presidency



# Chairperson's Report

I take pride in presenting the Brand South Africa 2021/2022 Annual Report. The period under review has been unique in just about every respect, with the Nation Brand adapting to a 'new normal', as the lockdown restrictions become relaxed, a new normal which, among other attributes, required a more reflective, comprehensive, and agile approach to governance. This enjoined the Board to be even more cohesive and to act as a collective when performing its governance, compliance, and oversight function for Brand South Africa as the country heads towards a brighter future.

In consideration of the huge impact that the COVID-19 pandemic and the July 2021 unrest have both had on South Africa, I am humbled in saying that the Brand South Africa team managed these events with tenacity and precision. This in no way downplays the adverse effects that these events have had on the social, economic and infrastructure of South Africa. However, within the Brand South Africa's scope, the Board, together with the executive committee, proactively managed the Nation Brand's reputation and was able to pivot where necessary. This has ultimately resulted in a positive outcome, and I extend my gratitude to each team member for their contribution to the results presented herein. The true spirit of Ubuntu is forever demonstrated to the world and has positively contributed to the Nation Brand reputation – both domestically and globally.

The global pandemic has influenced the way in which we have had to execute our mandate throughout this reporting period, and it is exceptionally important that we maintain the momentum and positive outlook that we have forged during this time so that the Nation Brand may continue on an upward trajectory. The prudence demonstrated by the Nation Brand

team has yielded a satisfying set of results. Whilst the domestic confidence showed a decline during the period, the good work and persistence in communication turned this around and the review period ended on a positive note. Similarly, the efforts of branding and communication that were implemented globally proved to have a positive impact. I am satisfied that the performance of this mandate was exceptionally delivered. Brand South Africa also partnered with the Independent Electoral Commission (IEC) to ensure that the organisation positions itself as an entity that is actively engaged in monitoring the strength and evolution of our participative democracy.

It is now more important than ever that we attract and grow investment confidence towards South Africa. It is indeed pleasing to note that the number of marketing initiatives benchmarked for the organisation was exceeded. This demonstrates the drive and commitment of the team in ensuring that the Brand South Africa mandate is upheld and that the Nation Brand continues to be positively positioned.

The performance of key events held, joined, and undertaken by Brand South Africa has remained consistently pleasing with the opportunity to connect in new ways seized, initiatives continued virtually or through hybrid events. Brand South Africa celebrated 20 years of existence; 20 years of building South Africa's image and reputation and the Brand South Africa's flagship programme, Play Your Part (PYP) also reached a key milestone of its 10th year in existence, and this was met with much celebration and enthusiasm through hosting the inaugural PYP awards.

My deepest and most sincere gratitude is extended to the new Minister in the Presidency, Mr Mondli Gungubele, for the

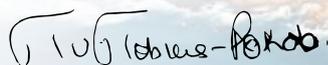
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*The Nation Brand has emerged from the devastating effects of COVID-19, stronger, bolder, and with a more optimistic outlook into the future.*

”

guidance he has provided to date, my fellow Board Trustees, the Executive Committee, the management team and every member of the Brand South Africa team. Each of you has embodied the spirit of our Nation, and you have each played your part in upholding the reputation of our Nation Brand. It is with your continued support, commitment, and tenacity that I am able to present this report with pride. It would be remiss of me not to thank the Deputy Minister, Ms Thambi Siweya, for her unwavering support during the year under review. As the Board, we remain committed to ensuring that Brand South Africa functions under strong and contemporary governance frameworks, policies, and practices.

I look forward to the upcoming financial year, and trust that we will indeed be able to execute our full performance plan and its associated programmes. It is with great expectation that I look to the future of Brand South Africa.



**Ms Thandi Tobias - Pokolo**

Chairperson - Board of Trustees



# Acting Chief Executive Officer's Overview

It is with great pleasure that I introduce the Annual Report for 2021/22. During the review period, Brand South Africa recited the mantra 'Reflect, Build, Reassure' as we persevered into a new era despite the pandemic's efforts. This placed Brand South Africa in the spotlight, highlighting how the organisation is the only organisation that is uniquely positioned to influence positive perceptions of the Nation Brand through executing integrated communications, marketing, and stakeholder strategies, particularly on the global stage. Despite starting the financial year on unstable ground resulting from a delayed Annual Performance Plan (APP) approval process, the subsequent late release of funds, and a high vacancy rate, the Brand South Africa team was able to meet most of its performance obligations for the 2021/22 financial period.

The year under review saw the implementation of several strategic activities, resulting in key achievements for Brand South Africa in terms of share of voice and visibility. This was supported by the easing of lockdown restrictions and the 're-opening' of the world as the year progressed, to which the Brand South Africa team sprang to action to cover some ground, both on the domestic and the international fronts.

On the domestic front, Brand South Africa celebrated 20 years of existence. As we celebrated the momentous milestone, a communications campaign consisting of various elements was launched, including a special commemorative 20-year logo and an accompanying animated audiovisual (AV). This AV showcased Brand South Africa's key milestones and was flighted on various strategic platforms which include the eNCA's online and social media platforms; DStv, IOL and the Financial Mail. In

the same breath, the period under review saw Brand South Africa celebrating 10 years of its flagship programme, Play Your Part (PYP), by hosting the inaugural PYP Awards. The awards were held successfully towards acknowledging and celebrating ordinary South Africans that continue to actively contribute positively towards the Nation Brand, both domestic and internationally.

The 2021 Nation Brand Forum was convened under the theme – "Believe in South Africa: Reflect, Rebuild and Reassure", which focused on bringing together diverse stakeholders from Government, organised business, and civil society to constructively reflect on interventions and strategies that can contribute toward economic recovery and growth. Furthermore, participating stakeholders discussed interventions that will contribute toward rebuilding the South African economy, as well as building confidence in the country and its recovery plans. The #BelieveinSA content was promoted on the Joburg Post Facebook, Twitter, and website. Total impressions were 162 439 combined.

Brand South Africa, in collaboration with Constitution Hill and its other key stakeholders (human rights and social justice fraternity), hosted the 4th Edition of The Human Rights Festival programme, which commemorates Human Rights month and pays homage to all those who lost their lives in the fight for democracy, particularly during the Sharpeville Massacre of 21 March 1960. The festival was held from 19 – 21 March 2022 in the form of exhibitions, dialogue sessions, film festivals and public walks. In addition, Brand South Africa hosted a dialogue session on Gender-Based Violence in collaboration with Amnesty International, Right to Protest and the Centre for Legal

“The year under review saw the implementation of several strategic activities, resulting in key achievements for Brand South Africa in terms of share of voice and visibility.”

Studies (CALs). In this session, Brand South Africa curated the topic, facilitated the discussion, and secured the participation of a PYP ambassador as a panellist alongside a representative from CALS, Amnesty International and Right to Protest.

On the international front, amongst the strategic activities is the WORLD EXPO DUBAI 2020, which ran from 01 October 2020 to 31 March 2022. As part of Team South Africa’s activities at the EXPO, His Excellency, President Cyril Ramaphosa led the country’s National Day celebrations. Brand South Africa supported the President’s visit by developing and executing the South Africa Day cultural programme in partnership with Multichoice and the dtic. The event was attended by 100 official guests, and an estimated 300 additional Expo visitors were at the Al Wasl Plaza. Also at the WORLD EXPO DUBAI 2020, Brand South Africa held a Global South Africans (GSA) engagement with an objective of promoting nation brand advocacy. This was to ensure that South Africans based in the UAE are encouraged to continue flying the South African flag after the World Expo.

The South African Investment Conference was again hosted in collaboration with the Presidency, the IDC, and GCIS. Brand South Africa was a strategic stakeholder and partner in delivering strategic and logistics support for the implementation of the Conference. A four-minute editorial piece was produced by Euro News and translated into 12 languages, and this continued to be broadcasted across Europe and Africa until mid-April 2022, reaching an audience of 160 countries with 184.6 million households.

President Ramaphosa led South Africa’s participation at the EU\_ AU Summit in Brussels and the organisation leveraged this by



facilitating a panel debate to unpack the South African perspective. The debate titled 'Can the EU & Africa reboot their relationship' was live streamed on euronews.com, africanews.com, and across their social media platforms. The promotion on Euro News website achieved a total of 507 622 impressions and 548 594 on sister channel Africa News.

The consistent messaging disseminated by the team sought to inspire patriotism, social cohesion, and pride, as well as to create a spirit of positivity. This was achieved through various campaigns and messages, which garnered significant reach.

Brand South Africa achieved an unqualified opinion with findings from the Auditor-General, which speaks to the quality of the leadership of the organisation. Brand South Africa also achieved a 91% overall organisational performance rating for the 2021/22 financial year against the approved Annual Performance Plan targets. This outstanding performance is announced with the greatest sense of pride. This is also regardless of the moratorium placed on the filling of permanent vacancies, which resulted in a 25% vacancy rate for the organisation. It is, therefore, commendable that Brand South Africa has not only met but exceeded its targets on campaigns. This is a result of the team taking ownership of our mandate and being proactive in executing its obligations thereunder.

I wish to thank the Board for their steadfast leadership and unwavering support of the Brand South Africa team over the past year.

I commend and am grateful to the members of the executive committee who have led their team members during this turbulent time. The dedication of all staff members is reflective of a strong and determined management team. I must also make special mention of the Health and Safety Committee, which continues to ensure the safety of our employees. You execute your duties with commitment and empathy, and I thank you for safeguarding our most valued assets.

I look to the future of the Nation Brand with a deep sense of pride, as I am confident in the Brand South Africa team's competence. May we achieve excellence in the execution of our mandate in the upcoming year and continue to stand unified against all odds.

Again, thank you to the entire Brand South Africa team and countless stakeholders that make up this beautiful nation.



**Ms Sithembile Ntombela**

Acting Chief Executive Officer

# Statement of Responsibility

## STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

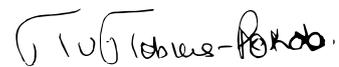
To the best of my knowledge and belief, I confirm the following:

- All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by the Auditor-General.
- The annual report is complete, accurate and free from any omissions.
- The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.
- The Annual Financial Statements (Part E) have been prepared in accordance with the Generally Recognised Accounting Practice (GRAP) standards applicable to the public entity.
- The accounting authority is responsible for preparing the annual financial statements and for the judgements made on this information.
- The accounting authority is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.
- The external auditors are engaged to express an independent opinion on the annual financial statements.
- In our opinion, the annual report fairly reflects the operations, performance information, human resources information and the entity's financial affairs for the financial year ended 31 March 2022.

Yours faithfully



**Ms Sithembile Ntombela**  
Acting Chief Executive Officer



**Ms Thandi Tobias-Pokolo**  
Chairperson of the Board of Trustees



# About Brand South Africa

Brand South Africa was established in 2002, as the Brand South Africa Trust, in terms of the Trust Property Control Act No.57 of 1988 (as amended). Brand South Africa is a Schedule 3A Public Entity in terms of the Public Finance Management Act No.1 of 1999 (PFMA), which reports to the Presidency as its Executive Authority. Brand South Africa is strategically positioned as the official marketing agency of South Africa.

## PURPOSE AND PRIMARY OBJECTIVE

The primary objective of Brand South Africa is to develop and implement proactive and coordinated marketing, communication and reputation management for South Africa. The aim is to contribute toward economic growth, job creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism and trade through the promotion of the South African Nation Brand.

## MANDATE

To build South Africa's Nation Brand reputation in order to improve South Africa's global competitiveness. Arising from its mandate, Brand South Africa exists to build South Africa's Nation Brand in order to:

- Build investor confidence and contribute towards attracting global investors, tourists, and increasing consumers of South African goods and services;
- Enhance South Africa's international stature;
- Develop and disseminate key messages that effectively and positively tell the unique story of South Africa;
- Inspire pride, patriotism, social cohesion, nation building and positive change in South Africa;
- Inspire loyalty and advocacy in expatriate South Africans;
- Counter negative messages and impressions of South Africa;
- Showcase achievements of the NDP;
- Assist government and the private sector in aligning their country communication strategies and
- Leverage on strategic global events and engagements to bring the Brand story to life and to create lasting brand moments.

# Strategic Overview

## Vision

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

## Mission

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

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

## Values

Our values are as follows:

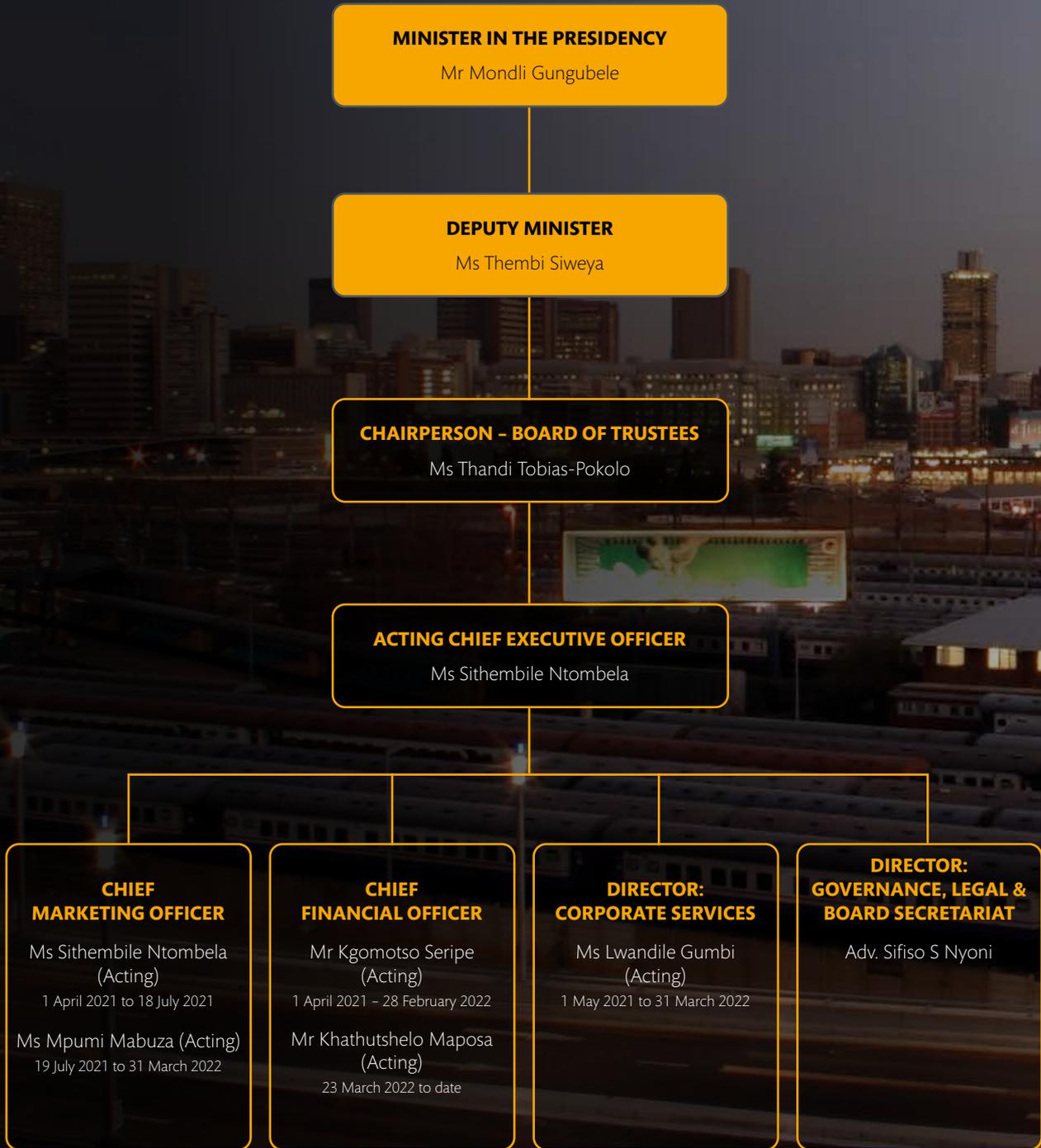
- **Determination:** We have the ability to refuse to give up despite the challenges. We keep our eye on the objective, we stay focused and persevere. We remain driven and keep going at it.
- **Integrity:** We do the right thing regardless of whether it is popular or not. Whether we are being seen or not. We mean what we say and we do what we say. We consistently act with honesty, trustworthiness and ethically.
- **Diversity:** Diversity comes from the word different – we accept, understand and embrace the differences between us; our backgrounds, cultures and views.
- **Innovation:** Innovation is something unique but based on an insight; it must fulfil an organisational need. Innovation isn't only the idea, it is the implementation of the unique idea. We always find new ways of doing things so that we can achieve better results. We stay ahead of the curve by being pro-active and pre-emptive.
- **Co-operation:** We work together as a cohesive unit to achieve a common goal.
- **Ubuntu:** I am who I am because of who we are. We show compassion, humanity and humility.

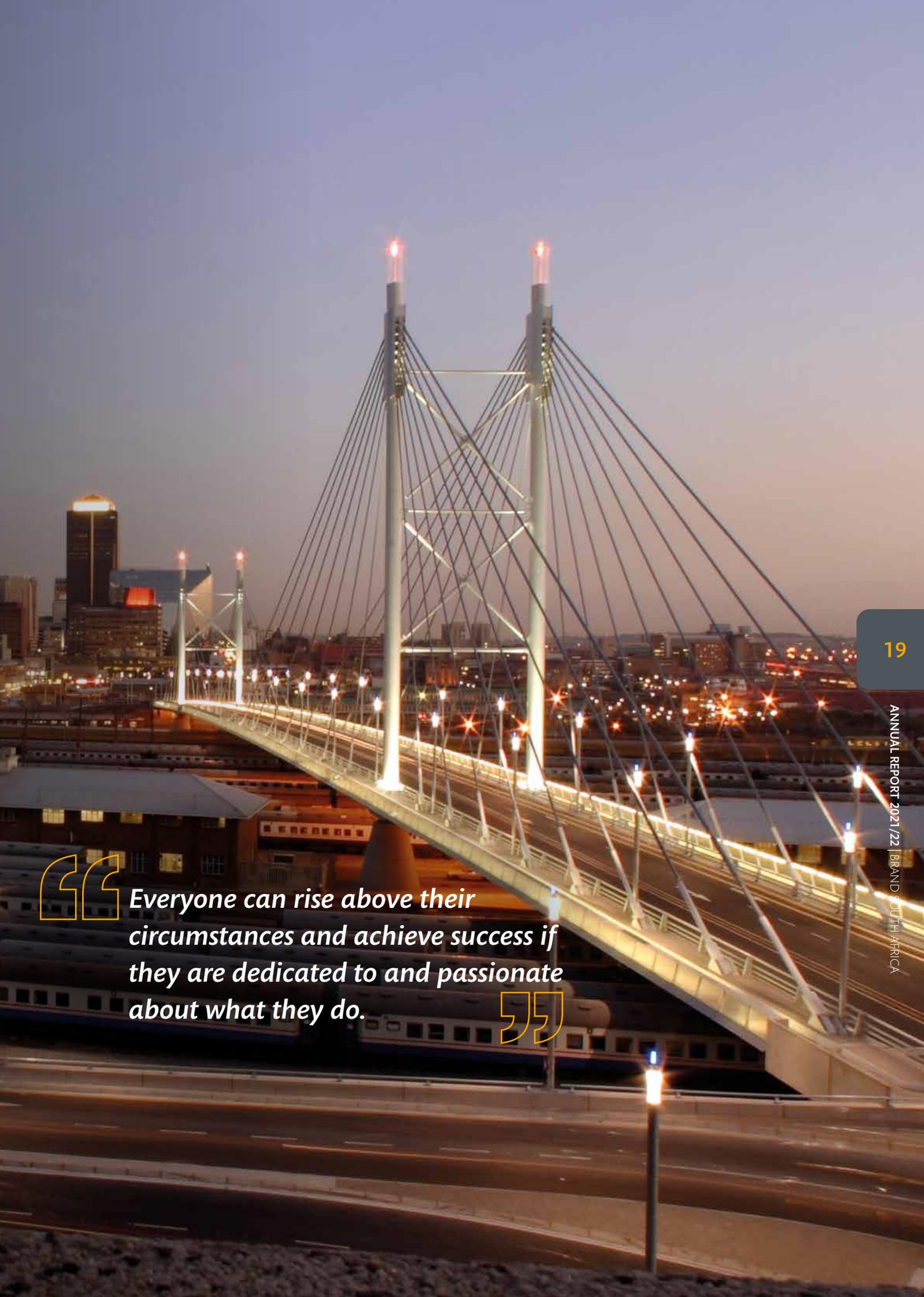
## Legislative and other Mandates

Brand South Africa is a Schedule 3A public entity, registered as a trust in terms of the Trust Property Control Act No. 57 of 1988. The organisation's Executive Authority is the Minister in the Presidency. As a government-funded agency, Brand South Africa is regulated by the Public Finance Management Act No 1 of 1999 (as amended) and the National Treasury Regulations, 2005 (as amended).



# Organisational Structure





*Everyone can rise above their circumstances and achieve success if they are dedicated to and passionate about what they do.*



PART B

# PERFORMANCE INFORMATION

## PROGRAMME 1: ADMINISTRATION

### OUTCOME 1: IMPROVED REPUTATION OF BRAND SOUTH AFRICA AS AN ENTITY

This programme provides strategic leadership, management and support services to the core business functions of Brand South Africa and is responsible for ensuring effective corporate governance, strengthening monitoring and compliance. The programme ensures organisational capacity and capability to enable a culture of high performance, productivity and optimal utilisation of available capital and resources.

### THE HUMAN CAPITAL

#### INTRODUCTION

Human capital's responsibility is to provide strategic support to the business by developing and implementing the Human Resources (HR) strategy, processes, policies, methods, systems and procedures needed to attract, develop, retain, and reward and manage human resources towards attaining organisational goals.

#### EMPLOYEE WELLNESS PROGRAMME (EWP)

Globally, organisations are gradually moving towards post-pandemic operations and practices. In South Africa, most lockdown restrictions have significantly been reduced, however, employees are still concerned about potential new variants and "waves" of the pandemic. Furthermore, the negative psycho-social, economic, and physical effects of the pandemic continue to impact the wellbeing of employees. Considering the unpredictability of the pandemic, employee wellbeing offerings continued to be prioritised throughout 2022.

#### 1.1 UTILISATION OVERVIEW

The table below indicates the cases managed by the EWP for Brand South Africa compared to the Corporate Sector, Public Sector and Life Health Solutions benchmarks for the annual period. Twenty-one cases were managed during the annual period, yielding an annualised utilisation rate of 38.89%. The annual utilisation rate is higher than all three Sector benchmarks.

Table 1: Annual EWP Utilisation Rate

ANNUAL EWP UTILISATION RATE	
Brand South Africa Apr 2021 - Mar 2022	38.89%
Corporate Sector Apr 2021 - Mar 2022	10.93%
Public Sector Apr 2021 - Mar 2022	9.77%
Life Health Solutions Benchmark Apr 2021 - Mar 2022	10.94%

#### 1.2 SERVICE TYPES

The table below presents the types of services offered to the employees that made use of the EWP in this annual period. Face-to-face counselling was the top service accessed. The aim of the face-to-face interventions was to assist employees with effective coping skills, stress management, problem solving categories, trauma debriefing, parental guidance, goal setting, relationship building and grief counselling, to name a few.

Table 2: Service Types

SERVICES	NO. OF CASES	% OF ALL SERVICES
Face-to-Face Counselling	18	85.71%
Managerial Referral	1	4.76%
Telephone Counselling	1	4.76%
Managerial Consultation	1	4.76%
<b>Total</b>	<b>21</b>	<b>100%</b>

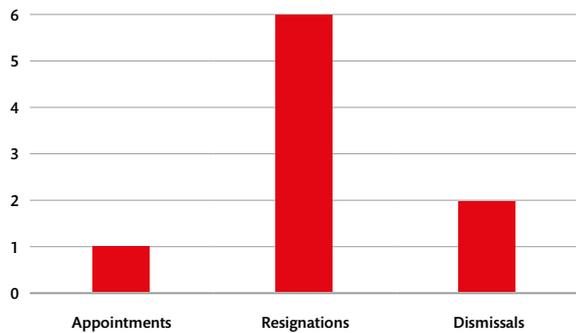
The above information shows that employees trust the programme to assist with problems that are personal, work related and other general practical problems.

#### 1. VACANCY RATE AND THE TURNOVER RATE PER CATEGORY

- The overall staff vacancy rate is 25%. The vacancy rate is above the 10% threshold, the increase in the vacancy rate is due to a combination of factors such as resignations, dismissals and the moratorium that was placed on the organisation by the Minister due to a proposed merger.
- The overall staff turnover rate is 17.39%. The turnover rate is inclusive of six (6) resignations and two (2) dismissals.
- There were 28.57% resignations from the Critical Work Force Positions (CWP).

## 2. STAFF MOVEMENT

Below is a graph indicating full staff movement for the year 2021/2022.



Graph 1 - Staff Movement

Graph 1 depicts the staff terminations for Brand South Africa in the year under review. As shown in the graph, there was one (1) appointment, six (6) resignations and two (2) dismissals in the 2021/2022 financial period.

## 3. LEARNING AND DEVELOPMENT

Training and development of employees contributes to improving performance and organisational effectiveness. It is a critical component of human capital management. Brand South Africa offers a wide range of developmental opportunities enabling employees to obtain the skills, competencies, and experience necessary to contribute to the attainment of

individual, team, and organisational goals in an increasingly diverse and demanding context.

Employee training is both the responsibility of the organisation as well as a shared responsibility between management and the individual employee. This requires leadership commitment to ensure that all employees have equal access to training and development opportunities and can continuously improve their skills and competences.

During the year under review, the following study assistance applications were approved by the Acting Chief Executive Officer and were implemented by the organisation.

### 4.1 BURSARIES

Table 3: Bursaries

COURSE	EMPLOYEE POSITION
Master of Commerce in Strategic Brand Leadership	Programme Manager: Global Markets
Master in Commercial Law	Legal Specialist - Fixed Term Contract
Oxford Executive Leadership Programme	Marketing Manager
Master of Arts in BA Governance and Political Transformation	Research Administrator - Fixed Term Contract
Post Graduate Diploma in Future Studies	Research Manager
Post Graduate Diploma in Public and Development Management	Relationship Consultant - Government



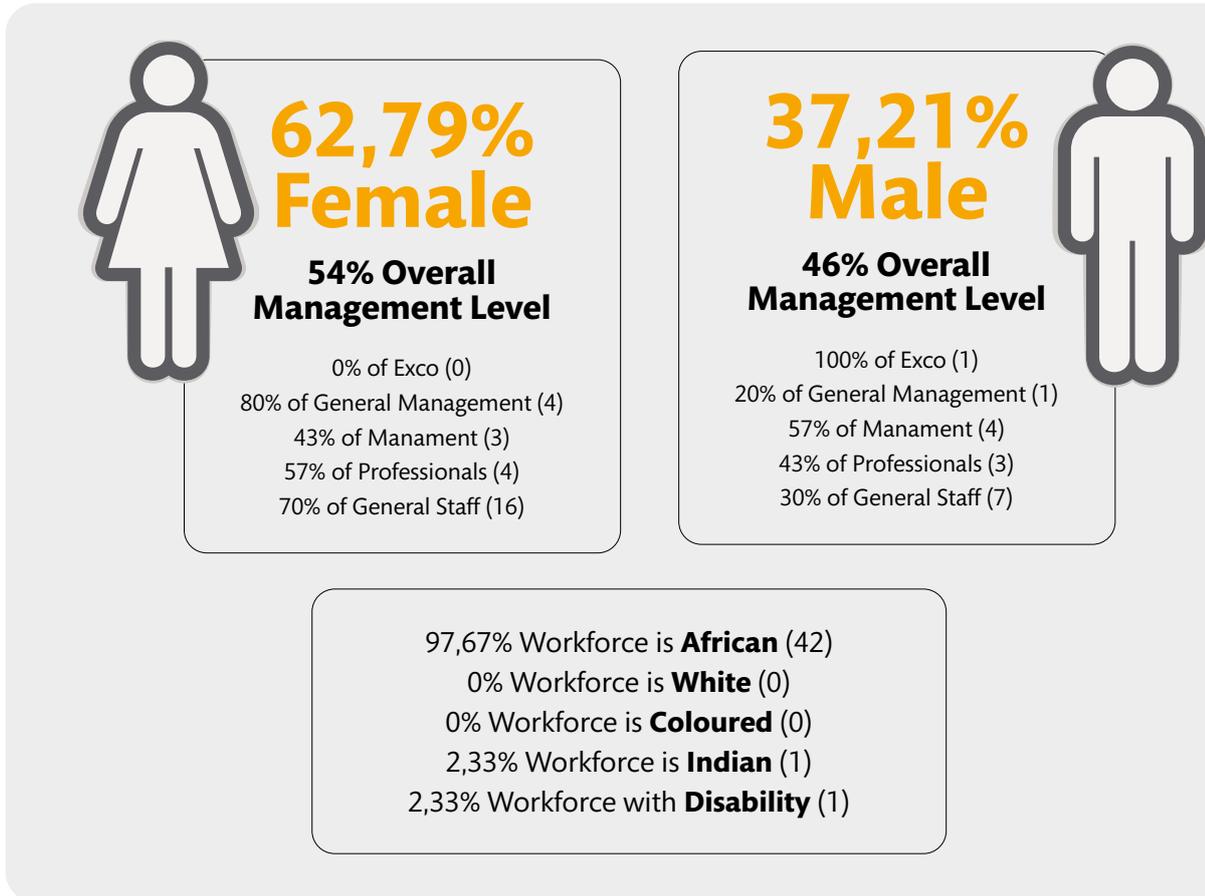
## 4.2 SKILLS DEVELOPMENT SHORT COURSES

Table 4: Skills Development Short Courses

<b>COURSE</b>	<b>EMPLOYEE POSITION</b>
<b>Corporate Governance</b>	<ul style="list-style-type: none"> <li>• Acting Chief Marketing Officer</li> <li>• General Manager - Communications</li> <li>• General Manager - Global Markets</li> <li>• General Manager - Stakeholder Relations</li> <li>• Manager - Office of the CEO</li> <li>• Acting Director Corporate Services</li> <li>• Acting Chief Financial Officer</li> <li>• Research Manager</li> <li>• Director: Governance Legal and Board Secretariat</li> <li>• Assistant Board Secretariat</li> </ul>
<b>King IV Corporate Governance</b>	<ul style="list-style-type: none"> <li>• Human Capital Officer</li> <li>• Assistant Marketing Manager</li> <li>• Executive Personal Assistant to CMO</li> <li>• Activations Manager</li> <li>• Marketing Manager</li> <li>• Senior Accountant</li> <li>• Accountant</li> <li>• Research Manager</li> <li>• Human Capital Business Partner - Fixed Term Contract</li> <li>• Supply Chain Specialist - Fixed Term Contract</li> <li>• Human Capital Administrator - Fixed Term Contract</li> </ul>
<b>Disciplinary Management Training for Managers</b>	<ul style="list-style-type: none"> <li>• Legal Specialist - Fixed Term Contract</li> <li>• Senior Accountant</li> <li>• Information Technology Manager</li> <li>• Acting Supply Chain Manager</li> <li>• Acting General Manager - Global Markets</li> <li>• Acting Chief Financial Officer</li> <li>• Acting Strategic Relationship Manager - Government</li> <li>• Acting Director Corporate Services</li> <li>• Acting Chief Marketing Officer</li> <li>• Country Head - USA</li> <li>• Country Head - UK</li> <li>• Strategic Relationship Manager - Civil Society</li> <li>• Activations Manager</li> <li>• Acting General Manager - Research</li> <li>• Director - Governance Legal and Board Secretariat</li> <li>• Acting Country Head - China</li> <li>• Corporate Legal Manager</li> <li>• Acting Chief Executive Officer</li> </ul>
<b>Critical Thinking and Problem Solving</b>	<ul style="list-style-type: none"> <li>• Human Capital Administrator - Fixed Term Contract</li> <li>• Human Capital Officer</li> <li>• Supply Chain Administrator</li> <li>• Supply Chain Administrator - Fixed Term Contract</li> <li>• Supply Chain Officer</li> <li>• Receptionist</li> <li>• Acting Supply Chain Manager</li> </ul>
<b>Advance Record Management</b>	<ul style="list-style-type: none"> <li>• Human Capital Administrator - Fixed Term Contract</li> <li>• Human Capital Officer</li> <li>• Supply Chain Administrator - Fixed Term Contract</li> <li>• Supply Chain Administrator</li> <li>• Supply Chain Officer</li> <li>• Research Administrator - Fixed term Contract</li> <li>• Accountant</li> <li>• Communications Administrator - Fixed Term Contract</li> </ul>
<b>Supply Chain Governance</b>	<ul style="list-style-type: none"> <li>• Supply Chain Officer</li> <li>• Supply Chain Administrator</li> <li>• Supply Chain Administrator - Fixed Term Contract</li> </ul>

## 5. EMPLOYMENT EQUITY STATISTICS AND GENDER EQUITY

Below is the gender diversity of the Brand South Africa's workforce as of 31 March 2022.



5.1 The infographics above present the gender profile of Brand South Africa's workforce. Overall, female representation is 62.79% and 37.21% male representation. The graph depicts 54% female representation and 46% representation at management level. There is 57% female representation and 43% male representation at professional level. The graph further depicts 70% female representation and 30% male representation at general staff level. The organisation has shown improvement on the equity stats following the appointment of an Indian male. Brand South Africa continues to implement the Employment Equity Plan to mirror the national demographics.

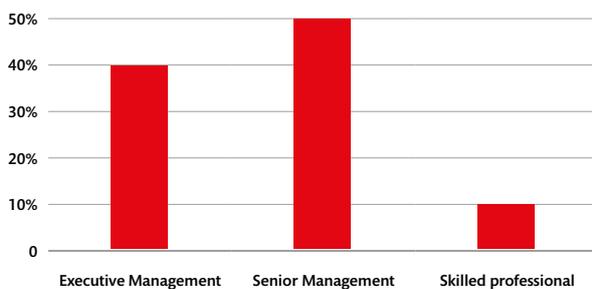
5.2 The figure above depicts that there is 2.33% representation of people with disability in the employ of Brand South Africa as of the end of the financial year.

5.3 The figure above further depicts that there is no representation in terms of White and Coloured male/females as well as low representation on African male within the organisation. Plans were impacted by the moratorium placed on the filling of permanent position due to the envisaged reconfiguration process between Brand South Africa and South African Tourism. The Minister subsequently approved a partial upliftment that critical permanent vacancies may be filled by twenty-four (24) months fixed-term contract. The organisation continues to put plans in place to address the equity gaps within the organisation.

## 6. RECONFIGURATION PROCESS

Brand South Africa was placed under moratorium (a temporary ban on appointing permanent employee positions), since October 2020 by the Minister in the Presidency in view of the envisaged reconfiguration process between Brand South Africa and South African Tourism. The minister in the Presidency subsequently approved a partial upliftment in October 2021 to fill critical positions on a 24-month fixed-term contract. The Board of Trustees and Management discussions with the Presidency are currently underway and await feedback from the Minister in the Presidency on the reconfiguration process as this also impact Brand South Africa structure that was last reviewed in 2014.

## 7. ACTING APPOINTMENTS



Graph 2 – Acting appointments

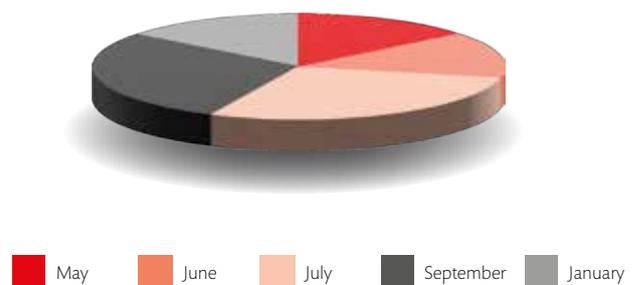
The graph overleaf depicts the acting appointment in the organisation because of the moratorium. There was 40% of employees acting in executive positions, 50% acting in the senior management and 10% acting in skilled professional positions. The team had to double up by performing their own duties as well as the responsibilities of the position in which they are acting. The team had to remain committed to achieving the organisational objective and the achievement of the APP targets.

## 8. HEALTH AND SAFETY

In line with the Occupational Health and Safety Regulation Act, 85 of 1993, Brand South Africa is to provide for the health and safety of persons at work against hazards in the workplace, to establish an advisory council for occupational health and safety and to provide for matters connected therewith.

Health and Safety committee meetings are continuously held to address the importance of the committee and to note areas that still require attention from the committee to ensure compliance in terms of COVID-19 Regulations.

COVID CASES REPORTED



Graph 3 – Covid Cases reported

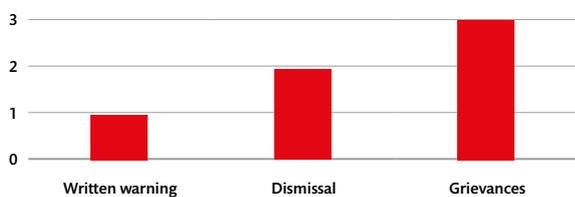
The chart above depicts that there were (7) cases reported during the current financial year. All employees have fully recovered. As a measure of absolute safety compliance, employees are continuously reminded to keep to a 1.5m social distance, to wash their hands regularly and to wear their masks to minimise the risk of infection during this difficult period.



## INDUSTRIAL RELATIONS

Consequence Management has been implemented at Brand South Africa to manage all types of disciplinary-related matters, dispute resolution and employee relations matters.

### LABOUR RELATIONS: MISCONDUCT AND DISCIPLINARY ACTION



Graph 4 - Misconduct and Disciplinary Action

## INFORMATION TECHNOLOGY GOVERNANCE

Governance of technology and information management of technology is seen as crucial to the enhancement of the Brand. The Board through its Audit and Risk Committee (ARCO) is responsible for information technology oversight. The responsibility for managing this has been delegated to Exco, with the Information and Technology Steering Committee ensuring alignment between information technology and

business operational strategy. ARCO considers quarterly reports, which provide assurance on the security, business continuity and availability of Brand South Africa's information and technology systems of control, as well as assessments on the adequacy and effectiveness of governance, risk management, compliance and controls relating to technology and information. The Board has adopted an IT Governance Framework and policies to provide direction on how information technology is managed in the organisation to ensure the confidentiality, security, integrity, availability of systems and management of personal information. The IT Steering Committee oversees IT governance, compliance, assurance, risk and resilience, IT architecture and investments, and cyber-security. The organisation is ensuring compliance with the Protection of Personal Information Act, 2013 on a risk-based approach, implementing adequate systems to process requests for information and training employees on the requirements of the Act.

## STRATEGIC PLANNING AND PERFORMANCE MONITORING

Strategic planning requires ongoing assessment and monitoring so that under-performance and risk may be identified and that appropriate action plans may be implemented. Brand South Africa subscribes to a rigid evaluation framework as prescribed by the government and holds the achievement of its mandate in the highest regard.

## FINANCIAL MANAGEMENT

### LINKING PERFORMANCE WITH BUDGET

Table 5: Linking Performance with Budget

Programme/activity/ objective	2021/2022			2020/2021		
	Budget R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Budget R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Personnel Costs	75,169	68,286	6,883	70,380	70,380	0
Brand Communication and Reputation	109,901	104,535	5,366	81,639	80,082	1,557
Capital Expenditure	1,533	1340	193	613	613	0
Operating Expenses	26,749	27,689	(940)	26,868	26,653	214
<b>Total</b>	<b>213,352</b>	<b>200,314</b>	<b>13,038</b>	<b>179,501</b>	<b>177,729</b>	<b>1,771</b>

### SOURCES OF REVENUE

Table 6: Sources of Revenue

Sources of Revenue	2021/2022			2020/2021		
	Estimate R'000	Actual Amount Collected R'000	(Over)/ Under Collection R'000	Estimate R'000	Actual Amount Collected R'000	(Over)/ Under Collection R'000
Grants and Subsidies	213,352	213,352	0	216,064	179,501	36,563
Other Income	249	249	0	158	158	0
Finance Income	1,125	1,125	0	1,032	1,032	0
<b>Total</b>	<b>214,726</b>	<b>214,726</b>	<b>0</b>	<b>217,254</b>	<b>180,692</b>	<b>36,563</b>



## B-BBEE COMPLIANCE PERFORMANCE INFORMATION FOR 2021/2022

### Has the Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 - 8) with regards to the following:

Criteria	Response Yes / No	Discussion
Determining qualification criteria for the issuing of licences, concessions, or other authorisations in respect of economic activity in terms of any law?	No	Brand South Africa's revenue is received from a government grant and not through the issuing of licences, concessions, or other authorisations in respect of economic activity.
Developing and implementing a preferential procurement policy?	Yes	Preferential policy is aligned to the PPPFA in supporting B-BBEE companies.
Determining qualification criteria for the sale of state-owned enterprises?	Not applicable	Brand South Africa is classified as a schedule 3A entity prohibited from trading to generate revenue.
Developing criteria for entering into partnerships with the private sector?	Yes	Partnerships agreement entered with private sector are aligned to the B-BBEE codes and requirement.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad-Based Black Economic Empowerment?	No	The entity does not award incentives, grants, or investment schemes.



## PROGRAMME 2

# BRAND MARKETING AND REPUTATION MANAGEMENT

### OUTCOME 1: IMPROVED REPUTATION OF BRAND SOUTH AFRICA AS AN ENTITY

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 on researching and monitoring the sentiment and performance of the Nation Brand, analysing trends and providing insights to inform decision-making and communication, and to both proactively and reactively communicate the country's value proposition, and values and highlight progress being made.

Programme 2 activities are structured within the following outcomes:

- Increased attractiveness and thereby competitiveness of the Nation Brand.
- Increased Nation Brand advocacy and active citizenship.

### INCREASED ATTRACTIVENESS AND THEREBY COMPETITIVENESS OF THE NATION BRAND

Various strategic marketing and reputation management initiatives were undertaken during the year to fulfil the mission of managing the reputation of South Africa's Nation Brand and strengthening the country's global appeal and competitiveness. The purpose of these activities is to promote the country's competitiveness and to convey how it addresses national and international challenges. This allows the organisation to proactively position the Nation Brand and enhance tourism and investment both domestically and internationally.

### DOMESTIC MARKETING CAMPAIGNS

Domestically, the targeted number of marketing campaigns were exceeded by delivering three (3) additional campaigns which generated increased reach and engagement. These included the launch of a new Nation Brand marketing campaign on multiple marketing platforms aimed at promoting investment in South Africa. The campaign invited the target audience to "Believe in South Africa", and was designed to seamlessly align with the hosting of the Nation Brand Forum, which took place on 28 September 2021 at the Sandton Convention Centre. Messaging focused on calling upon South Africans to play their part and contribute positively towards rebuilding the country. The "Believe in SA" messaging was posted on social media and print advertisements, with a total circulation of over 25 000. The campaign material was also flighted on electronic billboards in Johannesburg, Cape Town and Durban.



## #BELIEVEINSA CAMPAIGN

The new #BelieveInSA strategy was launched during the Nation Brand Forum. The campaign messaging focused on calling upon South Africans to “believe in SA” and contribute positively towards rebuilding the country and was rolled out on multiple marketing platforms. The platforms that were utilised included television (DSTV and SABC) and print (Sunday Times and Sowetan), as well as digital platforms. The campaign managed to reach an audience in excess of 4,4 million on TV, over 1,19 million on digital and 202 000 on print, also lighting on electronic billboards in Johannesburg, Cape Town and Durban.

### KEY ACHIEVEMENTS

#### INVEST IN SOUTH AFRICA TV CAMPAIGN

Brand South Africa achieved its goal of running a campaign aimed at educating South Africans to believe in the country’s abilities and showcasing the appeal of the Nation Brand. The campaign was broadcast on the eNews Channel Africa (eNCA), focusing on the country’s brand strengths, competitiveness, tourism, science and technology, innovation and mining sectors, with an estimated audience of 1.9 million. Brand South Africa promoted its Nation Brand audio-visual (AV), and digital banners that were flighted on the eNCA website along with social media and (Independent Online) IOL online platforms. The purpose of the campaign was to actively position the Nation Brand, primarily by appealing to domestic viewers. A total of 648,322 impressions were delivered across the platforms.

This campaign was produced in the previous financial year and flighted earlier in 2021, prior to the production of the ‘Believe in SA’ campaign.

#### GENDER-BASED VIOLENCE (GBV) CAMPAIGN

As the custodians of the Nation Brand, Brand South Africa is required to communicate the positive aspects of the Nation Brand and ensure that the organisation proactively develops strong messaging aimed at addressing factors that detract from the Nation Brand reputation. Thus, in response to an ongoing social issue that potentially has a detrimental impact on South Africa’s Nation Brand, Brand South Africa produced and flighted a campaign on the topic of GBV.

The rationale behind the concept was that when the COVID-19 national lockdown was announced in March 2020, women and children found themselves trapped in their homes, along with their abusers. As COVID-19 cases rose, so did GBV – hence referred to as the second pandemic in South Africa by the president.



The message on the advertisements, headlined “Home is not always where the heart is”, included a call-to-action for citizens to report cases of GBV to the specified helpline. The campaign was flighted in the Caxton print publications in May (with a circulation of 60 000 and readership in excess of 150 000), and subsequently supported on Brand South Africa’s digital platforms.

#### SOUTH AFRICAN FILM AND TELEVISION AWARDS (SAFTAS)

The South African Film and Television Awards (SAFTAs) is an annual award ceremony managed under the custodianship of the National Film and Video Foundation (NFVF). The event aims to celebrate excellence in the South African Film and Television Industry.

In the pursuit of impactful mechanisms through which to promote the Nation Brand to domestic audiences, Brand South Africa utilised its partnership with NFVF to ensure that the



Nation Brand featured prominently on SAFTAs media platforms. The SAFTAs messaging was anchored on supporting the development of the industry to create a thriving and innovative film industry, profiling the South African Nation Brand as an African hub of creative film excellence and rallying South Africans to play their part to support local film and television.

Accordingly, Brand South Africa's creative materials – developed for radio as well as digital platforms – were produced and flighted in the days leading up to the event. These were a 30-second radio advertisement flighted on 94.7, KFM, 702 and Cape Talk, as well as included on the aforementioned stations' social media platforms. SAFTAs digital coverage reached an estimated 12.7 million people and generated 706 mentions. Furthermore, SAFTAs content promoted on Brand South Africa's social media

pages - Facebook, Twitter and Instagram achieved a reach of approximately 15 000 impressions.

#### TWO WORLDS CAMPAIGN

The Nation Brand AV themed around investment showcasing the nation's strengths in different sectors was flighted on digital platforms to illustrate the attractiveness of the nation brand to domestic audiences. A media plan was developed, and placement was made targeting business, civil society and government audiences. The AV was flighted on ETV's The Morning Show and on VIU (Skeem Saam, Uzalo, Scandal and Imbewu) where a total viewership of 3.52 million views were achieved.



## BRAND ALIGNMENT TOOLKIT PROMOTION

The Nation Brand Toolkit is a consolidated pack that assists stakeholders across the business, government and civil society on the common marketing approach when seeking to align their own brands to that of the Nation Brand. The brand tools available to stakeholders consist of the country logo, image library, research reports, annual reports and other elements.

A campaign was implemented utilising Google AdWords (display banners) and Independent Online (IOL) digital (as partnered content) and social media platforms with messaging that calls on stakeholders to add their voice to the “South African story”. The objectives of the campaign were to drive awareness of the toolkit, increase website traffic, as well as encourage downloads. The campaign achieved 1.23 million impressions on Google AdWords, 100 004 impressions on IOL, and reached 365 172 followers on social media.

## INTERNATIONAL MARKETING CAMPAIGNS

Brand South Africa continued to promote the Nation Brand on international platforms in full force. Despite the unrest which had devastating economic and social effects among other things, Brand South Africa sought to make it clear that South Africa’s fundamentals as an investment destination remained unchanged. The organisation managed to exceed the targeted campaigns by pivoting on an opportunity to flight a previous Nation Brand promotion AV that was produced during the previous financial year, targeting relevant international audiences as well as business leaders and opinion leaders.

## KEY ACHIEVEMENTS

### PROMOTING THE NATION BRAND TARGETING EAST AFRICA, EMEA & USA

Brand South Africa promoted the international Nation Brand audio-visual (AV) by lighting it on seven Dstv SuperSport Africa Channels, namely SuperSport Action Africa; SuperSport Variety 2 Africa; SuperSport Variety 4 Africa; SuperSport GOtv Select 1; SuperSport GOtv Select 2; and SuperSport Grandstand. This targeted the East African region and the mentioned channels are active in the following countries: Ethiopia, achieving a viewership of 7 622 095; Kenya achieving a viewership of 5 308 776; Uganda achieving a viewership of 2 045 781; Rwanda achieving a viewership of 505 357 and Tanzania achieving a viewership of 2 518 291. In total, the media lighting on the Supersport channels achieved a total viewership of just over 18 million views. The AV was also lighted targeting four markets, namely Asia, Europe,



Africa and the US. A total reach of 15.7 million views were achieved through the following platforms: Lovin Dubai, Akhbar TV News, CNBC Arabia, CAN Lifestyle, CGTN, The Star and a total of over 2 000 000 impressions were achieved through digital platforms. The objective of the campaign was to positively position the Nation Brand by illustrating its attractiveness to international audiences – specifically potential investors and tourists. The content of the AV focused on innovation, science & technology, tourism and reasons to believe in investing in South Africa.

### 'BELIEVE IN SA'

The 'Believe in SA' Nation Brand marketing campaign was rolled out on multiple marketing platforms internationally (targeting Africa, Asia, Europe & North America). Through this campaign, Brand South Africa sought to enhance South Africa's Nation Brand awareness, drive engagement with an international audience, position the country as an attractive business and investment destination, as well as reinforce the country's strategic importance in the region and position it as a global player.

### INTEGRATED NATION BRAND REPUTATION PROGRAMMES IMPLEMENTED AT STRATEGIC PLATFORMS DOMESTICALLY

Brand South Africa was requested to host the Intra-Africa Trade Fair as the original host country (Rwanda) was no longer able to. The organisation collaborated with the KwaZulu-Natal government and the dtic in the delivery of the Intra-Africa Trade Fair (IATF). The IATF is a gateway into the African Continental Free Trade Area (AfCFTA), heralding what was the biggest free trade area in the world. Trade and investment deals worth US\$32 billion were concluded, and more than 1,000 exhibitors and 2,500 conference delegates from over 45 countries participated, resulting in an unprecedented platform for businesses to exponentially grow their interests through Africa.

Brand South Africa's participation included a visual showcase of South Africa as an investment destination of choice through trade and tourism related messaging/imagery, input into the pavilion look and feel to appropriately represent the Nation Brand, participation on the programme of the dtic-led side engagement, collaboration with the AfCFTA Secretariat for the hosting of a cocktail engagement and a Brand South Africa-led Research reference group elevating the African agenda with a perspective of leveraging the nation brand for trade. It is through this engagement, that the organisation was able to exceed its planned targets.



### KEY ACHIEVEMENTS

#### FOURTH SOUTH AFRICAN INVESTMENT CONFERENCE

Since its launch in 2018, Brand South Africa has been a strategic partner in the execution of the South African Investment Conference (SAIC). The 4th SAIC took place on the 24th of March 2022 with over 850 guests in attendance. The SAIC is a key component of the Presidential investment drive, which set out to raise R1.2 trillion over a five-year period.

The conference allows the country to showcase investment opportunities the country has to offer, and for participants to frankly engage on challenges and possible solutions that will encourage economic growth. Brand South Africa actively supported the execution of the conference in the following manner:

- Active participation and contribution to the organising committee.
- Drafting of key messages and FAQs.
- Coordination of the pre-SAIC breakfast.
- Contribution to the development of the communications programme.
- Management of the digital programme.
- Onsite technical and activations support.

Brand South Africa also leveraged the opportunity to promote the #BelieveInSA messaging through the SAIC's media partnerships, such as the City Press and the Mail & Guardian. 80 investment pledges were announced at the 4th SAIC amounting to a total of R332 billion. The conference has resulted in 95% of its investment target on commitments, covering mining, automobiles, energy, pharmaceuticals and other fields, making the total investment commitments of the four investment conferences to have reached R1.14 trillion.

## SOUTH AFRICAN MINING INVESTMENT FORUM

The Mining Indaba, usually hosted annually, in February was postponed to May 2nd by the organisers. As such, Brand South Africa developed a strategic platform that would be a pre-Mining Indaba activity to continue the conversation of investment in the South African Mining sector. This was implemented through the hosting of a webinar titled “The South African Mining Investment Forum”. The aim of the webinar was to highlight South Africa’s potential as a mining investment destination and to identify areas where progress must be made to promote increased investment in the sector.

The webinar set the tone for discussions to be held at the Investing in Mining Indaba Conference and saw award-winning financial journalist, Bruce Whitfield, facilitating a panel of industry leaders including Thabiso Sekano, Head of Mining at the Industrial Development Corporation; Patrycja Kula-Vester, Business Development Manager at the Johannesburg Stock Exchange; Fortune Mojapelo, Chief Executive Officer at Bushveld Mines and Vuslat Bayoglu, Co-Founder and Managing Director at Menar Mine.



## TEAM SA AT EXPO 2020 DUBAI

Brand South Africa announced Team South Africa’s participation and vigorous programme at Expo 2020 in Dubai and went live with the official Team South Africa website and social media platforms. Expo 2020 in Dubai was themed Sustainability: South Africa Tourism, with a robust programme led by the Department of Tourism (NDT) and South African Tourism (SA Tourism). Visitors to the pavilion were treated to an interactive exhibition of landmarks found across all nine provinces, as well as food tasting and networking sessions.

## G20 SUMMIT

The G20 summit is the premier forum for international cooperation on important global issues and brings together the world’s leading economies to ensure global economic stability and sustainable growth. South Africa, under the leadership of Minister of International Relations and Cooperation, Naledi Pandor, participated in the Summit in Italy.

Brand South Africa implemented a social media plan aligned to key messaging to raise awareness on South Africa’s participation at the G20 summit and drive conversation, educate, stimulate interest, and highlight key outcomes. This included the development of content and creative for social media.

## GLOBAL BUSINESS FORUM

The Global Business Forum Africa (GBF Africa) which took place in Dubai was held under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. It was aimed at bringing the trade and investment community back together to explore bilateral trade opportunities between Dubai and Sub-Saharan Africa. As some of the strategic platform targets were cancelled during the year under review due to the impact of the COVID-19 pandemic, it was prudent for Brand South Africa to leverage the presence of South Africans at the GBF Africa to positively promote the Nation Brand at a strategic platform with a focus on the continent.

The Dubai Chamber organised the GBF Africa 2021 in partnership with Expo 2020 Dubai under the theme “Transformation Through Trade”. As a global marketing event, Expo 2020 and other side activities taking place during the same time period allowed Brand South Africa to significantly enhance both the country’s brand reputation, and build awareness on opportunities for foreign direct investment and international tourism recovery plan.

## 2021 AFRICA INVESTMENTS RISKS AND COMPLIANCE (IRC) SUMMIT

The Brand South Africa UK Country office collaborated with EBII GROUP for the 2021 Africa Investments Risks and Compliance (IRC) Summit themed Financial Crime Compliance and ESG - The Future of African Investment. The summit took place at the University of Oxford.

### EMERGING BUSINESS INTELLIGENCE & INNOVATION (EBII) SUMMIT

Brand South Africa was a strategic partner in the Emerging Business Intelligence & Innovation (EBII) summit, which took place in Oxford University. Emerging Business Intelligence & Innovation (EBII) Group is a compliance and risk management-consulting firm headquartered in the UK and supported by Oxford University Innovation. EBII Group's mission is to unlock Africa's investment value by helping market participants to understand the compliance risks and mitigations associated with their Africa investments proposition. EBII Group works closely with banks and African governments by supporting them to strengthen their compliance programmes, regulatory and enforcement programmes.

### CHINA-AFRICA ECONOMIC & TRADE EXPO: CHANGSHA, HUNAN PROVINCE

The China Africa Economic and Trade Expo (CAETE) is one of the most important economic and trade cooperation platforms for deepening China-Africa cooperation under the Forum for China-Africa Cooperation (FOCAC) mechanism, which provides an opportunity and platform for African countries to showcase their strengths and for Chinese enterprises to share their experience in various sectors. The second CAETE, taking place at a critical time when many economies have been hit hard by the COVID-19 pandemic, provided an opportunity to promote South Africa and its variety of world-renowned exports to the Chinese market. CAETE took place in Changsha, Hunan Province, with the aim of promoting further economic and trade cooperation between China and African nations. South African Ambassador to China, His Excellency Dr. Siyabonga Cyprian Cwele, through virtual participation, presented key insights on South Africa's future economic development. Brand South Africa worked closely with the South African embassy in Beijing to provide guidance with the design of the SA pavilion to align to the Nation Brand. For this purpose, the organisation supplied the branding elements, digital banners (which were translated into Mandarin), images, as well as Nation Brand promotion videos that were flighted at the pavilion throughout the expo.

### BRAND SOUTH AFRICA PARTICIPATION IN THE INVEST AFRICA: AFRICA DEBATE

Invest Africa is a leading business and investment platform, using over sixty years' experience in Africa to provide its members with unique information and exposure to business opportunities. Headquartered in London, Invest Africa also operates from four chapter cities: Johannesburg, New York, Dubai and Geneva. Their vision is to play a central and influential role in socio-



economic growth by guiding sustainable capital towards key prospects on the continent.

As the trusted entry point into Africa, they support and connect business and investment through a unique range of services and events, and their high standards consistently enact their belief that a responsible and profitable private sector has a crucial role to play in Africa's development. (Source: <https://www.investafrica.com/about>).

### BRICS BUSINESS FORUM & TRADE FAIR, INDIA 2021

Brand South Africa collaborated with the South African Chapter of the BRICS Business Council and the Department of Trade, Industry and Competition (the dtic) as the lead entity responsible for marketing and communications activities for the BRICS Business Forum & Trade Fair, India 2021.

India was the host country for this year's BRICS Business Forum and Trade. For the second time, the BRICS Business Forum was hosted virtually over a period of three days, with this year activities including a Virtual Trade Fair (Exhibitions by BRICS Countries and Business Community). The overall theme of the Forum was "Strengthening BRICS Business Connect for Sustainable Growth and Development".

## BRAND SOUTH AFRICA PARTICIPATION TO PROVIDE SUPPORT TO THE SOUTH AFRICA DELEGATION TO UNGA 76

Brand South Africa in collaboration with the South Africa Permanent Mission to the UN Brand provided support to Team South Africa's participation at the 76th UN General Assembly. Support was structured around communications and media engagements components. Brand South Africa leveraged the presence of the delegation and the Minister of International Relations and Cooperation to build and manage the reputation of the Nation Brand in the USA and led on coordinating of the media engagements on the ground on the sidelines of UNGA high-level meetings. South Africa is committed to promoting and achieving its vision of an African continent that is prosperous, peaceful, democratic, non-racial, non-sexist and united, and which contributes to a world that is just and equitable through effective multilateralism at the sub-regional (SADC), regional (AU) and global level (UN).



## INSIGHTS THAT INFORM THE NATION BRAND STRATEGY

Brand South Africa delivered several analysis notes to inform organisational, communication, and marketing interventions for implementation in response to national and international dynamics. The opportunity to share unique Brand South Africa research and analysis insights was ceased, and the insights were shared on several platforms. The implementation of the Reputation Management strategy allowed for the early detection of potential reputational challenges and/or opportunities in the communications environment insured that Brand South Africa responded accordingly to relevant issues.

## KEY ACHIEVEMENTS

### DOMESTIC PERCEPTIONS RESEARCH

In order to effect successful intervention, communication, and marketing efforts, it is vital that we continually gauge the impact of existing campaigns and measure the sentiment shared within our borders. Brand South Africa's Domestic Perceptions Research is therefore designed to empower the organisation and relevant stakeholder with insights on the, for example, perceptions of the average South African about key issues that have an impact on their daily lives.

Given the advent of the global pandemic, the research placed focus on the opinions and sentiment of South Africans as it relates to COVID-19, the economic impact of mitigation

measures, and the Government's ability to successfully intervene and manage the outbreak in South Africa.

During the beginning of the review period, monthly survey data sought to gather insights into the perceptions around various instruments adopted by government to manage the pandemic. The responses gathered fluctuated according to the level of strictness of a particular restriction, this was found to be the case on month to month basis at the height of level 5 restrictions where respondents had lower levels of trust in government measures and had a higher inclination to their constitutional rights being infringed upon. Closer to the end of that period, sentiments appeared to improve towards the government, however, they continued to reflect negatively on what was largely considered to be worsening economic conditions.

In the first quarter of 2021, the structure of the survey was altered to gather insights on perceptions and sentiments towards South Africa's vaccine rollout. The month to month sentiments indicated a positive trajectory, where majority of respondents indicated that they were willing to be vaccinated. Confidence in government measures also remained relatively high, which further coupled with lower number of respondents stating they felt at risk of contracting COVID-19, may likely indicate a correlation. These sentiments are rather surprising given that respondents are easily influenced by media reports, especially those that relate to government corruption and mismanagement. However, the positive perceptions are likely to be attributed to the President's consistency in briefing the public and assuring them of government's commitment to effectively managing the pandemic. In recognition of the effective nature of the monthly survey to monitor and track perceptions, Brand South Africa endeavoured to include a series of questions on the upcoming local elections. These questions seek to monitor and track voter sentiments and gauge respondent's willingness to vote. The introduction of these questions is particularly interesting in 2021, as the reality of the pandemic, low voter turnout and widespread apathy towards politics in general.

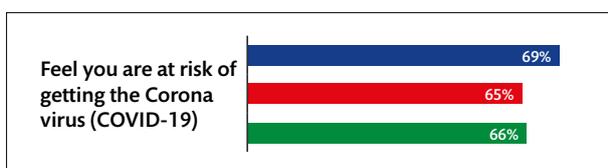


Some highlights from the period under review:

- Respondents still appear to be adhering to social distancing and lockdown measures to protect themselves from COVID-19. Since March 2021, the level of adherence has been relatively high, indicating that South Africans are fully aware that COVID-19 is a public health risk and should ensure that they are aware of its implications.



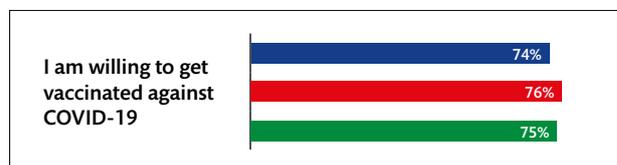
- In May 2021, there was a brief increase in the number of respondents who feel at risk of contracting COVID-19. This may be linked to the rising number of increasing infections and the slow rate of the vaccine rollout plan.



- In May 2021, there was a brief decline in levels of trust in current measures adopted by the government to minimise the spread of the virus. In March 2021, 80% of respondents indicated that they trusted government's measures, yet in May 2021 only 76% of respondents indicated their trust in such measures. Although it is only a 4% decline, it may be linked to what is largely perceived as governments poorly managed vaccine rollout programme, which since being announced has encountered a number of delays and challenges.



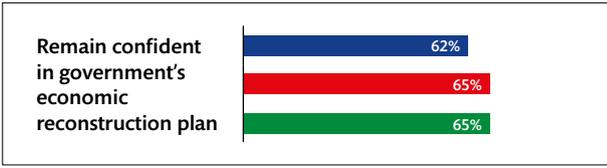
- Questions related to the willingness of respondents to get the COVID-19 vaccine have been included into the monthly survey since the beginning of the financial year. The responses gathered have been relatively positive, given that the media coverage around the vaccine rollout programme has been less than favourable. This is also evident in the responses provided to the level of confidence in the government's ability to adequately manage the vaccine rollout.



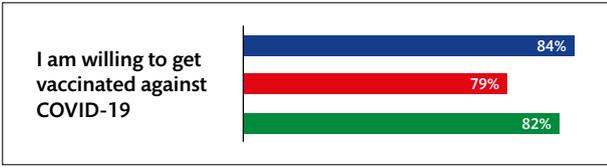
- In the period under review, there appears to be a positive response to participation in the upcoming local elections. Given that this will be a particularly unique election, in an era of a pandemic as well as under the backdrop of a newly introduced digital registration system, this year local elections will definitely provide new insights into South Africa's changing voter landscape.



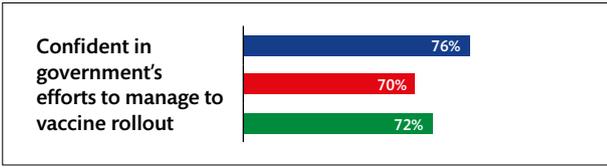
- As the Economic impact of the COVID-19 pandemic unfolds, South Africans are faced with reality of losing income and employment. The relief measures implemented by the government and economic recovery plan have yet to fully materialise. This frustration is reflected in the May 2021 results, where in comparison to the rest of the results is slightly lower, indicating low levels of confidence.



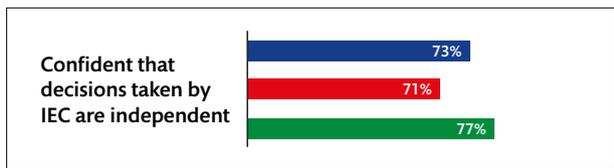
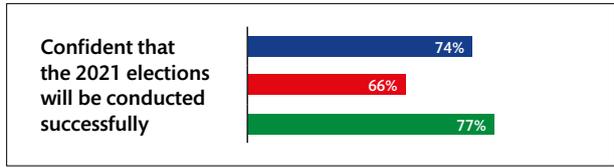
During the period under review, South Africa had vaccinated just under 30% of the population. The positive sentiments regarding the vaccine appears to be inconsistent with the turnout, which is largely attributed to high levels of vaccine hesitancy.



Confidence in government's efforts to manage the rollout remains favourable. This is likely attributed to the manner in which the rollout has been handled in terms of logistics, communications and availability.



In the second quarter of 2021, Brand South Africa entered into a partnership with the Independent Electoral Commission (IEC). Given that 2021 is an election year, a partnership of this nature will ensure that Brand South Africa positions itself as an entity that is actively engaged in monitoring the strength and evolution of our democracy. Brand South Africa's partnership with the IEC has been instrumental in including questions that relate to voter behaviour. The questions asked in the survey were added on to monitor the extent to which South Africans were willing to vote, while also gauging the level of trust they had in the independence of the institution.



During the quarter under review, the monthly survey also added two questions related to the July 2021 civil unrest.

- I believe the recent riots and looting were caused by the deteriorating economic conditions; and
- I am confident that the government has the riot and looting situation under control to prevent similar events in the future.

The insights gathered have been used on various platforms to highlight the sentiments shared by ordinary South Africans and the level of confidence they have in government to ensure that the unrest does not occur again future.

FOCUS GROUPS

The focus groups are meant to capture the qualitative aspects of Brand South Africa's domestic research objectives. Brand South Africa sought to collect insights related to land reform and track the subsequent impact of the economic strain placed on South Africans by COVID-19. The focus groups explored the following:

- To understand the alignment or not between current economic policies and plans of government and where the people are at.
- What are the prevailing perceptions about the current economic situation in the country?
- Between numerous factors, which would be considered more important to address and which is less.
- Considering the current economic policies, what are the key aspects that should be addressed/removed/implemented?
- What are the suggested ways to bring about economic growth considering these circumstances and what are participants currently doing, or is it an issue for the government to resolve?

The other focus group discussions that were executed were themed "The South African Social Economy".

## FINDINGS ON IEC COLLABORATION - ELECTION RESULTS

Brand South Africa in collaboration with the Independent Electoral Commission monitored the pre-elections and post-elections trends in South Africa for the year 2021 through the Domestic Perceptions study.

The domestic perceptions monthly reports had stated before the elections that as the elections were nearing in October 2021, sentiments had to be measured and monitored closely, predicting that October will be an Active Citizenship construct measurement month. At the time, Active Citizenship remained stable despite the growing relevance of the elections.

Additionally, the monthly reports anticipated that voter turnout will be lower than usual (or expected) as a result of the COVID-19 pandemic, apathy towards political party politics and the low level of confidence in the independence of the IEC.

Post elections, political party discussions and coalitions had to start. To effectively monitor the trends, the October 2021 survey was conducted a few days before the election day on 01 November 2021. It is important to note that in line with the Domestic Perceptions Study, the ability to vote is an essential expression of Active Citizenship.

Following the trend of the Active Citizenship construct, it increased in October 2021. The survey aimed at monitoring the election trends conducted between 27 and 31 October 2021-recognising the importance of a democratic system and the ability to vote as an important expression of Active Citizenship, the evidence supports that.

It has been widely reported that the voter turnout was much lower than in previous elections, indicating a declining average with each election since 1994. Despite this, there still appears to be an important recognition of the democratic right to vote, whether acted upon or not. The November survey was launched on Friday 5 November after the final announcement of the results the Thursday evening.

Confidence in the independence of the IEC recovered a few days before the elections. In September, the three scores were 67% (Average), 49% (T2B) and 19% (TB), these scores are now (October) much higher. The participants were more confident that the elections will reflect the will of the people than they were about political parties accepting the election results. Scepticism about the political leadership was on the rise.

Furthermore, the November 2021 survey was conducted a few days after the announcement of the final results on 04 November 2021. The results indicate that November was a Social Cohesion month and the construct score improved





slightly, most likely because of the peaceful conclusion of the elections. Although confidence levels in the independence of the IEC remain constrained, participants were optimistic that the election results expressed the will of the people.

Overall, the elections results were received positively by most and there seems to be a high level of confidence in the IEC's management of the election process despite lower levels of confidence in its independence.

#### FINDINGS ON FOCUS GROUPS

As part of the annual research programme, 12 focus groups are available to apply to any stage during the programme. This year, eight focus groups were allocated to the economy. This document reflects the transcripts of the eight focus group discussions and have been anonymised.

There are four main areas that were explored in these groups, which are:

- What are the prevailing perceptions about the current economic situation in the country?
- Between numerous factors, which would be considered more important to address and which is less?
- Considering the current economic policies, what are the key aspects that should be addressed/ removed/ implemented?
- What are the suggested ways to bring about economic growth considering these circumstances and what are participants currently doing, or is it an issue for government to resolve?

From the results collated in each of these groups, it is evident that South Africans vary in their ideologies and logic of doing things. Insights tracked from these groups are not entirely different from those uttered by general South Africans on the South African economy at large and also the social economy.

Issues related to land expropriation without compensation, including the development of infrastructure in the country are part of the core daily conversations South Africans indulge in to express their political and social views. And most importantly, the issue of unemployment which has been persisting for a number of years.

It was also interesting to note from the focus groups that the youth of South Africa is alive with ideas on which types of transformation methods can be executed and maintained to ensure stability in South Africa. However, a great concern regarding all of these matters is that, the youth does not feel like their voices are heard enough by officials to be part of the inclusive society towards transforming South Africa.

South Africans are unified by a number of positive trends that take place within the country, even during the COVID-19 pandemic social media played a pivotal role in unifying a number of people and keeping families together as the world is rapidly transitioning into a digital age. Social gaps still exist, with a number of issues from the pre-democratic era having been noted by some of the participants. However, looking beyond the gaps that exists, South Africans have started restructuring their thinking in bettering their lives with or without the help of government or being dependent on other people.

For the month of February 2021, the focus was on the South African State of the Nation Address (SONA), which was delivered on the 10th February 2022. Therefore, the study evaluated the

level of confidence and trust in political leadership and the commitments made by the South African President during SONA.

In the March 2021 results, it is clear that the participants highlight pressing matters that require a deeper understanding in the strong support for statements linked with foreign nationals and xenophobia, coupled with very lean prospects to find employment and sluggish economic policies to create better opportunities. As noted in the report, the Department of Home Affairs seems only partly to be blamed for the rising number of foreigners in the country.

However, many support the sentiment that employers tend to employ more foreigners as a way to navigate past the strict labour regulations and minimum wage policy.

It is important to note that the three social construct scores remain stable in the two months. However, March 2021 has a slight increase in national pride although this may be a continuation of the well-known zig-zag pattern seen across the months.

President Cyril Rampahosa delivered his State of the Nation Address (SONA) on 10 February 2022. Since the dawn of democracy in South Africa, the SONA has been hosted at the South African Parliament. However, because of the fire that blazed building at the beginning of the year, the 2022 SONA proceedings were held at the Cape Town City Hall.

It is important to note that the 2020 Domestic Perceptions February monthly survey for the sentiment “The SONA proceedings were managed very well” had an overall score of 30%. This year, the overall score is 63%, indicating a significant improvement. According to the findings made in the study, the change of venue created a different atmosphere. Despite this, the variance between demographic groups are more pronounced, meaning South Africans are much more influenced by political

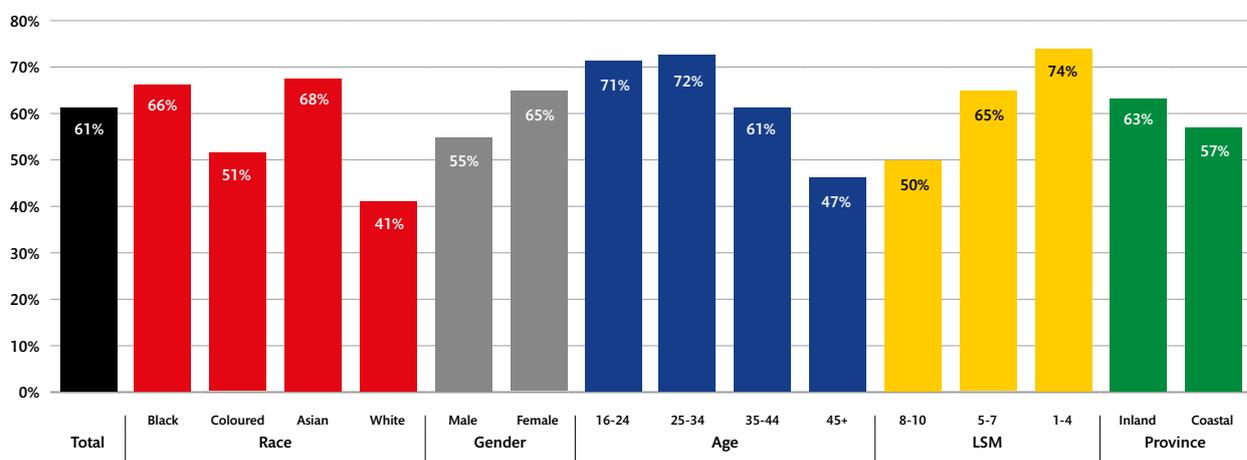
affiliations than economic or COVID-19 sentiments as seen in the previous two slides. If left unchecked it may cause divisions and polarisation of sentiments in the build-up to the 2022 ANC Elective Conference proposed for December this year.

In terms of President Cyril Ramaphosa being perceived as a good and inspiring statesman, the overall score after the 2022 SONA stands at 61%, whereas it was 46% in 2020. The President continues to retain a strong following as an individual among South Africans in general. The study shows that the youth and Black participants are more in favour of his statesmanship than older and non-Black participants. However, the sentiments should be separated from President Cyril Ramaphosa’s political role where support for his actions has dwindled.

Since the arrival of the COVID-19 pandemic in South Africa, businesses, non-governmental organisations and citizens have been concerned about the economic policies South Africa will implement, strengthen or amend in response to the fight against the pandemic. Therefore, one of the most important sentiments in the February survey was the sentiment of evaluating how participants feel about the economic policies and plans communicated during SONA.

Compared to 2021 SONA address, the overall score remained static at 61%. Comparing this statement with the first statement in this month’s survey, “The current economic development strategies have failed to address job creation and economic empowerment for all”, the meaning is apparent. Economic policies and plans have little meaning if these do not translate into better living conditions for all South Africans. SONA carried a message of hope and was inspiring to listen to but some, according to this statement, feel the brunt of daily living as a more important indicator of reality.

Please refer to the graph below:





The sentiment above had a direct impact on participants feeling positive about the SONA. It is clear that the message of hope and renewed focus on economic growth left almost half feeling not so optimistic about the future of South Africa.

Feeling positive about the SONA address reached the less affluent and youth sectors of society more than others.

Reflecting on the sentiments above, it is clear that half of the participants feel inspired and confident about the future of South Africa. There is no doubt that the COVID-19 pandemic created a number of concerns and confusion about what is happening in the in country with daily updates and news broadcast about new developments. Some of these include a renewed focus on protecting the environment, digitized economies, alternative currency platforms and different working environments.

The impact of these changes cannot be taken lightly and therefore to generate a sense of feeling inspired and confident is no easy task. With that said, these scores are lower than what a SONA address should generate.

The March 2021 monthly survey focused on how South Africans feel about foreign nationals and xenophobia in South Africa. This is subsequent to the headlines made by the Operation Dudula Movement, which has been forcing foreign nationals to present their legal immigration documents in vicinities such as Hillbrow, Alexandra and Soweto. Their ideology is based on the high unemployment rate in South Africa, making claims that foreign nationals are occupying jobs that are meant for South African citizens.

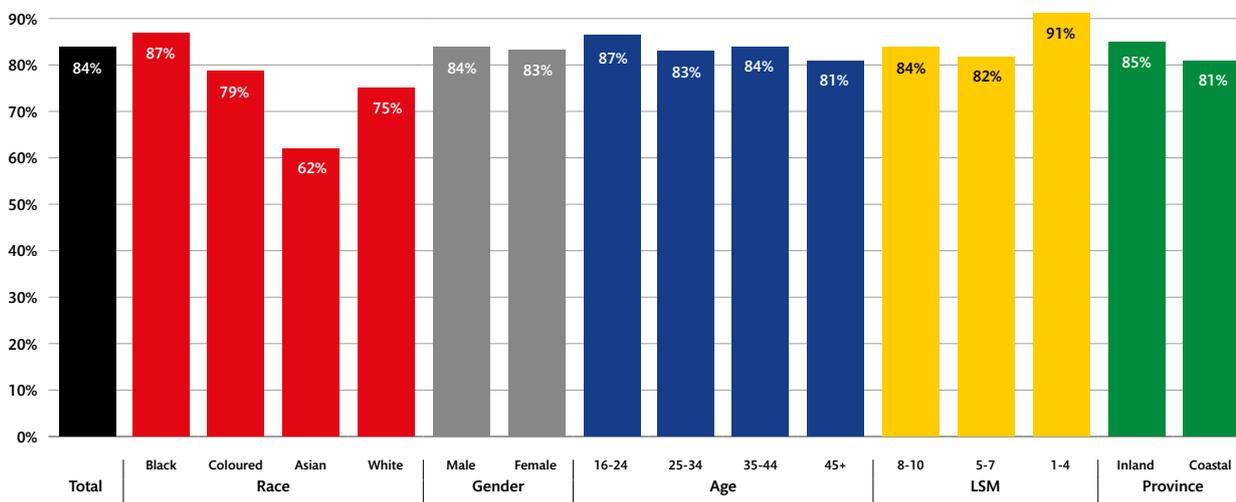
Findings in the March 2021 survey indicate that for the sentiment that 'there are many communities that now monitor and manage criminal activities themselves, the overall score is 85%. According to the study, with almost no variance between the demographic groups, most participants are in agreement with the sentiment mentioned above. However, these should be seen separate from Operation Dudula which is particularly focused on foreign nationals. Although measured this month for the first time, it is likely that the sentiment has increased since the riots and looting in July 2021.

South Africa has been labelled as a xenophobic nation due to the riots and clashes between South Africans and foreign nationals over the years. Therefore, the survey necessitated the need to evaluate sentiments in the following statements:

**“I’m very concerned about the possibility of an increase in xenophobia “**

From the results collated for the purpose of this statement, it is evident that most participants are concerned about the potential increase in xenophobic attacks. The Black and Coloured communities in particular are more concerned about this issue than Indian and White communities. Other demographic indicators show little difference.

Please refer to the graph below:



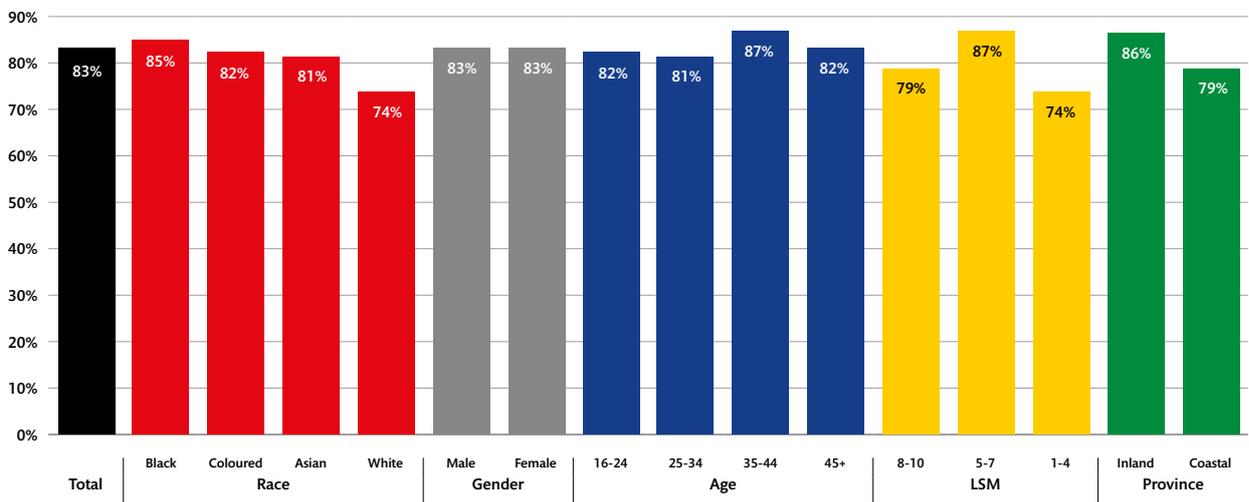


As presented in the graph above, an overall score in relation to the sentiment is 84%. This is an indication that South Africa is not a xenophobic nation. However, South Africans are just concerned about their country and preserving what they rightfully need to preserve. However, it is important to note that there are strategic discussions that can be held between the South African government and groups like the Operation Dudula Movement on how the issue of foreign nationals who are in the country illegally can be dealt with.

Also linked to xenophobia, the statement, "I think there are many employers that employ foreign nationals to avoid the strict

labour regulations applicable to South African citizens", many agree that South African employers employ foreign nationals to avoid strict labour regulations that are only relevant to South Africans. These sentiments may also be sparked by the latest minimum wage legislation that has increased the wage bill in the primary economy such as the agricultural sector with the highest concentration of semi-skilled workers. Whatever the motivations, the sentiment is in line with potential friction between South Africans and foreign nationals over limited employment prospects.

Please refer to the graph below:



An overall score for the sentiment regarding the employment of foreign nationals in South Africa is 83%. In a strategic analysis, this raises great concern for South African's and the future of South Africa.

South Africa's Department of Home Affairs' (DoH) core goal is to manage the borders of the country and ensure that individuals who enter the country do so legitimately and with the right documentation. However, from the data in the survey, not all participants are equally satisfied with the duties allocated to the DoH, especially participants in the older generations and the White community.

This becomes a point of interest, despite the strong sentiments about xenophobia and other statements associated with foreign nationals, that the level of satisfaction with the DoH is not lower. The report highlights that even though problems exist, the causes lie elsewhere, such as economic activity or a struggle to access resources such as employment, housing or services not associated with the DoH. Therefore, going forward with the study, it will be good to understand this context better.

## NATION BRAND PERFORMANCE MONITORING ACTIVITIES

Brand South Africa's research aims to develop insight and analysis into the performance of the Nation Brand from a domestic and international perspective, focusing primarily on reputation and competitiveness.

By monitoring Nation Brand performance, Brand South Africa Research is able monitor and evaluate overall country performance in a highly competitive and uncertain global economy with extreme risks on the geopolitical front. Research therefore aims to support the work of Brand South Africa and stakeholders through the monitoring of Nation Brand Performance.

The on-going monitoring also provides guidance on which areas Brand South Africa has a distinct advantage and disadvantage to both assess and amplify in order to provide an authentic understanding of how the Nation Brand is perceived across a number of different dimensions.

In the period under review, a total of 15 indicators were reviewed. However, for the purpose of this report, South Africa's best performing indicators will be showcased:

## 2021 WORLD PRESS FREEDOM INDEX

South Africa's ranking in 2021 dropped with one point to 32/180 from 31/180 in 2020, securing a score of 21.59 in 2021 from 22.41 in 2020. Similar to the 2020 score, South Africa along with five other African countries including, Namibia, Cabo Verde, Ghana, Burkina Faso and Botswana were ranked higher than the United States of America (44/180) and four of the six countries ranking higher than the United Kingdom (33/180).

The table below presents South Africa's WPI ranking's from the year 2013 to 2021:

Table 7 – South Africa's WPI rankings from the year 2013 to 2021

Year	Ranking	Change
2021	32/180	↓
2020	31/180	=
2019	31/180	↓
2018	28/180	↑
2017	31/180	↑
2016	39/180	=
2015	39/180	↑
2014	42/180	↑
2013	52/180	=

South Africa's improved ranking since 2013 illustrates a systemic strengthening of press freedom in a democratic society. Although, the country's slight decrease in rankings can be attributed to the perceived hostility towards journalists. In 2020, Media24 journalist Azarrah Karrim was shot at with rubber bullets by the South African Police Service (SAPS) while covering a protest on COVID-19 lockdown restrictions in Johannesburg. Another example of a recent attack on journalists in the field is when eNCA journalist Monique Mortlock and camera operator Asanda Javu were robbed at gunpoint in Khayelitsha in Cape Town on 7 April 2021. This perception is further intensified by incidents such the one that took place in 2019, where SANEF and five journalists made an application to the High Court against the Economic Freedom Fighters (EFF) to interdict the party from intimidating, harassing and assaulting journalists. The RWB indicates that the EFF "was given a high court warning because of its hate speech against journalist", but the High Court dismissed SANEF's application in the matter of SANEF vs EFF.

In the African continent, Namibia ranks higher than other African countries benchmarked in the report, followed by Cabo Verde, Ghana, South Africa and Burkina Faso.

In the case of South Africa being in the fourth position amongst African countries, the WPI has emphasized that South Africa's 1996 Constitution protects the country's press freedom and that the country has a "well-established" investigative journalism culture. Although South Africa ranks in the top five among highest performers in the African continent, the country's ranking can be said to be because of the slight contradictions related to the constitution providing media flexibility, but certain political parties and representatives having intimidated the media as opposed to providing their

fullest support to them. The table below presents the top six African countries ranking in the 2021 WPI report:

Table 8 - Top 6 African countries in the 2021 WPI

Country	Ranking
1. Namibia	25/180
2. Cabo Verde	27/180
3. Ghana	30/180
4. South Africa	32/180
5. Burkina Faso	37/180
6. Botswana	38/180

The table above shows the rankings of the top six African countries who have performed better than international powerful states like the United States of America and the United Kingdom.

#### 2021 WEF GLOBAL GENDER GAP INDEX

South Africa ranks 18/156 countries in the 2021 Global Gender Gap report, dropping one point down from 153 countries in the 2020 report. Additionally, the country's regional ranking in the Sub-Saharan Africa remained at a 3rd ranking in 2021, similar to the findings made in the 2020 report, making it part of the top 3 Sub-Saharan Africa regional countries.

Since the inception of the WEF Global Gender Gap annual report in 2006, South Africa has remained in the top 20 countries globally. It was only in 2008 where the country dropped to 22/130 countries, but redeemed its ranking in 2009 to 6/134 nation – being the highest ranking the country has achieved in the index over the years.

The table below presents South Africa's performance and the four main indicators in the 2020 and 2021 WEF Gender Gap Report:

Table 9 - South Africa's overall performance and indicators in the 2020 and 2021 WEF Gender Gap Report

Categories	Year 2021	Year 2020
<b>Overall ranking</b>	<b>18/156</b>	<b>17/153</b>
1. Economic participation and opportunity	92/156	92/153
2. Education attainment	69/156	67/153
3. Health and survival	37/156	1/153
4. Political empowerment	14/156	10/153

Table 10 – South Africa's performance in the four main categories and sub-indicators for the years 2020 and 2021

Categories & Sub-Indicators	Year 2021	Year 2020
<b>Economic participation and opportunity</b>	<b>92</b>	<b>92</b>
Labour force participation rate, %	80	82
Wage equality for similar work, 1-7	131	121
Estimated earned income int'l \$ 1,00	45	81
Legislators, senior officials and managers, %	89	84
Professionals and technical workers, %	1	1
<b>Educational attainment</b>	<b>69</b>	<b>67</b>
Literacy rate, %	79	77
Enrolment in primary education, %	107	106
Enrolment in secondary education, %	1	1
Enrolment in tertiary education, %	1	1
<b>Health and survival</b>	<b>37</b>	<b>1</b>
Sex ratio at birth, %	1	1
Health and life expectancy, years	48	1
<b>Political empowerment</b>	<b>14</b>	<b>10</b>
Women in parliament, %	10	9
Women in ministerial positions, %	12	10
Years with female/male head of state (last 50)	75	72

As presented in the table above, South Africa ranks 18/156 nations in the 2021 WEF Global Gender Gap Report, dropping one point down compared to the 17/153 ranking in 2020. The report further indicates that South Africa closed 78.1% of its gender gap.

Additionally, South Africa ranks 31/35 nations in the Sub-Saharan African region in the 2021 report, maintaining the ranking achieved in 2020. The country is led by Namibia (1) and Rwanda (2).

The table above presents South Africa's performance in the four main categories and sub-indicators for the years 2020 and 2021.

As presented in the table above, South Africa's ranking in Educational Attainment, Health and Survival and Political Empowerment dropped in 2021 compared to 2020. The Economic Participation and Opportunity category remained the same in both years. The best performing sub-indicators in each of the four main categories are as follows:

- Professionals and technical workers (%) is the best performing sub-indicator in the Economic Participation and Opportunity category – ranking 1st in both years;
- Enrolment in both secondary education and tertiary education (%) remained at the 1st ranking in both years – within the Educational Attainment category;

- Sex ratio at birth (%), ranked 1st in both 2020 and 2021 within the Health and Survival category; and
- Women in parliament (%) is the highest performing sub-indicator, however, dropping one point down from the 9th ranking in 2020 to 10th in 2021 within the Political Empowerment category.

#### THE GOOD COUNTRY INDEX V.1.5.4

In Version 1.4 of the index, South Africa ranked 41 out of the 153 countries included in the index. However, in the latest 1.5 edition, released on the 29 March, the country dropped 3 positions to 44. It is noteworthy that the 2022 results (version 1.5) have seen 169 countries measured, up from the 153 in 2021, partially explaining the drop. This does mean that comparatively South Africa may have even enhanced its position in relation to the rest of the world, as more countries were represented in the 1.5 edition. Further, the 2022 index was compiled using mostly 2020 statistics, similar to the fact that the 2021 index used 2019 statistics; for accuracy purposes it will thus be referred to as the 2020 index and/or version 1.5.

Version 1.5 does however point to a few negatives and positives in relation to the country, especially when the sub-indices are compared.

- Science and Technology: the country moved up 7 places from 26 in 2019 (version 1.4) to 19 in 2020 (version 1.5). This is despite the increase in countries measured, and does not yet account for South Africa's contributions in the Coronavirus crisis, which would have seen the country rank even higher. The 2018 year did see the country rank higher at 18th, however, only 153 countries were assessed that year.
- The culture and prosperity and equity indices also saw the country rank noticeably higher, 79 in 2020 on the prosperity indice, when compared to 96 in 2019 and 48 on the culture sub-index, 10 places higher than the 2019 score of 3. This indicates that the country has hosted many more cultural events, contributes much to charity, remains relatively open economically, and remains well recognised for press freedom. South Africa was a key supporter and facilitator of the African Continental Free Trade Agreement, a fact which has had a positive influence on these indicators – the AfCFTA came into effect in 2020, and was greatly championed by South Africa in spite of great opposition from continental heavyweights such as Nigeria. Further, it also indicates an enhancement in the value of the South African passport; the Henley Passport Index ranked South Africa 51, up from 58 the year before, with 104 countries now granting visa free access to South Africans. This is a clear indicator of how South Africa and South Africans are viewed globally, with South Africans seen as positive contributors rather than possible absconders; visa free access is usually only granted to countries whose citizens are seen as trustable and not travelling for the purpose of claiming asylum.

Please refer to the table below for findings on South Africa:

Table 11 – South Africa in the Good Country index

	<b>Version 1.0 (2014)</b>	<b>Version 1.1 (2016)</b>	<b>Version 1.2 (2017)</b>	<b>Version 1.3 (2018)</b>	<b>Version 1.4 (2019)</b>	<b>Version 1.5 (2020)</b>
Overall ranking	44/125	51/163	47/163	47/153	41/153	44/169
Science and technology	29/125	26/163	25/163	18/153	26/153	19/169
Culture	60/125	79/163	65/163	57/153	58/153	48/169
International peace and security	15/125	1/163	2/163	3/153	14/153	38/169
World order	31/125	33/163	25/163	23/153	20/153	22/169
Planet and climate	102/125	143/163	150/163	124/153	114/153	127/169
Prosperity and equity	121/125	160/163	114/163	93/153	96/153	79/169
Health and wellbeing	56/125	36/163	56/163	85/153	35/153	62/169

SOUTH AFRICA IN THE AFRICAN CONTINENT

It is significant that South Africa remains well ahead of continental competitors. The next highest African country represented was Mauritius at 58, while competitors such as Egypt (75), Kenya (72) and Nigeria (140) ranked significantly lower. The country remains a continental heavyweight in terms of both GDP and military power, and in relation to its contribution to the globe more broadly. This correlates with other more traditional indices; South Africa maintains a strong Soft Power standing at 34 out of 60 nations as measured by Brand Finance's Global Soft Power Index, where again it is the highest ranked on the African continent, and up from 37 in 2021.

Further, The Bloom Consulting Country Brands (Trade Edition, 2020) report 5 indicates that South Africa leads on the African continent with a global ranking of 36 out of the 194 countries ranked. This will likely be enhanced in the coming years, especially since version 1.5 of the GCI used 2020 statistics, which did not account for the country's contributions during the Coronavirus crisis, its UNSC term (which ended in 2021), and the fact that the Coronavirus caused South Africans to become more charitable and socially equitable as observed in Brand South Africa's Domestic Perception indices. Further, the measures emerging out of the State Capture Commission and the reforming of the State Security Agency, especially in relation to combating corruption, will only be represented in future editions.

The country can point to indices in the future, especially when lobbying to host events and secure positions on global institutions, including the WTO and Non-Aligned Movement. Further, it can combine this with the more traditional measurements of performance such as GDP and the UN's Human Development Index, when lobbying for foreign direct investment. This is an

indicator of the holistic nature of South Africa's growth, and is likely to appeal to multinationals, which increasingly use social and societal calculations when making investment decisions. More significantly is the fact that such indices point to where South Africa is as a nation, and whether it is living up to its global responsibilities. This is especially pertinent, both as a moral compass, and since South Africa's history was greatly influenced by the contributions of other "good countries" during the long struggle to end apartheid.

It does, however, need to be noted that actions, such as the constricting of employment visas to foreigners, specifically from the African continent, and the growth of local vigilante movements, such as Operation Dudula, will likely only be represented in future editions. This will act as a constraint on the country's rank, but more significantly point to a possible decay in its moral standing. The need to contribute globally, while at the same time develop domestically places government in an impossible position. This is especially in a context wherein the March 2022 Labour Force Survey placed unemployment at an all-time high of over 35%, and where turnout in elections, as measured by the 2021 local government pole, was at an all-time low, with voter abstentions even more worrying. This is seeing a weakening of trust in government, as citizens begin to take matters into their own hands, with sometimes negative consequences.

### SOUTH AFRICAN GLOBAL REPUTATION STUDY

Brand South Africa in collaboration with Education without Borders (EwB) hosted the Virtual South African Film Festival, in Canada. The festival took place from 4 - 14 November 2021 and served to promote the Nation Brand Internationally using proudly South African content in the form of documentaries and feature films.

The film festival also enabled Brand South Africa to position the Nation brand positively amongst South Africans based in Canada as

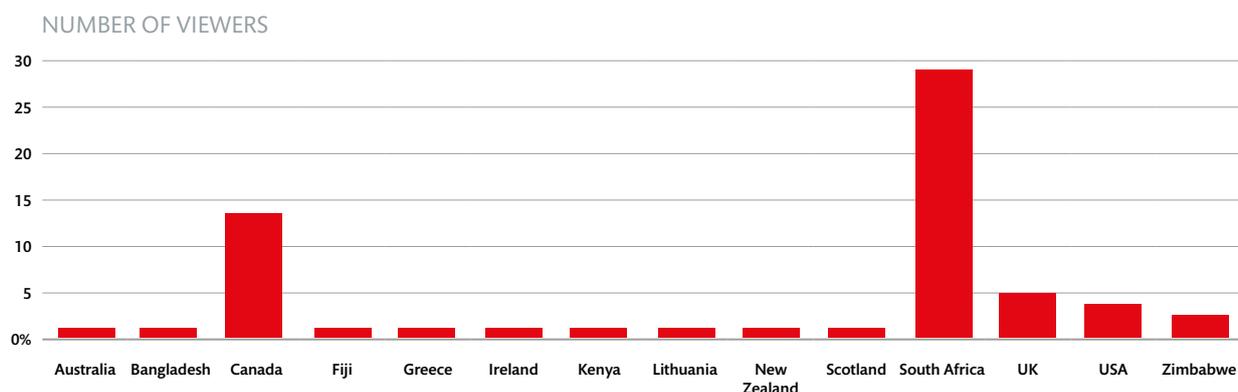
well as Canadian citizens with an interest in South Africa. Education without Borders (EwB, established in 2002) is an international organisation with the objective and mandate of fostering educational opportunities for disadvantaged school students mainly in South Africa, Canada and Australia. EwB is also the sole organiser of the South African Film Festivals in Canada, New Zealand and Australia with the long-term relationship with the South African diaspora in Canada and Australia. The festival has proven to be an ideal platform to present feature films and documentaries that entertain and inform as they explore the culture, history and politics of South Africa.

As part of the Research units Global Reputation Study deliverables, SAFF Canada was identified as an ideal platform to gather data related to South Africa's International Reputation. Given the scope of the festival in terms of the content flighted, viewers that comprise the South African diaspora as well as Global audiences have a unique opportunity to engage with South African content for the purpose of education and entertainment.

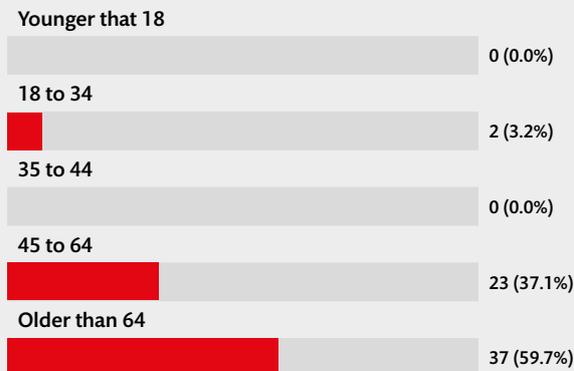
As such, a post event survey curated by the Research unit in collaboration with Global markets was deployed to all those who viewed films and subsequently also registered on the SAFF-Canada platform. The questions included in the survey were structured with the objective of gauging Nation Brand awareness levels among viewers as well as gather both qualitative and quantitative data on their overall perception of South Africa based on the content flighted during the festival. The data drawn served to contribute to insights about perceptions of the nation brand, which will be added to the body of knowledge generated by Brand South Africa Research.

### KEY FINDINGS

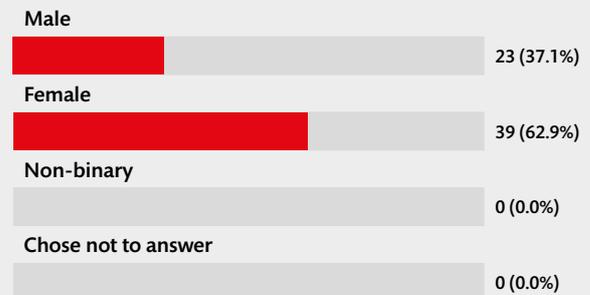
The survey attracted a total of 62 respondents. Below are some of the survey highlights:



**What is your age range?**



**What is your gender?** (Refers to current gender which may be different from sex assigned at birth and may be different from what is indicated on legal documents)



The respondents from the SAFF database were significantly represented by Global South Africans who have adopted Canada as their second home. Following second were Canada, with respondents who participated in the survey stating that their countries of origin were Canada. The United Kingdom (UK) and the United States of America (USA) followed third and fourth respectively.

Another notable point is that 59.7% of respondents were older than 64, while 37.1% were between 45 and 64. The age group that came in third and last was the age group between 18 to 34, which came in at 3.2%. Female respondents were recorded as the majority with a total of 62.9% of responses, while males scored 37.1%.

**“How did these films impact/affect/change your perception of South Africa?”**

Unknown contact said:

“Renewed my appreciation of it as a country that is attempting to give a better life for its citizens”

Vivienne Lowenstein said:

“It’s been over 30 years since I lived in South Africa - these were great updates!”

christidsw@gmail.com said:

“It really opened my eyes to the economic apartheid that still exists in SA”

Unknown contact said:

“Racism is alive and well.”

Marelise Pitt said:

“Made me aware of past injustices. Gave me a renewed insight in the different cultures”

**“Why or why not do you think the films produced in South Africa are a true reflection of the country?”**

Unknown contact said:

“There seemed to be a number of different views expressed - always a good sign!”

Vivienne Lowenstein said:

“Obviously SA filmmakers have a better handle of life there.”

christidsw@gmail.com said:

“*Toorbos* was a bit of a romantic historical piece - so hard to say. *We are Zama Zama* was definitely a true reflection of the incredible hardship people face.”

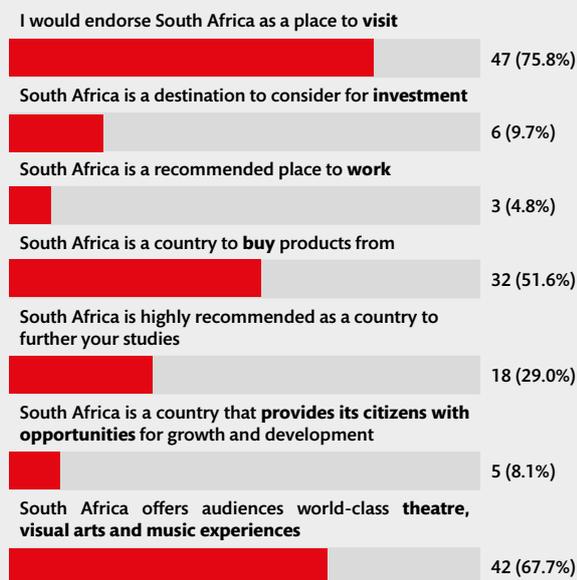
Unknown contact said:

“Don’t know.”

Marelise Pitt said:

“The films were made by South Africans, who wanted to tell stories that reflect the issues within South Africa.”

**Now that you have engaged with these South African films, what would you say to others about South Africa?**



**“Please read the following statements and check them if you agree?”**



In response to questions about the country, respondents were positive overall about their perceptions about South Africa. Given that majority of respondents are South Africans based in Canada, it would appear that they had renewed appreciation for how far the country has come. It also appears that the movies shown also highlighted the racial challenges the country continues to face. It is important to note that one of South Africa's greatest export is our transition, this may likely be the influence on the sentiments shared by respondents who see South Africa as a consistent example of resilience and triumph in the face of adversity.

As mentioned earlier, the response rate was positive with 75.8% of respondents stating that they would endorse South Africa for a visit, while 67.7% of respondents stating that the country offers world class theatre, visual arts and music experiences. Coming in third at 51.6% respondents agreed that they would be keen to buy products from South Africa. However, only 9.7% of respondents indicated that they would recommend South Africa as an investment destination and only 4.8% would recommend it as a place to work. These responses are relatively low in comparison to the other scores, which indicate that going forward more movies/content showcasing South Africa's investment capabilities as well as highlighting its attractive lifestyle and working environment would assist in creating a positive perception about the country in those areas.

Findings in the global reputation report indicate that South Africa continues to be one of the most sophisticated and promising emerging markets globally. The unique combination of a highly developed first-world economic infrastructure and a huge emergent market economy has given rise to a strong entrepreneurial and dynamic investment environment.

South Africa is the economic powerhouse of the African continent, with a Gross Domestic Product (GDP) of R1.9 trillion (US\$283 bn) – four times that of its Southern African neighbours, and comprising 30% of the entire GDP of Africa. Under the stewardship of President Cyril Ramaphosa, the R1.2 trillion investment drive announced four years ago has reached an impressive 95% of this ambitious target. Confirming that both domestic and foreign investors continue to see SA as an investment destination.

The ambitious investment efforts are emboldened by the high-profile political mandate, led by President Ramaphosa and his executive, to unequivocally build investor confidence and create a business-friendly environment. As an economic hub and gateway for potential investors, SA has unveiled the Economic Reconstruction and Recovery Plan (ERRP) to mitigate the socioeconomic setbacks that were aggravated by the COVID-19 pandemic. The ERRP remains SA's immediate common programme to rebuild the economy, sustain economic growth and create enough jobs to reduce poverty and

inequality. Operation Vulindlela is an innovative intervention led by the presidency and the Treasury to accelerate the implementation of structural reforms and support economic recovery. It aims to modernise and transform network industries including electricity, water, transport and digital communications, which are key sectors in driving economic growth.

KEY ECONOMIC INDICATORS

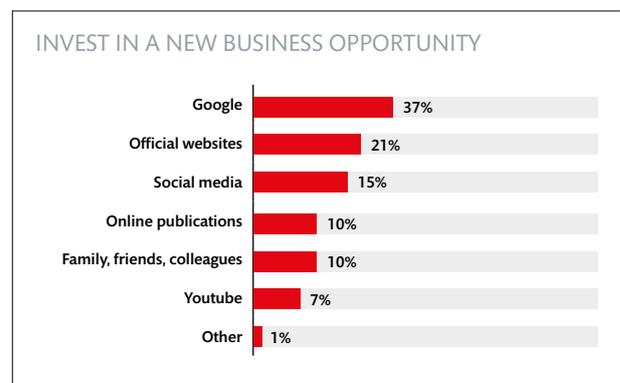
- South Africa is the third largest economy in Africa, as Africa’s anchor economy, South Africa became a member of the BRICS grouping in 2010.
- South Africa’s prudent monetary policy has kept consumer prices well within its target range of 3 - 6%.
- Compared to other major African economies, South Africa has a relatively low commercial bank lending rate.
- Over the last three years, the South African rand was the best performer among major currencies compared to the US dollar, gaining more than 6% against the US dollar.
- The South African rand is freely convertible.
- South Africa’s foreign exchange policy has been progressively relaxed over recent years, with only minor delays in the conversion and transfer of funds.
- The services sector is by far the largest contributor to the South African economy, accounting for close to 70% of value add.
- The largest sub-sector of the economy is finance, real estate and business services, accounting for one-fifth of value add.
- The fastest growing sectors over the last 10 years were agriculture, forestry and fisheries; construction; and general government services.
- The services sector is the largest contributor to national employment.
- The three largest employment creators between 2013 and 2018 were finance; construction; and community and social services.
- In 2018, South Africa witnessed a rapid increase in Foreign Direct Investment (FDI) inflows, accounting for close to 18% of FDI inflows into Africa. The strong increase in investment inflows were driven by investments in mining, petroleum refining, food processing, ICT, and renewable energy.
- FDI in South Africa narrowed sharply to ZAR 22.7 billion in the fourth quarter of 2021 from ZAR 557.9 billion in the previous quarter. The country recorded foreign direct investment inflows of ZAR 604.3 billion in 2021, a big jump from inflows of ZAR 50.4 billion in 2020, mainly influenced by technology investor Prosus acquiring about 45% of its South African parent Naspers.

GLOBAL REPUTATION STUDY

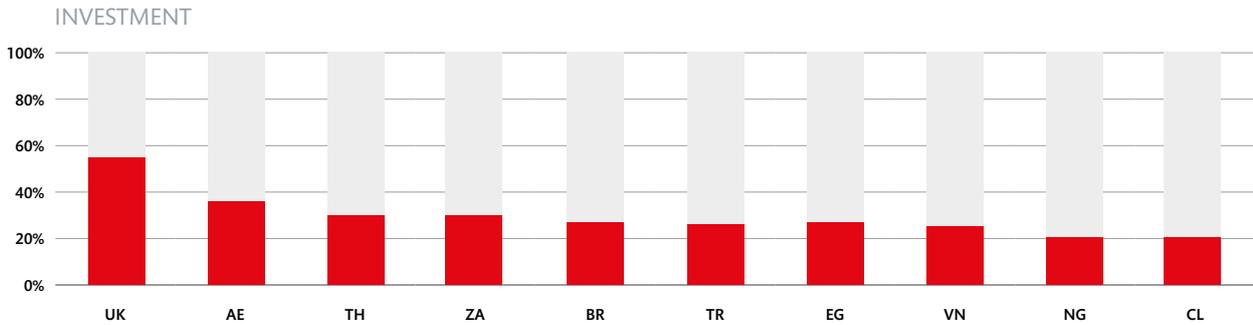
As a comparison of the country’s global reputation, Brand South Africa commissioned Bloom Consulting to conduct a study as a means of assessing the country’s current Global reputation. Bloom Consulting is a major Nation Branding and Reputation management consultancy, which amongst others provides annual rankings of global and multi-national brands internationally.

Current results comprise parts of an intermediary report, which will see over 7000 individuals and experts surveyed, assessing their perceptions of South Africa in relation to tourism, talent, exports, investments and prominence. For the purpose of this report, perceptions on South Africa as an investment destination will be the key focus. It is important to note that an essential part of the study focuses on a country’s digital identity and how this impacts decisions to invest. In the case of South Africa, 37% of respondents primarily used Google to access investment related information about South Africa, while 21% sought the guidance of official websites and 15% relied on social media.

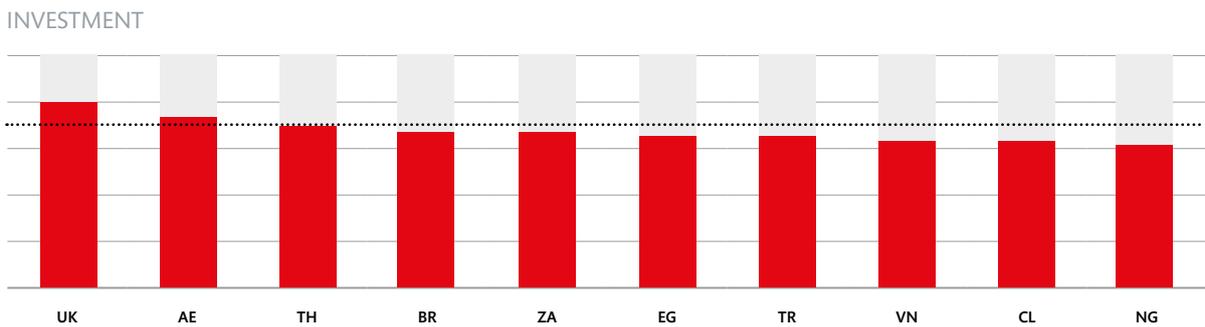
This indicates that as a country our partnerships with the likes of Google and other social media companies must be strengthened in order to ensure that factual and verifiable information is strategically placed in order to provide the most relevant information for potential investors. Official websites such as InvestSA and the DTIC must also form part of these partnerships, as the information contained on their websites must set the tone for all investment related information on the country. Supporting websites such as Brand South Africa must closely follow by providing that information in a more visually pleasing way in order to accommodate those who prefer bite-size information.



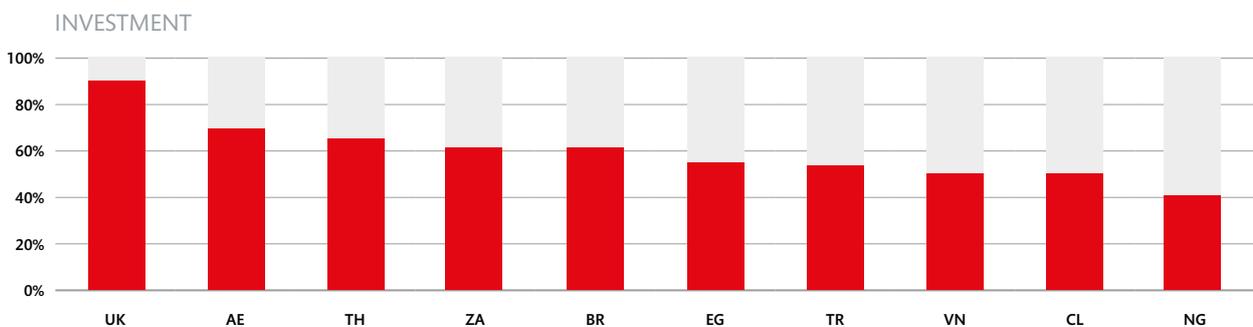
In terms of overall familiarity about South Africa's investment landscape, over 50% of respondents were from the United Kingdom, which currently accounts for 27% of FDI. This is followed by 35% of respondents from the United Arab Emirates (UAE), surprisingly the USA did not feature as prominently as expected.



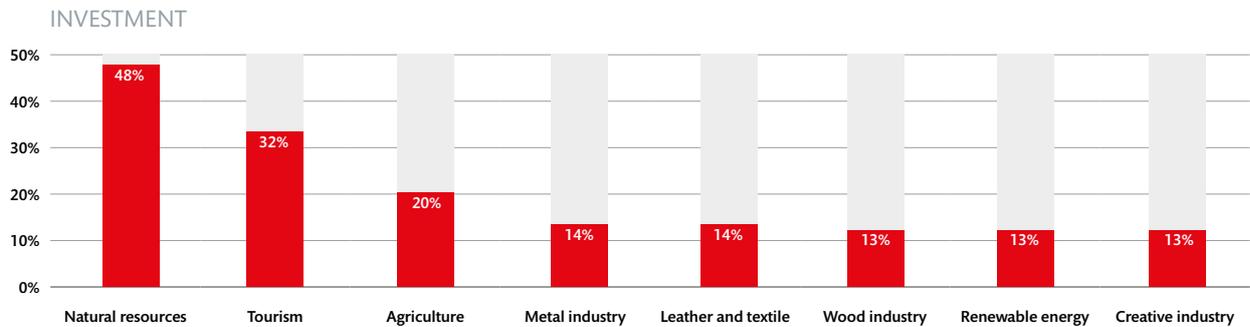
Compared to other dimensions, South Africa is performing well, achieving the "love mark". The country's companies and products are perceived positively.



People more likely would engage with South Africa as tourists and investors. At the same time South Africa is performing well as a place where people would invest, being a strong competitor to Thailand and Brazil.



Natural Resources, Agriculture and Tourism are South Africa's strongest industries, according to business people and investors. Creative Industry, Leather and Textile and Metal Industry are among the top industries that respondents in exports rated as the strongest. The same industries plus Wood and Renewable Energy have a significant share in investment choice.



### RESEARCH REFERENCE GROUPS

Brand South Africa hosted a reference group themed “Leveraging the nexus between Government, Industry and Academia to maximise Innovation and Growth of the Space Economy for South Africa”.

### PURPOSE AND OBJECTIVES

Brand South Africa is the custodian of the Nation Brand. Therefore, Brand South Africa utilized this platform as model of its strategic positioning in its realization of profiling South Africa's competitiveness in both the African continent and globally. This was done by unifying civil societies, business and government stakeholders to be in support of each other towards building the reputation of South Africa and contribute to its global competitiveness.

The Reference group webinar took place on 02 September 2021. Therefore, the reference group will derive insights from industry experts who will be expected to share knowledge on:

- South Africa's role in the space industry – advanced projects completed and current projects to enhance South Africa's image in the space industry and the future prospects of the country being a global competitor in the sector;
- Unpack South Africa's role in the militarization in space and highlight South Africa's security and defence capabilities
- Strategic bilateral and multilateral partnerships; South Africa's contribution to International Space Innovation
- Successes and challenges of South Africa's space policy – strengthening the future of space programmes;

The main objectives of the reference groups were to:

- Utilize the insights to create and build a case study on the reputation of South Africa's space industry sector and integrate the content into our relevant Nation Branding projects and requests; Develop and articulate comprehensive analysis from the insights provided by panelists in Brand South Africa case studies, internal analysis reports and presentations with stakeholders in realisation of the organisation's goal to inform and communicate South Africa's capabilities in the areas of space innovation.

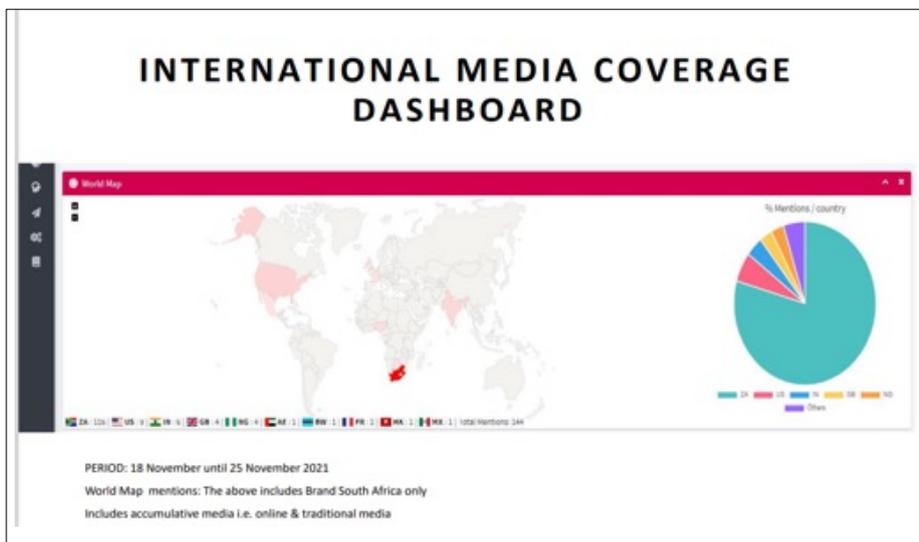
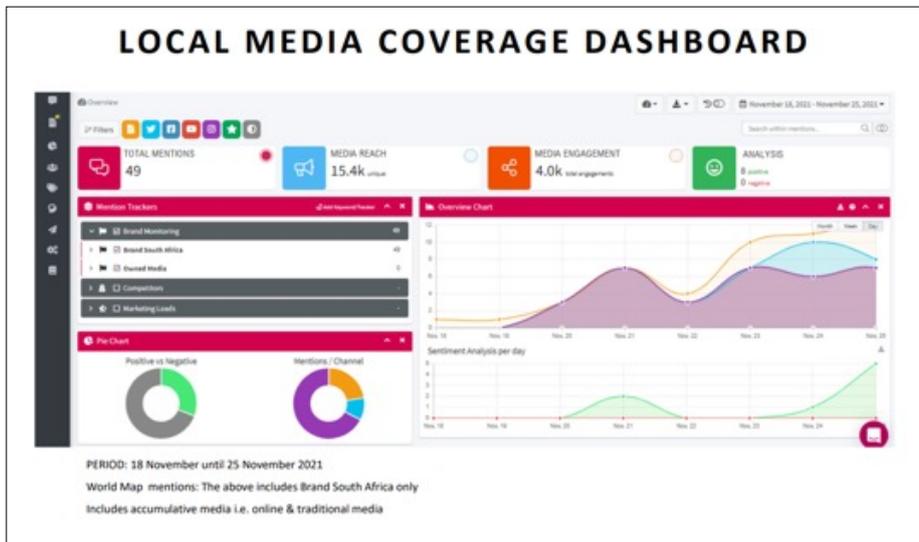
### KEY LEARNINGS

- South Africa's space economy capabilities have been underrated for a number of years. A number of reforms and innovative measures have been established and executed by both government and industry institutions to ensure that the country's role in space economy is strategically positioned for global and domestic recognition. South Africa is the only African country with space economy resources and infrastructure that positions the country to grow rapidly in the field of space.
- As the COVID-19 pandemic hit the shores of our country, there has been a growing need to ensure that citizens and the global economy recognizes the efforts made by space industry institutions to position South Africa. This includes the need to support the youth and citizens who want to venture into the space economy field – losing students due to lack of funding is equivalent to universities and the space industry losing development and support for the country.
- The theme utilized for the webinar is in line with the themes being channelled in the space economy to stress

the need for government, academia and private sector to come together and develop the space sector. Navigation, communication and engagements have been underway to ensure significant growth in the space economy growth, especially in South Africa. Fast-forwarding to the next two years, South Africa's telecommunications capabilities will have grown beyond expectation.

- It is important for government to strategically include the space sector in South Africa as one of the recovery methods to overcome the COVID-19 pandemic, as the sector is rapidly growing with regards to technological advancements.

Brand South Africa hosted a research reference group themed "Branding the AfCFTA", leveraging the AfCFTA as a Nation Brand tool for investment to optimise SA's industrialization, in the context of increasing industrialization for the continent. This aligned to IATF's 2021 theme of "Building Bridges for a successful AfCFTA (African Continental Free Trade Area: a single market for goods and services across 55 countries, aimed at boosting trade and investment."



## CHALLENGES AND LESSONS LEARNT

As much as the results reflect an outcome that was quite successful, this event was beset with many challenges, out of our control, that had to be overcome.

1. Brand South Africa was not included as a central stakeholder of organisation by South Africa as a host country, but was expected to still position the Nation Brand effectively
2. Organisation of the overall event had many shortcomings that have been widely publicised – from poor security and access controls due to non-alignment of systems saw people in queues for more than 6 hours for registration and no empathy making us as a host country deeply disliked as it came across as though we were disrespectful to our peer African countries – not starting off on a good note
3. Unfortunately, this poor attention to detail in organisation got worse every day, in various ways, however it impacted our event in the worst way possible
4. Brand South Africa was originally booked for a particular time and slot – we invited guests and media for that time. The night before, the organisers advised that they had changed the time without consultation or discussion.
5. This had a knock-on effect on the absoluteness of the event – the change in time meant that it clashed with two very important other events that then redirected both some important panellists e.g. the MEC and the media. The events in reference was the Premier's event and the AfCFTA Secretariat, where media were then split up
6. Brand South Africa managed to get two new panellists to close the gap of representation from KZN and from an AU perspective the morning of the event, actually finally a few minutes before the event
7. Brand South Africa also had to get the footage from the media that did attend and share it with those that didn't, and we issued a press statement after the event and used our access to the media to ensure coverage and placement – giving us the coverage and engagement with the media that was the objective anyway – however our event's positioning was really not ideal
8. The lessons learnt are centred around what is within control and what is not – while the outcome got the coverage we wanted and needed, we also needed to hold the organisers to account more, and demanded that our original time slot be kept – it was not our problem.
8. Alternatively, we could have rescheduled when we realised the clash, or give ourselves a cut off time e.g. 30 mins before and all costs would have been for the organiser's account
9. For those that did come through, we could have had one on ones (the stress meant that we didn't necessarily think that we could reschedule at that stage, but honesty was an option)

Brand South Africa conducted a research reference group themed "State of the Nation Brand" at the Women's Jail in Constitutional Hill on the 29th March 2022.

As the official custodian of the South African Nation Brand, the session focused on the remarkable progress and developments made by the findings in the Domestic Perceptions Study and expert inputs by thought leaders in line with nation branding.

Nation branding seeks to assess how nations differentiate themselves, and is greatly influenced by politics, economics and the citizenry. Nation brands, like products, services, or corporate brands, have value. Products or services offered account for an estimated 30% to 40% of any brand's value, the rest being determined by other attributes, including attitudes, beliefs and experiences, labelled soft power characteristics. Brand South Africa, together with its partners African Response and MarkData, in 2017, developed the nation brand composite based on three constructs: National Pride, Social Cohesion, and Active Citizenship. Ninety-five statements were categorised, using these three criteria, with monthly and annual Servais instituted, assessing South African's views on the country and more importantly themselves.

The Brand South Africa Domestic Perceptions Research Programme expresses the nation's sentiment as a characterisation of being South African using ten behavioural groups or segmentation models. These indicate the changing nature of South African society, elucidating comparisons and coincidences of South African society, and portending that the citizenry has much more in common than assumed. In 2018, a year after its inception the segmentation model that birthed the 10 behaviour groups was recognised for its ground-breaking approach to understanding a complex society like South Africa by being awarded the overall Best Research award and the Kantar Innovation awards.

The South African nation is finding a new direction, stronger and more resilient compared with the 2017 benchmark year. Two major events have led to this. First, the level of trust in the government that had brought about great and needed change, was damaged. Second, the reality of life, as a precious gift but at the same time fragile in the presence of a pandemic, reminded everyone of the need to look after one another and to build something that has meaning. In a year from now and with many uncertainties around the world, the groups may shift yet again to process what transpires.

It is in this regard the session was used to reflect on the developments and data collected in the previous five years, and assessed how the research may change in the future. All factors related to what it means to be South African through the



three social constructs: Nation Pride, Social Cohesion and Active Citizenship were unpacked to understand the core importance of being South Africa, including the status quo of the country. This provisioned the platform to chart the process of identity formation and teasing out its many influences and implications.

#### PURPOSE AND OBJECTIVES

The “State of the Nation Brand” session aimed to achieve the following:

- Unpacking the latest data from the Domestic Perceptions Study with a strategic focus on Social Cohesion, National Pride and Active Citizenship, including the Behavioral Group Segmentation model.
- Utilizing the data to drive the conversation in creating awareness on how South Africans identify themselves.

- Driving the mandate of Brand South Africa to develop and articulate the Nation Brand and Identity.

The main objectives of the session included:

- Conceptualising a strategy in which Brand South Africa, through its research insights, can reposition itself as Nation Brand and Reputation thought leader in South Africa
- Launch of the first annual Brand South Africa “State of the Nation Brand” Report, in partnership with Constitution Hill.
- Release the study and its findings to media by including thought leaders, subject matter experts and academics to discuss key findings on the groups and how/if they adequately capture South African identity.
- Creating networks between Brand South Africa and academics to ensure Brand South Africa’s research findings inform overall research in the country, as well as influencing policy formation.



### REPUTATION MANAGEMENT STRATEGY

The Brand South Africa Reputation Management Strategy is focused on promoting a positive image about the country and the organisation. Part of the entity's responsibilities include responding to issues arising in the environment affecting not only the organisation but attributes negatively impacting the image and reputation of the Nation Brand.

#### CORPORATE AFFAIRS – ALLEGATIONS AGAINST THE ORGANISATION

Brand South Africa received media coverage about allegations related to its operations and other internal matters in the media. The organisation responded through several statements as approved by the Board of Trustees, which were followed by a series of media interviews to rectify and provide clarity.

### RESPONSE TO ISSUES IN THE ENVIRONMENT

Reputation management interventions responsive to crisis management of issues during the fiscal included:

#### THE JULY UNREST

In July 2021, South Africa experienced unrest in various parts of the country (mainly KwaZulu-Natal and Gauteng). This resulted in negative coverage for the country domestically and internationally.

In response to this crisis, Brand South Africa developed and implemented proactive and reactive communications activities to support the President's call for citizens to play their part in restoring peace and unity in the country. This included the development of a media statement designed to initiate and draw interview opportunities for appointed spokespeople that added Brand South Africa's voice to the call for calm.



A total of 22 interviews were conducted to address the effects of the unrest on the Nation Brand. In addition, Brand South Africa ran a campaign under the government approved hashtag #ProtectSouthAfrica to reinforce messaging.

The campaign was implemented domestically and internationally on platforms such as Reuters, China News, India News and Sky News.

Broadcast partners included several radio stations from Sub-Saharan Africa as well as Bloomberg and BBC. This resulted in an overall reach of 290.4 million.

#### COVID-19: THE DETECTION AND IDENTIFICATION OF THE OMICRON VARIANT

South Africa's internationally renowned scientists detected the Omicron variant through collaborative efforts with laboratories and the Network for Genomic Surveillance in South Africa. This caused global alarm and triggered the spread of incorrect information – most of which stated that the variant manifested in South Africa. Countries started imposing travel bans on Southern African countries.

In response, Brand South Africa engaged stakeholders DIRCO, GCIS and SAT for message alignment. In addition, the organisation issued a statement dispelling the misinformation and highlighting how the discovery of the variant speaks to South Africa's strong reputation in scientific and epidemiological excellence, deserving praise instead of being penalised with travel bans by its global counterparts.

#### MISS SOUTH AFRICA CONTROVERSY

When Miss South Africa 2021 announced her participation at the Miss Universe pageant that was taking place in Israel, negative public opinions started to impact not only the country's reputation but on the organisations partnership with the pageant. Brand South Africa issued a statement supporting the position of the government, which emphasised the importance of upholding the principles of self-determination and non-discrimination.

PR ACTIVITIES IN CHINA

Brand South Africa designed a PR and media engagement plan that contributed towards an enhanced South African Nation Brand reputation in China. The approach sought to achieve alignment of the broader reputation management strategy of the organisation to the in-market activities in China.

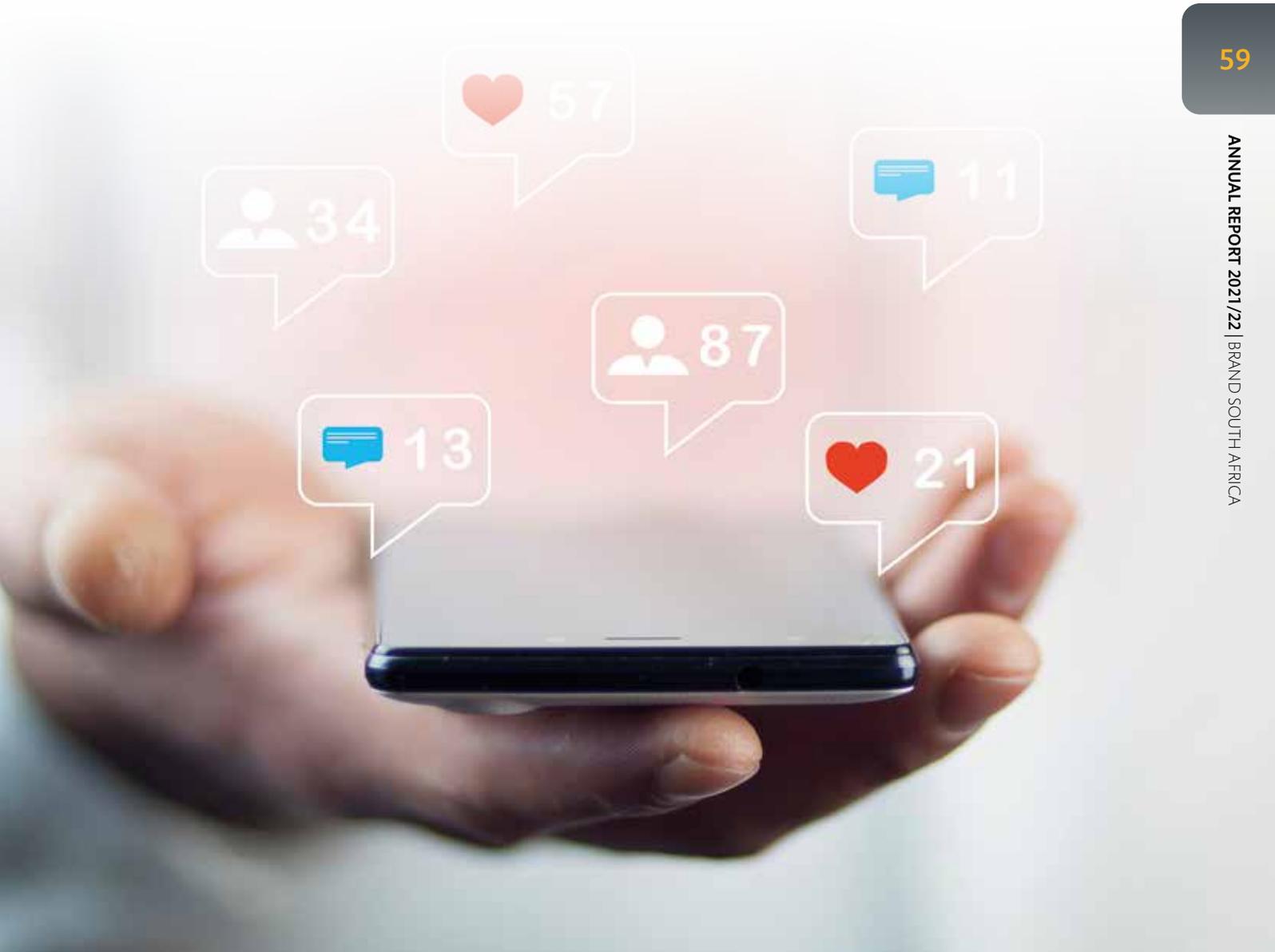
The activities allowed Brand South Africa the ability to monitor media coverage in the market (in Mandarin), thus enabling the organisation to be more in touch with issues that would potentially impact the Nation Brand reputation in the market.

Brand South Africa's WeChat and Weibo social media accounts were formally established in China with a total of 8 Nation Brand building content pieces published on the Weibo platform, achieving more than 1000 views.

This was enhanced with several articles published on Brand South Africa's WeChat platform in China, achieving 103 views.

Another notable achievement was the successful verification of the WeChat account after rigorous engagement with the platform. WeChat has become one of the most important social media platforms in China and has some 898 million subscribers, while Weibo has in excess of 445 million active monthly users. These platforms enabled Brand South Africa to communicate more effectively with its audience in China but also served to enhance the organisation's credibility in the market.

The development of Brand South Africa's WeChat mini programme allowed the organisation the functionality of a mini website (in Chinese), for more in-depth Nation Brand content to be driven in the market.



## ENHANCED STRATEGIC COMMUNICATIONS PROGRAMME INTERNATIONALLY AND DOMESTICALLY

### THE EUROPEAN UNION/AFRICAN UNION SUMMIT

South Africa, led by President Ramaphosa, participated at the EU/AU Summit hosted in Brussels, Belgium, presented an opportunity for Brand South Africa to elevate the country's agenda through a PR and media drive that included an online debate positioning South Africa positively.

The 6th EU/AU Summit was attended by 60 leaders from Africa and Europe.

The debate titled "The South Africa perspective: Can the EU & Africa reboot their relationship" was hosted by Brand South Africa in partnership with Euronews, Europe's leading international news media, and its sister channel Africanews.

The debate live streamed on euronews.com, largely focused on what can be done by EU and AU leaders to shift the relationship between the two continents.

The discussion reached:

- YouTube - 25 006 views.
- LinkedIn - 55 042 and impressions of 67 788.
- Twitter - 852 504 impressions.

### WEBINARS

Webinars are an effective communication tool through which information is readily available to a global audience at a low cost. Brand South Africa hosted several webinars to engage stakeholders on various topics of significance related to the positive positioning of the Nation Brand.

## HIGHLIGHTS

### THE EASE OF DOING BUSINESS

Brand South Africa hosted a webinar on the ease of doing business in South Africa. Brand South Africa's communications team supported the event through the following activities:

- Designing the invitation and social media
- Promoting the event on social media (Facebook, Twitter, and Instagram)
- Facilitating a livestream of the discussion on Facebook and YouTube.

The event reached 16,500 people on Facebook, 28, 000 impressions on Twitter and 2364 impressions on LinkedIn.

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- Facilitating a livestream of the discussion on Facebook and YouTube.

The event reached 16 500 people on Facebook, 28 000 impressions on Twitter and 2 364 impressions on LinkedIn.

### HEAR AFRICA SAY

The Hear Africa Say webinar was a tactical opportunity driven by the UK office as part of Africa month content. The webinar was a reflection on Africa's past, present and future in celebration of Africa Month 2021.

Brand South Africa supported the event through the following activities:

- Promoting the event on social media (Facebook, Twitter, and Instagram)
- Facilitating a livestream of the discussion on Facebook and YouTube.
- A pre-webinar media release produced and distributed.

The event reached 54 600 people, 12 000 views and over 330 shares on Facebook and over 2000 views on YouTube.

### THE SOUTH AFRICAN MINING INVESTMENT FORUM

The South African Mining Investment Forum webinar highlighted South Africa's potential as a mining investment destination and identified areas where progress must be made to promote increased mining investment.

During the webinar, thought leaders from the private and public sectors came together to discuss investment in South Africa's mining industry.

South Africa's mining sector remains crucial for the long-term growth of the country, to promote employment, technological progress, fiscal revenue, and foreign exchange earnings.



The dialogue was supported with a media partnership with Mining News and was streamed on YouTube and promoted on social media platforms (Twitter and LinkedIn)

#### NATION BRAND MESSAGING THROUGH INCREASED CONTENT ON BRAND SOUTH AFRICA'S DIGITAL PLATFORMS

Brand South Africa's digital communication programme aims to generate positive perceptions of South Africa by promoting online content and engaging with users. The focus for Brand South Africa's digital programme was on amplifying messages addressing the unrest and protest action, which gripped the country, amplifying messages on COVID-19 interventions, vaccine rollout, support towards strategic activities promoting and positioning the nation brand in the continent and the globe.

On social media, a total number of 389 content pieces were published across Brand South Africa's channels. Content dissemination and overall engagement brought Brand South Africa's total community size to 415 947.

Play Your Part content included the Cool to be Kind Influencer initiative, onboarding and profiling of Play Your Part Ambassadors and the launch of Play Your Part Awards as Brand South Africa celebrates the 10th anniversary of its flagship programme.

Digital led campaigns that incorporate influencers and multimedia formats such as video continue to be effective in driving engagement online. In this period, Phase 2 of Brand South Africa's #CoolToBeKind initiative was launched with five supporting influencers displaying a random act of kindness within their surrounding communities, with the main objective being to change lives and challenge their peers to step out of their comfort zones and extend a hand to others. A series of videos were posted on social media, inspiring active citizenship and users are encouraged to let Brand South Africa know how they have been playing their part. Collectively, 53 content pieces were curated, resulting in 1 100 987 impressions for the initiative, 15% on Instagram exceeding the industry benchmark of 0,92% - 1,22%.

In celebration of heritage month, the digital team collaborated with TikTok (ByteDance) to deliver a heritage campaign in September under the theme: #RepYourHeritage with the objective of displaying South African Heritage by highlighting its diversity through food. This took the form of Brand South Africa sharing campaign video content on the platform with a call to action for viewers to share their heritage. The overall campaign was a success; the #RepYourHeritage hashtag currently has 70 million views on Tiktok and over 600 submissions from top creators. The Brand South Africa video gained 53.4k views, 827 likes and 66 shares.

### ACTIVITIES TARGETED AT PROMOTING NATION BRAND PRIDE AND PATRIOTISM

#### THE PLAY YOUR PART (PYP) PROGRAMME

The PYP programme is a nationwide movement created to inspire, empower, and celebrate active citizenship in South Africa. The various PYP activities serve to uplift the spirit of the Nation by inspiring citizens to actively and positively contribute toward meaningful change. The following activities were implemented under the programme:

#### KEY ACHIEVEMENTS

##### PLAY YOUR PART ACTIVITIES

###### *BE KIND TO YOUR MIND CAMPAIGN*

The #BeKindToYourMind campaign took a holistic approach at acknowledging the umbrella of mental fatigue being experienced by many South Africans. It aimed to provide them with resources, contacts and tips on how to manage their mental health during the pandemic, simultaneously providing them with a message of hope. The campaign was posted on the social media platforms for eNCA, ETV, ETV News and Openview.

###### *PLAY YOUR PART 'BUSINESS EDITION'*

Brand South Africa's Play Your Part Business Edition was launched with the aim of highlighting small businesses' potential impact on the country's economic recovery and how South Africans at large can play a part in contributing to their growth. The campaign sought to empower small business owners through financial and non-financial tools that would help recover their businesses back to financial health after the challenges that the country had been facing.





The PYP Business Edition consisted of a collaboration with The Startup Tribe, resulting in the creation of an online academy called the Play Your Part Small Business Academy, which offered free practical courses for aspiring entrepreneurs who seek to grow their business. The online academy hosted world-class practical business courses that empower business owners with the tools and skills to achieve their business goals. The courses have been designed to assist with a hands-on approach, whether you are a student, a start-up, small business, or a working professional.

During the last quarter of the period under review, several communications and PR support elements were implemented to support the initiative, these were including but not limited to:

- Page take-over on The Star online platform, reaching an audience of 438 000.
- Radio interviews on Jozi FM, VOW FM and Radio Turf with a combined total listenership of 510 000.
- Social media posts on the Play Your Part Facebook and Twitter pages, The South African, IOL News, as well as LinkedIn, which have a combined followed base of 481 702.
- Social media influencer posts reaching 356 000 followers.
- An advertorial on The South African, reaching 56 000 online subscribers and 286 812 social media followers.
- Publication of a press release in The Star (279 000 readers), Financial Mail (17 000 unique browsers), Sunday Independent (41 464 readers) and Isolezwe (547 000 users online).

#### PLAY YOUR PART SCHOOLS ACTIVATIONS

Leveraging on the already established message of entrepreneurship with high school learners, particularly Grade 11 and 12 in all provinces to further inspire and motivate them, Brand South Africa launched the OWN YOUR HUSTLE initiative to provide learners with inspirational messaging as well as the essential tools they require to create new age businesses. This initiative is one of the ways Brand South Africa is contributing to the economic recovery plan. The initiative encourages them to start exploring their interests as early on as high school and guide them on how they can turn their ideas into a real HUSTLE. Messaging for the Play Your Part #ownyourhustle campaign encouraged learners to register so that they can gain access to the entrepreneurship programme material and resources which are all sent through via WhatsApp. To create hype, boost interest and generate organic engagement, the overall campaign was hosted online to gain maximum reach. The following platforms were used: Radio: YFM, TV: Gomora, Social Media: PYP social media: eNCA social media: IOL, USSD: \*134\*6562# and Print: The Star.

The campaign achieved an audience reach of: 3 497 853 total Facebook followers, 3 919 614 total Twitter followers, 3 729 750 Digital Subscribers, 820 000 Yfm radio listeners, 75 836 Print circulation for The Star, 2 977 017 TV viewership for Gomora, 376 USSD Subscribers.

## PLAY YOUR PART AWARDS

Aligned to the key milestone of the 10 years' celebration of the Play Your Part Programme's existence, Brand South Africa launched the inaugural Play Your Part Awards carried out on the 17th of March 2022. The PYP awards were also strategically aligned to contribute to increased Nation Brand Advocacy and active citizenship amongst South Africans. Awareness of the awards was created through a call-to-action audiovisual which was promoted on the Brand South Africa website and social media platforms, as well as through radio interviews delivered on various radio stations, and delivered national reach. The Play Your Part awards afforded Brand South Africa an opportunity to formally commend and honor individuals that contribute positively towards building the country's brand image and reputation as well as to the betterment of society. There are nine awards categories promoted and these are 1. Youth Empowerment 2. Poverty Alleviation 3. Women Empowerment 4. Nation Pride 5. Job Creation 6. Innovation 7. Social Cohesion 8. Excellence in Education 9. Environment / Green (Sustainability).

PYP ambassadors, Lebo Mashile and Thami Dish hosted the awards. Amongst the seventy invited guests were the nine category winners, PYP ambassadors, Stakeholders, the Acting CEO, the Board chairperson and the MARCO Chairperson were in attendance. The overall winner of the awards was Aurora Kuilsriver (represented by founder Latifah Jacobs), who was also the previous category winner for the Poverty Alleviation category. The initiative consists of a group of community volunteers, who have created a network that works closely together, using their resources, talents, and skills to support and respond to the needs faced by society's most vulnerable members. The digital execution for the Play Your Part Awards consisted of website articles, the creation and publication of multimedia creative which includes banners and videos (judges' profiles, Livestream promotion), as well as a dedicated Play Your Part Awards page on the Brand South Africa website. The website page housed the entries and was updated accordingly to share details about the actual event and the overall winner.

The total reach and impact achieved was as follows:

- AVE combined: R 1 947 504
- Online, broadcast, and social media reach combined: 8 675 077.

## THE MOMENTUM GSPORT AWARDS

Aligned to the strategic goal of promoting active citizenry amongst South African Citizens, Brand South Africa collaborated with Gsport 4 Girls for their annual The Momentum Gsport awards. Brand South Africa presented Brand South Africa Para Sports Star of the Year. Para Sports Star of the Year was a top



tier category and was available to Brand South Africa for 2021 only. This is a prestigious category and was won by some of South Africa's most celebrated athletes such as Natalie du Toit and Kgothatso Montjane. This year it was won by Kgothatso Montjane. Deputy Minister in the Presidency, Hon. Thembi Siweya, who handed over the award, represented Brand South Africa.

The Momentum Gsport awards were held at The Wanders Club in Illovo on 31 August 2021 and were broadcast on Supersport Variety 4 – Channel 209 on the decoder and the DStv App & Supersport Play – Channel 243 on the DStv app.

## BRAND ADVOCACY CAMPAIGN

### EDUCATION

Nation Brand advocacy campaign aims to communicate a message that is intended to enhance the awareness of the Nation Brand, image and reputation by building on reputation dimensions that are not ordinarily associated with South Africa. In ensuring that this message is communicated, an AV focusing on education featuring PYP ambassador Sasha Lee Laurel, Brand South Africa's ACEO and the chairman and CEO of Regenesys Business School was flighted on digital platforms targeting Morocco, Egypt, Nigeria, Ghana, Kenya and Mozambique which includes Pulse Nigeria, Aljazeera, Ghana web, The Star and Africa News.

Combined total reach and impact was achieved as follows:

- Impressions: 601 222
- Clicks: 115 940
- Completed views: 334 531



#### ENTREPRENEURSHIP AND INNOVATION

Two videos were flighted targeting Middle East platforms such as Lovin Dubai, Akhbar news and CNBC Arabia and Asia, CGTN, The Star and CNA Lifestyle. The videos successfully profiled entrepreneur Inga Gubeka owner of international brand called Inga Atelier X, as well as profiling doctor and innovator, Dr Reza Meza.

Combined total reach and impact: Middle East

- Impressions: 336 563
- Clicks: 34 212
- Completed views: 107 180

#### PLAY YOUR PART COLLABORATIONS

##### BACK TO SCHOOL CAMPAIGN WITH DEPUTY MINISTER IN THE PRESIDENCY MS. THEMBI SIWEYA

The Back-to-School campaign is strategically aligned to Brand South Africa's Play Your Part programme. It promotes and celebrates active citizenry as well as encourages Nation Brand Pride thus promoting Nation Brand Advocacy. Through education, several challenges such as job creation and poverty alleviation are addressed. Through the Play Your Part programme, Brand South Africa supported the Deputy Minister in the Presidency Ms. Thembu Siweya on the "Back to school" activations.

The objective of the Back-to-School campaign was to promote and create awareness of the PYP programme amongst learners and promote a socially active society that aims to uplift its community. The activations took place at three schools, namely: Agnes Chidi Primary School & Mamelodi High School both in

Gauteng on the 21st of January 2022 and Mushaathoni High School in Limpopo on the 24th of January 2022. The activations were attended by over four hundred learners combined.

#### PLAY YOUR PART ADVOCACY FOCUSING ON CREATIVE ARTS

The strategic direction decided by the executive authority at Brand South Africa is that the organisation should focus more of its mandate positioning the brand on international platforms to international audiences. This means rechanneling some of the activities meant for domestic platforms and domestic audiences to refocus on international. Play Your Part's refocus is to be more on Nation Brand advocacy work by talking to and addressing reputational dimensions in the Future Brand Index, Bloom Consultancy, Nation Brand Index, Best Countries Index, amongs others, to include messaging around being open for business, citizenship, quality of life, culture, heritage, entrepreneurship, etc. The objectives were to showcase how South Africa inspires new ways and to enhance the awareness of the Nation Brand, image and reputation by building on reputation dimensions that are not always associated with South Africa. Two videos were produced for the campaign – one profiling entrepreneurship with Inga Gubeka, owner of an international brand called Inga Atelier X. The other video produced was profiling innovation and technology with Dr Reza.

A feature about how South Africa inspires new ways within innovation and creative arts was promoted on the Rakuten TV platforms, targeting the European market and achieving a viewership of 7 million.

#### NATIONAL COVID-19 TERTIARY BURSARY AND AWARDS CEREMONY

The coronavirus pandemic has caused serious financial challenges to the entire world including our own communities. College of Africa, in partnership with Brand South Africa has extended a helping hand to students affected financially by the COVID-19 pandemic. The pandemic has had a negative impact on the country's major tertiary education budgetary crisis. The objective of the national COVID-19 Tertiary Bursaries is to assist students from less privileged homes who are negatively affected financially by COVID-19. This will help them pursue their tertiary dreams from 2022 to 2024.

Other objectives include:

- Minimizing the number of tertiary dropouts caused by the pandemic.
- Assisting South Africans with no tertiary qualifications who have lost their jobs and lack the financial muscle to acquire a tertiary education.



The bursary covers 100% tuition fees, admin fee, tuition deposit fee, e-books fees, examination fee & guaranteed free practical. The bursary does not cover food, accommodation, and transport.

Brand South Africa contributed towards the cost of the media partnership at Thobela FM, Phalaphala FM, Munghana Lonene, Motswedding FM, Ligwalagwala FM and Lesedi FM. Following a successful campaign to request those in need of the bursary to apply, College of Africa hosted a bursary awards ceremony which was held on the 16th of March 2022. The ceremony was attended by more than five hundred students; however, more than one thousand students received the bursary.

#### EBUHLANTI & SUKUMA NDODA TV MEN'S DIALOGUE

Ebuhlanti & Sukuma Ndoda Sakhe TV Men's Dialogue Model is an approach that uses culturally sensitive mass media messages to enhance protective beliefs and behaviour of men and boys. This approach exploits the potential that mass media messages have not only used to reach a large segment of the men population and thereby support normative change, but also to engage the most vulnerable segments of this audience to eliminate social ills. Ebuhlanti & Sukuma Ndoda TV Men's Dialogue is a platform for men to engage on issues affecting society, men's health, and gender-based violence.

Ebuhlanti TV Men's Dialogue is a 24-minute talk show broadcasted weekly on Soweto TV and Sukuma Ndoda Sakhe

is also a 24-minute talk show broadcasted on 1KZN TV. The programmes are a pre-recorded, location-based concept with talk show elements such as interviews and personal testimonies exploring inspirational stories with a strong emotional resonance. This dynamic, engaging series consists of self-contained episodes, and it connects strongly with the audience. These series are developed and informed by various communities and grassroots level organizations across different districts. Making the content unique and relevant to the men and boys. The talk shows have reached more than one million views combined to date and are currently still airing.

#### COURAGEOUS SOULS, THE RACE TO TWO HUNDRED SMMEs AND HOUSEHOLDS

Courageous Souls – The Race to Two Hundred SMMEs and Households community project was born out of the story of survival, fuelled by the consciousness of the difficulties that currently face each citizen in the current times and what it truly takes to remain operational as a small business. Connect World TV through its relationships was able to lead the way and be the programme's first investor to help small businesses.

Using the power of media through KAYA 95.9, they recognized the need to render assistance through publicity to the entities invested in the communities through monetary contribution. The Race to Two Hundred SMMEs and Households community project is



focused on the following areas: Business, Homes, and Education. Brand South Africa partnered with Connect World TV to support this project. Through this campaign, Brand South Africa's objective was to enhance South Africa's Nation Brand awareness.

The Connect TV campaign flighted with a total of sixty generic spots on Kaya 95.9 and the campaign reached 593 000 listeners.

#### MISS SA PARTNERSHIP 2021

The Miss South Africa beauty pageant provides the platform for young South African women to confront their power and embrace their future. Miss South Africa is a leadership platform for ambitious young South African women. Through a pageantry process, contestants receive world-renowned coaching in addition to advanced networking, business and life skills. They become champions of women's rights, ambassadors for our country, thought leaders and savvy career women who inspire other young South Africans to fulfil their potential, recognize their self-worth and find their place in the world.

It provides them with tools and the platform to augment and shape this in-built talent into a leader who embraces her self-worth and commands her powerful voice, inspiring others and catalysing real social impact. In October 2021, the following activities took place:

#### MISS SOUTH AFRICA GRAND FINALE

The Miss South Africa Pageant grand finale took place on the 16th October 2021 at the Grand West Arena at Grand West, Cape Town. The event was broadcast live on Mzansi Magic which has a viewership of over 2 million. Brand South Africa received mention at least twice during the Live show and logos were placed on the screens more than three times during the show. Brand South Africa Play Your Part ambassador, Melene Rossouw was announced as the Play Your Part ambassador of the year during the event.

#### MISS SOUTH AFRICA ONBOARDING LUNCH

Miss South Africa onboarding lunch was hosted by Brand South Africa and PYP ambassador Siba Mtongana. The lunch took place at the Table Bay Hotel at Chef Siba's restaurant on 17 October 2021. The objective of the brunch was to formally onboard newly crowned Miss South Africa and the two runners-up as PYP ambassadors. The event was attended by 15 invited guests, which include, the Board Chairperson, PYP ambassadors and Miss SA team. The event was profiled on Brand South Africa's digital platforms mainly Twitter with a reach of 157,100 followers on twitter.

## MISS SOUTH AFRICA CONGRATULATORY BRUNCH Hosted by Deputy Minister in the Presidency, Ms. Thembisiwe Siweya

**Date:** 27 October 2021  
**Time:** 11:00 - 13:00  
**Venue:** Union Buildings  
East Wing  
Pretoria



### MISS SA CONGRATULATORY BRUNCH BY DEPUTY MINISTER IN THE PRESIDENCY

Deputy Minister in the Presidency, Ms. Thembisiwe Siweya, hosted the newly crowned Miss SA, Lalela Mswane, to congratulate her as the new Miss SA and to welcome her as a Brand South Africa Play Your Part ambassador. The brunch took place at the Union buildings on 27 October 2021. The event was attended by 15 guests from DPME, Presidency, Miss SA team and GCIS. Brand South Africa covered the event on its social media platforms on Twitter with a reach of 157 100 followers, GCIS with a reach of 122 600 followers on Twitter, Miss SA with a reach of 139 700 followers on Twitter, with a reach of 242 000 followers on Instagram.

### TOKYO OLYMPICS SUPPORT MESSAGING

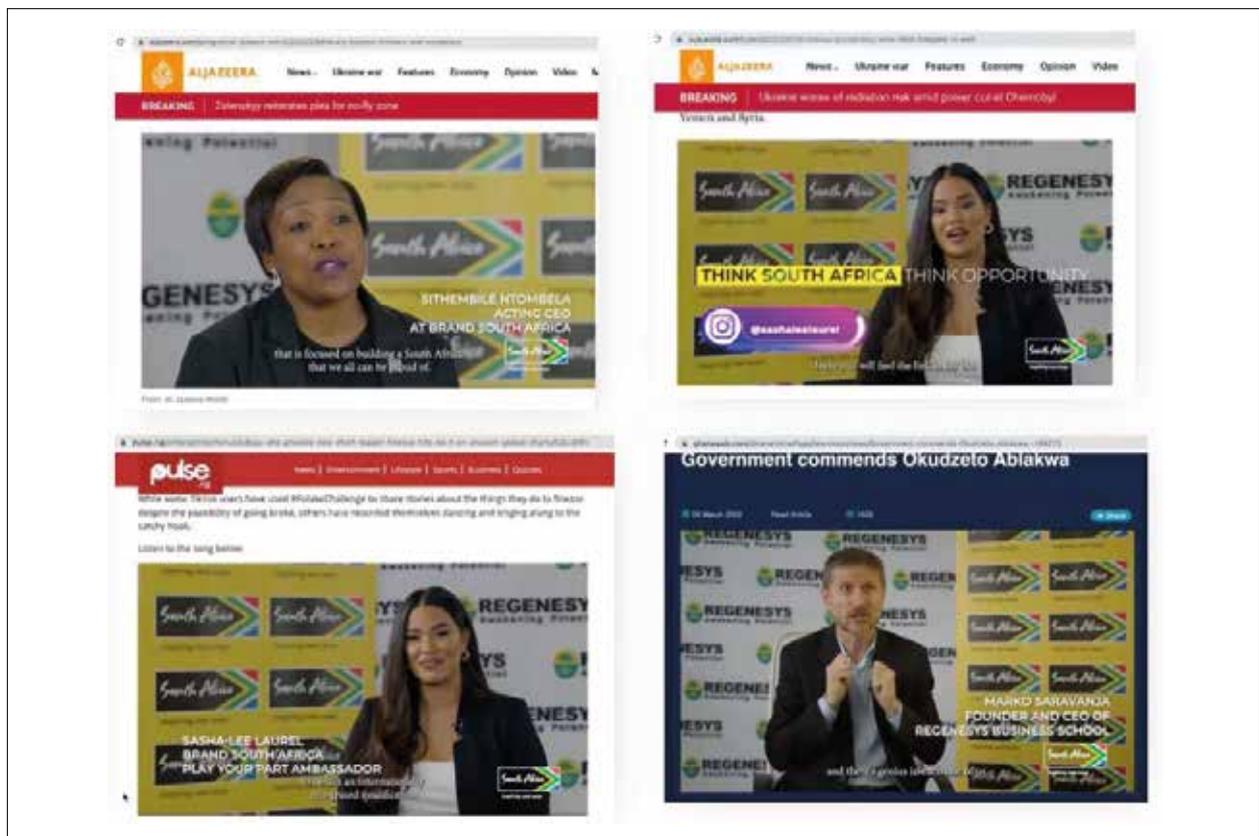
Messages of support to the South African athletes taking part in the 2021 Tokyo Olympics were produced in the form of two banners / gifs and an AV. The content was around wishing Team SA good luck at the Olympics in their round of competitions as well as to send a Play Your Part call to action message to South Africans to support Team SA in Tokyo. The hashtags used were #PlayYourPart and #SATeamInTokyo. The AV was posted on the Team SA website and social media pages - TeamSA.co.za

### PLAY YOUR PART AV PLACEMENT

The Play Your Part 'We See You' AV was flighted domestically to spread a message that we acknowledge the challenges and see the efforts of South Africans everywhere they are. The AV targeted domestic audiences to share the Play Your Part message. On TV the AV was flighted on 162 spots on DStv Channels being: KykNet, eNCA, BBC Lifestyle, Newsroom Afrika, SuperSport Blitz, SuperSport Action, Moja Love, Mnet, Mzansi Wethu – achieving a total reach of 8 122 527 views. On eNCA social media platforms a total of 4 894 436 impressions were achieved. On Newsroom Afrika social media platforms, 522 815 impressions were achieved and on IOL digital web banners platforms 7 598 595 impressions were achieved.

### DISABILITY CONNECT: WORKPLACE READINESS PROGRAMME 2021

Brand South Africa through the Play Your Part programme collaborated with the Disability Workplace Readiness programme 2021. The Workplace Readiness Road Show provides an opportunity to inspire, inform, motivate and educate. It also enables South African corporates to network; share challenges and opportunities to discuss industry best



practices and define a fully inclusive path forward for disability in the workplace. This year, the event took place at The Hope School in Parktown, Johannesburg on the 9th of September 2021. Brand South Africa gave a virtual presentation for the learners at Hope School, to inspire and encourage students to reach for their dreams. The top topics from the event included – ‘Top 10 steps for you to navigate the pathway to employment as an individual with a disability’; ‘A complete guide to writing a compelling CV, cover letter and how to ace your interview’ and ‘Preparing for the world of work’. Forty students with disabilities attended the event.

#### PYP AMBASSADORS PROGRAMME

Brand South Africa, through its Play Your Part programme, has enlisted the influence and support of its Play Your Part Ambassadors across the country to ensure that there are ongoing engagements throughout the year. The Ambassadors play a critical role in encouraging South Africans to have influence in the country’s future through positive ideas and actions. Brand South Africa collaborates with the identified Ambassadors to ensure that the agreed engagements are implemented successfully.

The organisation had planned to execute 80 Play Your Part ambassador engagement activities, however, this target was exceeded with an additional 3 activities. The activities included the PYP 10th anniversary as well as the campaign that was launched in response to the unrest in July encouraging citizens to Play Their Part and protect South Africa.

#### PROMOTION OF CONSTITUTIONAL AWARENESS

South Africa proudly boasts one of the most progressive Constitutions – a constitution of which all citizens can be exceedingly proud. Brand South Africa is identified within the MTSF as a delivery partner of Priority 6 of the MTSF with the mandate to create awareness of the constitution. The main objective of the programme is to promote awareness of the constitution. The programme aims to highlight the fruits of freedom and popularise the Constitution as well as to use the Constitution as a tool to encourage active citizenship amongst South Africans.

## CONSTITUTIONAL AWARENESS CAMPAIGNS

- Brand South Africa drove awareness on the values of the Constitution aligned to Reconciliation Day. The Constitution Awareness AV was posted on Brand South Africa social media platforms and achieved 845 views on Twitter.
- Brand South Africa flighted its Constitutional Awareness campaign featuring the existing creative material which is anchored on human dignity, rule of law, equality and unity. The objective of the campaign is to increase the awareness and appreciation of South Africa's highly admired Constitution, whilst delivering a strong call to action that will inspire South Africans to appreciate and respect the Constitution in their daily lives. The campaign was rolled out on DStv NewzRoom Afrika and Supersport channels, covering the themes of unity, as well as celebrating 25 years of the Constitution. Total audience reach for the campaign was 433 880 on NewzRoom Afrika and 769 135 on SuperSport.
- The Constitution Awareness campaign communicated how the constitution protects South Africans and individuals living in South Africa and how it also allows them the freedom to do things that can make them explore to their benefit and of the country as well as to communicate the rights that South Africans have for their benefit. The campaign also highlighted the benefits of the South African Constitution being one of the best in the world and the most liberal legal document in the world. The AV was flighted on Supersport channels as well as the Newsroom Afrika channel, reaching an audience in excess of 14,2million.
- Brand South Africa started the Constitution Awareness campaign with an objective of driving awareness and appreciation of SA's constitution. The campaign has performed very well since inception, with an audience reach of approximately 20 million since it was launched. The use of modern social media tools has been very effective in all executions, particularly the use of live video feeds as well as the influencer strategy. Following up on the success of the previous campaign, Brand South Africa enhanced and sustained activity throughout the 2021/22 financial year, focusing on using digital platforms for wider audience reach as the campaign made use of web banners on placed third party websites with click-through to the longer version videos hosted on YouTube. The campaign achieved in excess of 400 762 impressions



## CONSTITUTIONAL AWARENESS ACTIVATIONS

The year 2021 marked the 25th Anniversary of the adoption of the country's democratic Constitution. Brand South Africa thus aligned its Constitutional Awareness activations to the President's announcement that the country would be celebrating this important milestone. The organisation leveraged a partnership with Bay TV to flight a Brand South Africa's AV and digital banners which showcased the 25-year anniversary of the constitution, were flighted during the current affairs segment throughout the month of September. The organisation also collaborated with the Department of Higher Education and Training, Old Mutual Foundation, Imbumba Foundation, Love-Life, The Nelson Mandela Foundation as well as other strategic stakeholder on programme aimed at celebrating the 25-year anniversary of the South African Constitution whilst highlighting the importance of education. The activity targeted matric learners whose academic calendar was interrupted by the upsurge of the COVID-19 pandemic. Held in the Vhembe District in Limpopo, the activation was attended by 300 learners from over 10 high schools and profiled on SABC news Brand South Africa's and other partners social media platforms, reaching over 3 million viewers.

In addition to the above-mentioned activations, Brand South Africa was able to execute eight other activations aligned to Constitutional Values and Days of National Significance. Below is a summary of some of the key highlights:



#### INCLUSIVITY AND NON-SEXISM

In October 2021, Brand South Africa collaborated with the Thami Dish Foundation and Constitution Hill, in the execution of the LGBTQIA+ Network Conference, which saw a series of workshops held over 3 days with the aim of unpacking critical issues affecting members of the South African LGBTQIA+ community as well as elevating the provisions of the constitution, particularly those of inclusion and non-sexism.

The conference covered 3 main themes:

- Media & Communication
- Law & Human Rights and
- Workplace Inclusion & Diversity.

Brand South Africa leveraged the platform to engage over 150 stakeholders in attendance and social media followers on the constitutional value of non-sexism. It is important to remind South Africans that the Constitution does not accept discrimination on the grounds of sex or gender, but rather encourages an inclusive society.

#### OPEN SOCIETY FOCUSED ANTI-GBV AND ANTI-DISCRIMINATION ACTIVATION

Brand South Africa hosted a constitutional awareness activation in collaboration with the Justice Desk Foundation, the City of Cape Town and the Women Lead Movement. The activity took place in Emfuleni Township in the Western Cape and was focused on encouraging the Emfuleni community to exercise their constitutional rights against gender inequality and gender-based violence, as well as to understand that the Constitution only becomes an instrument of power when its principles are upheld.

The Justice Desk facilitated a session where participants were trained on how to identify human rights violations as well as various other topical issues which included information on the various legal outlets, they can contact to receive assistance free of charge. The session was attended by 50 participants.

#### HUMAN RIGHTS FOCUSED ACTIVITIES

In collaboration with Constitution Hill and its other key stakeholders (human rights and social justice fraternity), Brand South Africa participated in the 4th Edition of The Human Rights



Festival programme, which commemorates the Human Rights Day & month, paying homage to all those who lost their lives in the fight for democracy, particularly during the Sharpeville Massacre of 21 March 1960. More importantly, it highlights the work of social justice organisations and public institutions who are entrusted with the responsibility to uphold the law and the principles enshrined within the South African Constitution - equality; justice; freedom and dignity, providing an opportunity to celebrate the gains the country has made at 28 years of democracy.

The festival was held at Constitution Hill and included exhibitions, dialogue sessions, film festivals etc, all aligned to the overarching themes driven by the 2022 UN Release: Education, Health, Sustainable Development, The fight against systemic discrimination, Environment, Migration and Refugees, Constitution and Covid.

Brand South Africa participated in several engagements in the duration of the festival which included:

- The hosting of a social justice space which was a display of imagery depicting South Africa's historic and iconic symbols of transformation and human rights.

- Participation in a Book Festival with Play Your Part Ambassadors, Ntandoyenkosi Kunene and Thokozani Dyosini, who co-authored the children's book: Cory in the Universe.
- The management of an exhibition stand for the duration of the festival while running a social media campaign to profile the activities, to extend reach.
- The provision of extensive coverage on digital platforms for the 3-day long Human Rights Festival - aligned to educating the public on their constitutional rights and profiling Brand South Africa's participation
- The digital campaign achieved a reach of 2 042 545, 739 475 impressions and 5 851 engagements on digital platforms.

#### YOUTH FOCUSED DIGITAL ACTIVATION

Brand South Africa collaborated with Love Life for a youth focused activity where telephonic radio interviews were held on QwaQwa FM, Umgungundlovu FM, Radio Riverside and Mosupatsela FM in the first week of June. Each radio station hosted one interview



per day from the 1st to the 4th of June 2021. This activation was in support of Section 17 of the Bill of Rights in the Constitution, which stipulates that that everyone "has the right, peacefully and unarmed, to assemble, to demonstrate, to picket and to present petitions".

Through these topical radio discussions, Brand South Africa was afforded an opportunity to engage young people on their views in terms of what Rule of Law and The Right to Protest means as a form of constructive expression. The 15 - 20 minutes' radio slots were centered on what lessons can be learnt from the past and the consideration of responsibilities attached to every law.

#### INTERNATIONAL ACTIVITIES PROMOTING NATION BRAND ADVOCACY

The Global South African (GSA) Programme is Brand South Africa's flagship initiative that aims to strengthen relations and brand advocacy amongst South Africans living abroad. For the year under review a total of 17 GSA activities were planned and 19 GSA activities were implemented by the organisation. Some of the key activities are highlighted hereafter.

#### SA YOUTH DAY ACTIVATION, SATURDAY, 26 JUNE 2021 MILTON KEYNES, UNITED KINGDOM

A total of 1100 people attended the Youth Month activation which was held on the 26th of June 2021 in Milton Keynes, United Kingdom. The theme was South African Youth Day with Brand South Africa in partnership with Kasiluv. The Youth was informed about the plight of the youth in South Africa in 1976 and how they themselves can be forces of change globally. South African artists based in the UK dominated the show, through their performances thereby increasing awareness about the country (South Africa).

The SA Youth Day promotion had a social media reach of up to 35 000 people in the United Kingdom through Facebook, Instagram and Twitter advertising. Five thousand flyers promoting the activation were printed and distributed in shops, hair salons and other events across the UK in order to create awareness. T-shirts were printed and used for promoting the SA Youth Day. There were 1 650 website hits on the youth day page. In addition, 7 000 emails were sent from the KasiLuv database with 5 854 being opened and clicked on. The SA Youth Day activation in the UK received several radio interviews with BBC, Inspiration FM and Beat London FM.



### GLOBAL SOUTH AFRICANS ACTIVATION TO CELEBRATE AFRICA DAY

In honor of 2021 Africa Day, Brand South Africa in collaboration with Society for Africans in Diaspora (SAiD Institute.), hosted a hybrid Africa Day celebration (Virtual and in person). The event was a powerful gathering and milestone, bringing together influencers and people from all walks of life to lead the discussion on the theme: PASSPORT TO AFRICA. The celebration focused on contemporary African culture, black cultures, igniting challenging conversations, and inspiring learning through the global lens of the African Diaspora. Africa Day, also known as African Unity Day, is celebrated annually on 25 May 2021. It commemorates the founding of the Organization of African Unity (OAU), the precursor to the African Union (AU), on this day in 1963. SAiD assisted Brand South Africa in delivering the greatest impact and visibility leading up to, throughout, and following the PASSPORT TO AFRICA celebration by aligning with Brand South Africa objectives as a top-level partner to combining online and in person audiences together for a night of celebration. The purpose for the event was to connect people in ways that built understanding, dispel stereotypes and generated pride among the generations who participated in our shared experiences.

The event, which brought together 345 guests (160 in-person attendance and the rest online) including corporate leaders in the emerging markets sector, young professionals, influencers, tastemakers and friends of Africa, provided an unparalleled opportunity to showcase our Nation Brand and push a positive narrative aimed at changing perceptions given the extensive reach and impact the platform provides. Secondly, Brand South Africa leveraged the platform for the purposes of achieving the Nation Brand's objectives by aligning our messaging with the event theme.

### GLOBAL SOUTH AFRICANS ACTIVATION: HONG KONG

Brand South Africa worked in collaboration with the South African Consulate-General in Hong Kong, Wines of South Africa (WOSA), as well as the Southern African Association of Hong Kong (SAAHK) to host a Global South Africans (GSA) Heritage Day cocktail event on the evening of 24 September 2021.

The engagement leveraged the Spectacular South Africa pop-up store space to host GSAs currently living and working in Hong Kong. The approximately 35 guests, limited in accordance with the local COVID-19 regulations for the space, were also exposed to the Spectacular South Africa experience while also enjoying the opportunity to network with other GSAs, with entertainment provided by Hong Kong-based South African musician Londiwe Ngubeni ("Ms. Lolo") – who previously had a role in Hong Kong Disney's Lion King.

### GLOBAL SOUTH AFRICANS DIGITAL MEDIA CAMPAIGN "WOMEN OF SUBSTANCE – PILLARS OF THE NATION BRAND" – HEAD OFFICE

In August 2021, Brand South Africa implemented a Global South Africans digital media campaign using visually led custom photo essays on GlobalSouthAfricans.com as well as other international digital and social media platforms. Brand South Africa executed a comprehensive digital marketing campaign targeted at South Africans based abroad, particularly in Australia, France, Germany, Ghana, Nigeria and Canada, India, Hungary as well as Japan. The campaign was implemented over a period of 10 days (27 August – 05 September 2021) with three heroines i.e. Dr Sophie de Bruyn, Mmabatho Montsho as well as current Miss South Africa, Shudufhadzo Musida being profiled through photo essays and social media interviews.

Initially the campaign was scheduled to take place over 20 days, however, the plan was adjusted to a 7-day campaign. Influencers such as DJ Maphorisa and Trevor Stuurman were used in addition to the above theme anchors. The campaign objective was to ensure that South Africans abroad are part of the national celebrations in the country throughout the month of September including heritage day on 24 September 2021.

**VIRTUAL DIALOGUE ON THE YEAR OF CHARLOTTE MAXEKE: CELEBRATING WOMEN EXCELLENCE IN POLITICS, BUSINESS AND LEGACY IN LEADERSHIP.**

Brand South Africa in collaboration with South African Women's Alliance in Atlanta hosted a Global South African virtual dialogue on the Year of Charlotte Maxeke: Celebrating Women in Politics, Business and Legacy in Leadership on 28 August 2021 at 14h00 EST. Brand South Africa in collaboration with the South African Women's Alliance in Atlanta has for the past 5 years organised celebrations of Women's Day which is a South African public holiday celebrated annually on 09 August. The day commemorates the 1956 march of approximately 20 000 women to the Union Buildings in Pretoria to petition against the then apartheid government pass laws that required South Africans defined as "black" under the Population Registration Act to carry a pass document, which served to maintain population segregation, urbanization control, and manage migrant labor during the apartheid era.

The event focused on women struggles for emancipation in South Africa and the US. This year's celebration continued to exhibit and honor the strength and perseverance of South African women both at home and abroad. The celebration took place under the theme: "The Year of Charlotte Maxeke – Celebrating Women in Politics, Business and Legacy in Leadership". The event featured a fireside chat comprised of four panelists comprised of Dr Phumzile Mlambo-Ngcuka, former Executive Director for UN Women, Ms Lindiwe Mazibuko, Co-founder and CEO of Apolitical Academy Southern Africa, Dr Mary Schimdt Campbell, the 10th President of Spelman College in Atlanta, led by a moderator, Ms Nichelle Gainey, CEO and Founder of Siverstone International, who brilliantly facilitated a discussion on the parallels that exist between South Africa and the US concerning the role that women played in the struggle for political emancipation.

The event also featured a cultural performance by Nomcebo Zikode, who is known for the hit song "Jerusalema". This was done at the end of the session. However, the event was punctuated by Brand South Africa audio visual to promote the country as a destination for investment and the GSA video.



## 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.

Programme 3 activities are organised within the following outcome:

- Aligned Nation Brand execution and experience domestically and internationally

### KEY ACHIEVEMENTS

Strategic Partnerships with Public Sector, Civil Society & Business Stakeholders domestically.

### PUBLIC SECTOR COLLABORATIONS

Brand South Africa leveraged relationships with public stakeholders to execute collaborations that promote the Nation Brand and ensure that a wider audience is reached through shared messages on public sector platforms.

In the year under review, the organisation collaborated with targeted public sector stakeholders such as the Department of Sports, Arts, Culture and Recreation, the Department of Trade, Industry and Competition, the Department of Water and Sanitation, the Department of Basic Education, the National Heritage Council, the Film and Publication Board, the South African Local Government Association, the Department of Health, and the Limpopo Economic Development Agency, amongst others.

These collaborations were set out to execute programmes that would advance investment promotion, tourism promotion, health, Africa's developmental affairs, education, culture and heritage as well as governance and other topical themes relevant to enabling the positive positioning of the nation brand to domestic audiences. The public sector programme was implemented across the provinces.

Key highlights of the programme include the following activities:

### EDUCATION FOCUSED ACTIVITY

Brand South Africa collaborated with the National Heritage Council, the Department of Basic Education, SanParks, and the South Africa Heritage Resources Agency for the delivery of the 2021 Heritage Education Schools Outreach programme. This is an annual national programme that elevates South Africa's heritage through a school's debate competition that would see schools from across the 9 provinces participate in the

national competition undertaking different heritage related topics. Brand South Africa participated in the national finals advancing messaging around the significance of education, active citizenship, and Play Your Part. The organisation was also instrumental in the logistics management of the programme and profiling the engagement on digital platforms.

### GOVERNANCE FOCUSED ACTIVITY

The organisation collaborated with Invest SA through their CEO's Forum for Investment Promotion Agencies, Industrial Development Zones, Special Economic Zones and Economic Development Organisations. The virtual session was used as a platform to track the progress of investment commitments and exchange knowledge and ideas on ways to retain and attract new investments.

Brand South Africa leveraged the platform to present the integrated marketing and communication strategy for South Africa's EXPO 2020 programme and highlight the importance of alignment coordination of the communication programme.

### INVESTMENT PROMOTION ACTIVITY

Brand South Africa worked with the dtic in the execution of a series of Trade and Investment Knowledge Network sessions held quarterly during the fiscal under review. The engagements created a platform for targeted stakeholders to exchange knowledge and ideas on how to jump-start economic growth through stronger investment and trade partnerships and deliberated on the practical activities that would underpin the road to the country's economic reconstruction and recovery.

The closed sessions targeted the economic cluster departments, Local and Provincial Economic Development Department and Provincial Investment Promotion Agencies and explored key discussions such as the African Continental Free Trade Agreement (AfCFTA), post-COVID trade and investment opportunities and challenges of market access for South African companies.

**WE INVITE YOU**

**NATION**  
**BRAND FORUM**  
*an initiative by Brand South Africa*

**28 September 2021**

**REBUILD  
 SOUTH AFRICA  
 TOGETHER**

**JOIN THE CONVERSATION AT  
 WWW.BRANDSOUTHAFRICA.COM**

**#NBF21      #BelieveInSA**



## NATION BRAND FORUM

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

Following the significant economic setback resulting from the COVID-19 pandemic, South Africa suffered substantial job losses, and then faced unprecedented hunger and deprivation. As a proactive means to rebuild the economy, South Africa unveiled its new Reconstruction and Recovery Plan, which contains many practical initiatives aimed at improving the investment environment and unlocking greater job creation, and faster economic growth. Building on this, Brand South Africa contributed by Playing its Part in contributing to this shared agenda of “Rebuilding the South African economy”.

Consequently, the 2021 Nation Brand Forum was convened under the theme – “Believe In South Africa: Reflect, Rebuild and Reassure,” which focused on bringing together diverse stakeholders from government, organised business and civil society, to constructively reflect on the issues, discuss interventions that will contribute towards “rebuilding the South African Economy” and build confidence in the country and its recovery plans.

The Nation Brand Forum was hosted on Tuesday 28 September 2021 at the Sandton Convention Centre in a hybrid virtual and in-person format. The event content was delivered through panel discussions, which saw delivery from four panels represented by key stakeholders in key sectors that are key contributors to economic growth. The panel discussions were categorised as aligned with the subthemes: Reflect, Rebuild and Reassure. These included Business and Investment, Tourism and Social Cohesion, and Health. These were concluded by an Executive



Roundtable discussion, which sought to reassure the audience on the country's commitment to rebuilding the economy.

Some speakers in attendance included influential names such as His Excellency Wamkele Mene, Secretary General of the AfCFTA; Mr. Strive Masiyiwa who is the special envoy for the Africa Union; Policy advisor, author and Nation Branding expert, Mr. Simon Anholt. Other names included Professor Bonang Mohale, President of Business Unity South Africa; Dr. Ryan Noach, CEO of Discovery Health; Mr Kganki Matabane, CEO of Black Business Council; Ms. Gloria Serobe, Chairman of the Solidarity Fund, and Deputy Minister of Health Mr Sibongiseni Dhlomo amongst others. The event was well promoted on radio, TV, online and social media platforms, and was well attended with 91 guests attending in person, out of a targeted 100.

### STRATEGIC PARTNERSHIPS WITH PUBLIC SECTOR; BUSINESS & CIVIL SOCIETY STAKEHOLDERS INTERNATIONALLY

BRAND SOUTH AFRICA HOSTED WEBINAR ON THE THEME: WHAT DOES THE AFRICA CONTINENTAL FREE TRADE AREA (AFCFTA) MEAN FOR THE YOUTH HELD ON WEDNESDAY, 16 JUNE 2021 AT UK 12H00 GMT

Brand South Africa hosted the Youth-led activation, spearheaded by the UK Country Head. The activation was anchored on the theme "For the Youth by the Youth". A Global South African in the UK was identified to moderate the session. The speakers were various youth from the African continent and the Diaspora. The moderator of the webinar session was Bonolo Madibe, Sustainability & Social Impact Strategists. The other speakers were Jason Kitenge, Innovation Strategist; Captain Londiwe Ngcobo, Ship Navigator and Africa's First Female Dredge Master, Kaene Disepo, Youth & Development Expert and Farai Mubaiwa, a Youth & Development Expert. The registration for attendees was done via Zoom. The session was broadcasted on the Brand South Africa's Facebook and YouTube pages respectively at 12h00 noon GMT on Youth Day itself (June 16th). Brand South Africa's role was to moderate and to support this initiative on social media platforms.

A new era has emerged in intra-African Trade with the implementation of the African Continental Free Trade Agreement (AfCFTA). Set to establish new protocols for the trade of goods and services across the African continent, this groundbreaking agreement has enormous potential for catalyzing structural economic transformation within the continent. Whilst the continent's youth illustrate a monopoly on untapped potential, transforming that potential into prosperity is perhaps the continent's biggest challenge. The creation of jobs through intra-African trade requires states to increase the value

# REBUILD SOUTH AFRICA TOGETHER



of their primary commodities and enhance their service sectors. However, for young people to benefit from this agreement, governments need to provide the necessary resources for ensuring that the youth have the skills and expertise required to participate in a free market economy.

#### SPECTACULAR SOUTH AFRICA POP-UP STORE IN HONG KONG

Brand South Africa successfully implemented a collaborative activation with Wines of South Africa (WOSA), along with the involvement of the South African Consulate-General in Hong Kong, as well as WESGRO, targeting Hong Kong residents as the primary audience, with the aim to:

- Increase Nation Brand visibility and awareness;
- Showcase and promote South African made products – thus creating favourable country of origin associations through exports;
- Drive a favourable narrative about South Africa by leveraging the GSAs in the market.

The activations were based on a pop-up store concept in a street-facing, 2-storey, high-street retail space at the Fashion Walk district in Causeway Bay, Hong Kong, targeting a discerning audience.

The 'SPECTACULAR South Africa' store was operational from 9 to 26 September 2021, offering a variety of experiences related to South Africa, its wine, food and beverages, as well as art and culture. Customers were able to explore the diversity of wine and immerse in the South African atmosphere. The store also featured a gallery on the first floor exhibiting paintings from South African artist and Play Your Part ambassador, Azael Langa, who is distinguished for his use of smoke as a medium in his paintings.

Throughout the period of the store activation, wine tasting and presentation sessions were conducted for both walk-in customers and invited VIPs during private sessions – while SA-made products were sold in other parts of the store. The Nation Brand enjoyed prominent visibility through the storefront branding, point-of-sale material around the shopping district, as well as social media activity. An estimated footfall in excess of 7000 was attracted into the store and sales worth more than HK\$ 430 000 were achieved during the period of the activation. Furthermore, media coverage was attained in local online publications.

#### COLLABORATION WITH EDUCATION WITHOUT BORDERS ON VIRTUAL SOUTH AFRICAN FILM FESTIVALS IN CANADA

Brand South Africa in collaboration with Education without Borders (EwB) presented the second Virtual South African Film Festival, in Canada. The festival took place in November 2021. This platform assisted the organization to promote the Nation Brand internationally using proudly South African content in form of documentaries and feature films. The film festival also enabled Brand South Africa to position the Nation brand positively amongst South Africans based in Canada as well as Canadian citizens with an interest in South Africa. A total of 2534 festival tickets were purchased with 3572 South African Film Festival website subscribers being reached. Brand South Africa branded pre and post reels had 2169 views throughout the festival.

#### BRAND SOUTH AFRICA'S COLLABORATION WITH BUSINESS COUNCIL FOR INTERNATIONAL UNDERSTANDING / THATCHER+CO.

Brand South Africa collaborated with Business Council for International Understanding and Thatcher+Co. to co-produce a virtual South Africa Investment fire-side chat, featuring the JSE CEO Dr Leila Fourie. The theme for the chat was "Role of Women Leadership in promoting economic empowerment and entrepreneurship" and was moderated by Ms Camille Richardson, Deputy Assistant Secretary for the Office of Middle East, and Africa at the US Department of Commerce. The collaboration, which attracted 183 high-level business executives, diplomats, government officials, media, and influencers, was used to build a foundation to cultivate stronger relationships resulting in meaningful exchanges and commitments. Brand South Africa's audio-visual materials were used to create awareness and visibility for the Nation Brand.

#### NATION BRAND ALIGNMENT TRAINING

Brand South Africa's Nation Brand Alignment training programme is a means by which Brand South Africa is able to equip and educate key stakeholders on the nuances involved in handling a Nation Brand. The task of marketing South Africa cohesively necessitates a common understanding from all stakeholders and partners who are Nation Brand carriers about how the Nation Brand should be positioned at the various interactions with various audiences. These engagements take the form of a masterclass workshop where presenters engage with invited participants.



During the 2021/22 financial year, the organisation was able to meet its target of facilitating four Nation Brand Alignment Training sessions which target FOSAD as well as government marketing and communication experts from the Gauteng and Northwest provinces.

Brand South Africa also leveraged a session with the R-CTFL to present a high-level Nation Brand Alignment Masterclass and domestic perceptions research on South Africa's competitiveness and the performance of the Nation Brand to steer the task team towards the fundamentals of building, implementing, and sustaining a unified yet diverse Nation Brand.

### NATION BRAND ALIGNMENT POLICY

Brand South Africa had identified the need to develop, and conceptualise a Nation Brand Alignment Policy Discussion Paper, as part of its 2021/22 annual performance plan.

Nation Brand alignment in a global environment requires close cooperation between stakeholders and ensuring state- and private sector entities align to the Nation Brand identity, remains a critical challenge that dilutes the value of the

South Africa Nation Brand. To this end, the discussion paper proposes the development of a "nationally enforceable Nation Brand Alignment Policy", pertaining to requirements for the implementation of domestic, and international engagements on behalf of, or when the nation is represented in global material and digital environments.

The purpose of this submission is to serve as initial internal discussion document that sets out the broad parameters of the 'problem' such a proposed Brand Alignment Policy aims to address. Additionally, it identifies the core proposed pillars, based on which, such a policy paper can be designed.

The Discussion paper on Nation Brand alignment policy was submitted to the Director General of GCIS and the organisation has presented to targeted stakeholders to garner support for the proposed policy.

### PROGRESS ON INSTITUTIONAL RESPONSE TO THE COVID-19 PANDEMIC

Brand South Africa did not partake in the Institutional Response to the COVID-19 pandemic for the 2021/2022 financial year.

PART C  
**GOVERNANCE**

## BOARD OF TRUSTEES

Trustees are appointed by the President of the Republic of South Africa for a three-year term. The Board of Trustees meets at least four times a year. Trustees are non-executive, and are remunerated for the performance of their role as Trustees. The CEO is an ex officio executive Trustee in terms of the Trust Deed.

The Board is unitary and has the following committees which were set up to facilitate the fulfilment of its fiduciary duties, stewardship and oversight:

- Human Capital, Remuneration, Social & Ethics Committee (HCRSEC);

- Audit and Risk Committee (ARCO); and
- Marketing Committee (MARCO).

All the Board committees, except ARCO, are made up of members of the Board and are chaired by non-executive trustees. Executive management only attends by invitation. All Trustees are empowered to obtain external and independent professional advice whenever they consider it necessary to carry out their duties.

The Director: Governance, Legal and Board Secretariat serves as the secretary to the Board.



## BOARD OF TRUSTEES



**Ms Thandi Tobias-Pokolo**  
Chairperson

- Advanced Diploma in Economic Policy
- Certificate in Economics and Public Finance
- Certificate in Leadership Communication



**Ms Loretta Jacobus**

- Social Work



**Mr Mlungisi Johnson**

- Short course in Macro-Economics and Developmental Economics
- Certificate in Public Management and Development



**Mr Bushang Modipane**

- Professional Certificate in Public & Development Management
- Post Graduate Diploma in Public Management



**Dr Stavros Nicolaou**

- B Pharm, Wits University
- PhD (Medicine), Honoris Causa



**Dr Sisanda Nkoala**

- PhD: Rhetoric Studies
- MPhil: Rhetoric Studies
- BA (Hons): Political Communication
- BA: Film & Media Production



**Ms Rachel Kalidass**

- CA (SA)
- Bachelor of Commerce Honours
- Certificate in the Theory of Accountancy (CTA)
- Bachelor of Accounting Sciences (BCompt)
- Executive Leadership Programme
- Corporate Governance Certificate Programme
- Board Leadership Core Programme



**Ms Muditambi Ravele**

- BTech (Business Administration)
- Executive Sports Management Programme
- Strategic Executive Marketing Programme
- Diploma in Sports Management
- Certificate in Public Relations
- Certificate in Marketing
- Post Professional Teacher's Certificate in Physical Education
- Sen Teacher's Diploma



**Mr Andrew Madella**

- Higher Diploma in Social Work
- BPhil in Policy Analyses and Values Studies
- BPAHons in Public Administration
- Certificate in Human Resource Management
- Postgraduate Diploma in Poverty, Land and Agrarian Studies
- Enrolled in MPhil in Human Rights (Disability)



**Prof Ylva Rodny - Gumede**

- PhD (School of Oriental and African Studies)
- MA Politics
- MA Journalism



**Mr Johannes Sebulela**

- BA (Com) - Fort Hare
- Advanced Management Programme (AMP) - INSEAD (France)
- Leverage Finance - Fitch (UK)
- Board Development Programme - GIBS
- Principles of Business Management (NMP) - WBS
- Leadership Development Programme - GIBS
- Diploma in Marketing (Research Outstanding) - (IMM)



## BOARD COMMITTEES

The following Board Committees were in place during the period under review:

- Audit and Risk Committee (ARCO)
- Human Capital, Remuneration and Social & Ethics Committee (HCRSEC)
- Marketing Committee (MARCO)
- All Board Committees comprise members of the Board.

EXCO members attend meetings by invitation. Committees may seek external or independent professional advice to carry out their duties in accordance with the Board Policy on Access to Professional Advice. Board committees are all chaired by non-executive trustees.



### THE AUDIT AND RISK COMMITTEE (ARCO)

ARCO is inter alia responsible for:

- Ensuring the integrity, reliability, and accuracy of accounting and financial reporting systems;
- Evaluating the adequacy and effectiveness of internal audit and risk management;
- Maintaining transparent and appropriate relationships with external auditors;
- Reviewing the scope, quality and cost of the statutory audit and the independence and objectivity of the auditors; and
- Ensuring compliance with applicable legislation and the requirements of regulatory authorities, especially those set out in the PFMA.

During the year under review, three (3) special meetings were convened by the ARCO in addition to the scheduled meetings.

MEMBERS			MEETING DATES						
NAME	SURNAME	TITLE	22/04/2021	21/05/2021	25/05/2021	22/07/2021	23/08/2021	21/10/2021	24/01/2022
Rachel	<b>Kalidass</b>	Ms	✓	✓	✓	✓	✓	✓	✓
Sisanda	<b>Nkoala</b>	Dr	✓	✓	✓	✓	✓	✓	✓
Ylva	<b>Rodny-Gumede</b>	Prof	✓	✓	✓	✓	✓	✓	✓
Hennie	<b>Bekker *</b>	Mr	✓	✓	✓	✓	✓	✓	✓
Waseem	<b>Carrim **</b>	Mr	✓	✓	✓	✓	✓	✓	✓

\* GCIS Representative

\*\* Independent Member

## THE HUMAN CAPITAL, REMUNERATION AND SOCIAL & ETHICS COMMITTEE (HCRSEC)

The terms of reference of the HCRSEC, as approved by the Board, address aspects of membership, structure, authority, and duties. The responsibilities of this Committee include making recommendations to the Board on:

- All policy matters that affect the employer-employee relationship;
- All policy matters dealing with remuneration, recruitment, selection, the appointment, and the remuneration of executives;
- All policy matters relating to social and ethics, as contemplated in the Companies Act, Act No. 71 of 2008 and the King Report for Corporate Governance in South Africa, 2016; and
- Approving human resource strategies and the organisational structure.

During the year under review, four (4) special meetings were convened by the HCRSEC in addition to the scheduled meetings.



MEMBERS			MEETING DATES							
NAME	SURNAME	TITLE	08/04/2021	28/05/2021	06/07/2021	02/09/2021	07/10/2021	18/10/2021	16/11/2021	08/02/2022
Mlungisi	<b>Johnson</b>	Mr	✓	✓	✓	✓	✓	✓	✓	✓
Stavros	<b>Nicolaou</b>	Mr	✓	✓	x	✓	✓	✓	✓	x
Loretta	<b>Jacobus</b>	Ms	✓	✓	✓	✓	✓	✓	✓	✓
Andrew	<b>Madella</b>	Mr	✓	✓	✓	✓	✓	✓	✓	✓
Bushang	<b>Modipane</b>	Mr	✓	✓	✓	✓	x	✓	✓	✓



### THE MARKETING COMMITTEE (MARCO)

MARCO is responsible for advancing the mandate of Brand South Africa by overseeing the development and implementation of proactive and co-ordinated marketing, communication and reputation management strategies for South Africa. The Committee’s mandate includes:

- Reviewing the marketing policy and protocols, and recommending the same to the Board for approval;
- Offering expert advice and feedback on Brand South Africa’s marketing and communications activities and resources;
- Identifying areas of marketing and communications weaknesses and recommending remedial actions;
- Acting as a resource to advise management on serious communications issues; and
- Reviewing and recommending corporate profile policies and issues relating to Brand South Africa’s branding and to report to the Board accordingly.

During the year under review, the committee held one (1) special meeting in addition to the scheduled quarterly meetings.

MEMBERS			MEETING DATES				
NAME	SURNAME	TITLE	23/04/2021	24/06/2021	20/07/2021	12/10/2021	10/02/2022
Muditambi	Ravele	Ms	✓	✓	✓	✓	✓
Johannes	Sebulela	Mr	✓	✓	✓	✓	✗
Andrew	Madella	Mr	✓	✗	✓	✓	✓
Ylva	Rodny-Gumede	Prof	✓	✓	✓	✓	✗
Stavros	Nicolaou	Dr	✗	✗	✗	✓	✓
Sisanda	Nkoala	Dr	✗	✗	✗	✓	✓



## BOARD REMUNERATION

Trustees' emoluments paid during the year under review have been disclosed in the annual financial statements of the organisation in line with good corporate governance practice.

## RISK MANAGEMENT

Risks relating to the business of Brand South Africa are managed in accordance with the PFMA (as amended), the National Treasury Regulations, as well as recommended good corporate governance practice. The risk management strategy, risk registers and the risk materiality framework help to ensure that all risks are kept at a manageable level. A regulatory compliance checklist is closely monitored in order to help mitigate legal compliance risk. Compliance monitoring in terms of the Protect of Personal Information ACT No 4 of 2013 takes top priority in the organisation.

## AVOIDING CONFLICTS OF INTERESTS

Trustees have a duty to disclose their personal interests in any of the items which are on the agenda at Board meetings. A declaration of conflicts and interests remains a standing agenda item throughout the year. In addition, Trustees are required to submit their annual declarations of interests at the beginning of each financial year and to update such declarations and disclosures as and when their circumstance change.

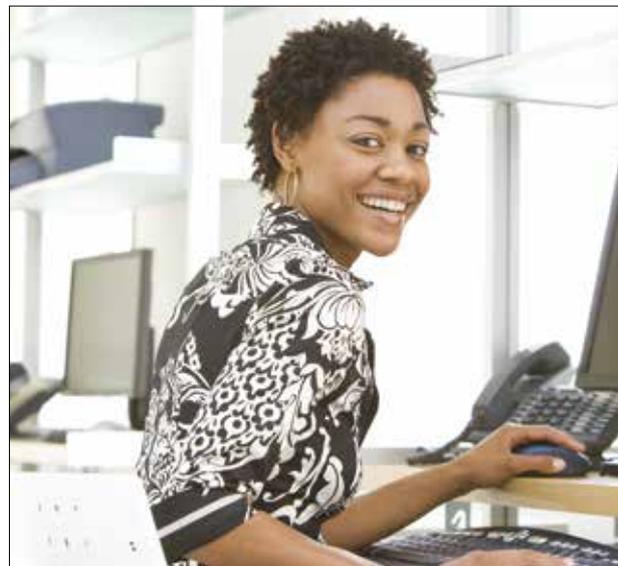
## CODE OF CONDUCT

The Trustees of Brand South Africa remain committed to achieving high standards of business integrity and ethics across all the organisation's activities. The Board has a Code of Conduct which sets out the required standard of conduct expected of Trustees, how to deal with dissent, how to manage conflicts of interests, expected disclosures, and the management of external appointments. This helps in setting the right tone at the top in terms of providing ethical leadership.

## BOARD SECRETARY

The Director: Governance, Legal and Board Secretariat serves as the Board Secretary and is responsible for ensuring the proper conduct of Board meetings. The Board Secretary provides support and guidance to the Board on matters related to governance, legislation, compliance, and ethics. His duties include the preparation and circulation of Board papers and minutes of meetings, following up on action items, and ensuring that the Board and its Committees are timeously provided with feedback.

The Board Secretary is also responsible for apprising Trustees of laws and legislation relevant to or affecting the organisation, and ensuring the proper retention of Brand South Africa's important records. In addition, the Board Secretary has certain statutory duties to perform in terms of the Companies Act, Act No. 71 of 2008, and other regulations. The Board Chairperson and all Trustees have unrestricted access to the services of the Board Secretary. The Board Secretary also ensures that Brand South Africa's corporate governance processes and practices are reviewed and benchmarked on an on-going basis to ensure compliance with local and international governance standards.



## EXECUTIVE COMMITTEE (EXCO) MEMBERS PROFILES



**MS SITHEMBILE NTOMBELA**  
ACTING CHIEF EXECUTIVE OFFICER

A Chartered Marketing Executive with the mission to innovate and improve overall company performance. She is a prudent decision-maker and an inspiring leader that strives to build high performing teams.

With a long career in marketing (private and public sector) of over 22 years, she has a wealth of knowledge, experience, and the expertise in brand management, marketing, and Nation Brand environments where she has been successful in delivering profitable and meaningful brand strategies. A firm believer of impact, purpose, influence, and inspiration in getting the job done.

She is highly proficient in leadership and communication skills and has a deep understanding of impact-based performance. Her philosophy and practice is one of practical, pragmatic problem solving, bringing creative ideas and possibilities to shaping future purpose and direction.

Highly set on creating and leaving legacies, a leader that leads by example demonstrating resilience even in the face of adversities. She serves as a member on the CMO Council Advisory Board (Africa).

#### QUALIFICATIONS.

- Undergraduate qualification in Marketing Management
- PG Diploma in Marketing
- Bachelor of Philosophy (BPHIL) Honours Degree in Marketing
- Masters of Commerce
- Chartered Marketer CM (SA), with the Marketing Association of South Africa.





**MR KHATHUTSHELO MAPOSA**

ACTING CHIEF FINANCIAL OFFICER  
(23 March 2022 to date)

Khathutshelo is responsible for managing Brand South Africa's Finance Strategy. This involves overseeing Supply Chain Management (SCM), Expenditure management Budgeting and Financial reporting.

**QUALIFICATIONS**

Khathutshelo is a qualified Chartered Accountant registered with The South African Institute of Chartered Accountant (SAICA). He worked as a Chief Financial Officer in Local Government for over five years. He has been seconded from The Media Development and Diversity Agency (MDDA) where he was serving as a Finance Manager.



**MR KGOMOTSO SERIPE**

ACTING CHIEF FINANCIAL OFFICER  
(01 April 2021 to 28 February 2022)

Kgomotso runs the organisational 'checks and balances' with precision and accuracy. He is responsible for financial, operational and supply chain management that ensures effective control of funding, budgets and maintaining an elevated level of reporting standards. He is the consummate professional that continuously seeks to deliver a high degree of excellence in all that he does, and has garnered audit experience spanning nine years, Financial Accounting Management over eight years and is an Associate General Accountant AGA (SA).

**QUALIFICATIONS**

Kgomotso's qualifications include a Hons BCom Accounting (Hon) from Unisa, and he is currently registered as AGA (SA) member, as well as a member of the South African Institute of Chartered Accountants (SAICA).





**MS MPUMI MABUZA**  
 ACTING CHIEF MARKETING OFFICER  
 ( 19 July 2021 to 31 March 2022) \*

Mpumi Mabuza also holds the position of General Manager: Stakeholder Relations and is responsible for the establishment and management of the organisations' strategic partnerships with Government, Business and Civil Society Stakeholders.

Before joining Brand South Africa, Mpumi was employed as the Country Manager at the Swedish Trade Council in Johannesburg and was responsible for the full management of the organisation's South African operations. Mpumi has also worked at the South African Revenue Services Business Intelligence Unit.

Mpumi has extensive experience in Stakeholder Management, International Business Development, Management Consulting, Programme Management, Strategy Development and Project Management.

\* Ms Sithembile Ntombela was Acting Chief Marketing Officer between 1 April 2021 and 18 July 2021.





**ADV SIFISO S. NYONI**

DIRECTOR: GOVERNANCE, LEGAL AND BOARD SECRETARIAT

Sifiso is responsible for corporate governance and legal matters in the organisation. He also serves as the Board Secretary. He has amassed a lot of experience in the corporate world, and has spent more than two decades in the boardroom. His responsibilities entail ensuring compliance with contemporary good corporate governance practices and he has a passion for this.

Sifiso is also a Chartered Marketer (SA) and his special interests are in corporate governance and compliance, corporate law, integrated reporting, corporate strategy, insolvency, and turnaround management.

#### QUALIFICATIONS.

Sifiso holds the following qualifications: LLM degree (UP), LLB degree (UNISA), Certificate in Compliance Management (UJ), Certificate in Board Governance (UJ), Certificate in Advanced Corporate and Securities Law (UNISA), Insolvency Law and Practice (UP/SARIPA), an MSc degree in Marketing and Product Management (Cranfield University, UK), and a BSc in Agric Ed degree (UNISWA). He has further participated in a Top Management Programme at the National University of Singapore (Business School). He is also an Insolvency Practitioner and holds a Business Rescue Decision-Making certificate (UP) as well as a Certified Rescue Analyst certificate (UP/TMA).

Sifiso is a member of the Marketing Association of South Africa (MASA), the Institute of Directors in South Africa (IoDSA), the South African Restructuring and Insolvency Practitioners Association (SARIPA) and INSOL International, which is an International Association of Restructuring, Insolvency & Bankruptcy Professionals.





**MS LWANDILE GUMBI**  
ACTING DIRECTOR: CORPORATE SERVICES

Ms Gumbi is a multi-faceted and dynamic leader who is responsible for the seamless and efficient running of the Corporate Services (CS) Department at Brand South Africa. The department itself is further sub-divided into Human Capital, Information Technology and Strategic Planning and Performance Information Management units. Under her supervision, the organisation continually achieves a high-level of legislative and corporate goals, as well as strategic and performance milestones that are necessary for the development and growth of the organisation as a whole.

#### QUALIFICATIONS.

- Degree of Bachelor of Technology in Human Resources Management (Durban University of Technology)
- Programmed in Advance Labour Law (University of Pretoria)
- Certificate in Management Development (Milpark)
- Strategic Human Resources Management (University of Cape Town)

Ms Gumbi is also a member of South African Reward Association (SARA), and South African Board for People Practices (SABPP).

PART D  
**FINANCIAL  
STATEMENTS**

# General Information

<b>Country of incorporation and domicile</b>	South Africa
<b>Nature of business and principal activities</b>	The primary object of the Trust is to develop and implement proactive and co-ordinated marketing, communications and reputation management strategies for South Africa. The ultimate aim is to make a contribution towards 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.
<b>Trustees</b>	<ul style="list-style-type: none"> <li>• Thandi Tobias - Pokolo (Chairperson)</li> <li>• Keabetswe Modimoeng (Deputy Chairperson) (Resigned 23 June 2020)</li> <li>• Andrew Madella</li> <li>• Bushang Modipane</li> <li>• Rachel Kalidass</li> <li>• Sisanda Nkoala</li> <li>• Tebogo Mamorobela (Suspended 20 April 2020)</li> <li>• Mlungisi Johnson</li> <li>• Stavros Nicolaou</li> <li>• Muditambi Ravele</li> <li>• Loretta Jacobus</li> <li>• Johannes Sebulela</li> <li>• Ylva Rodny-Gumede</li> <li>• Geoffrey Rothschild (Term ended 05 December 2020)</li> </ul>
<b>Registered office</b>	103 Central Street Houghton Johannesburg 2041
<b>Business address</b>	103 Central Street Houghton Johannesburg 2041
<b>Postal address</b>	PO Box 87168 Houghton 2041
<b>Controlling entity</b>	The Presidency Government Communication and Information System (GCIS)
<b>Bank</b>	Nedbank Limited
<b>Auditor</b>	Auditor General South Africa

# Board of Trustees' Responsibilities and Approval

The Trustees are required by the Public Finance Management Act (Act 1 of 1999), to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is the responsibility of the Trustees to ensure that the audited annual financial statements fairly present the state of affairs of Brand South Africa as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the audited annual financial statements and was given unrestricted access to all financial records and related data.

The annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Trustees acknowledge that they are ultimately responsible for the system of internal financial control established by the entity and place considerable importance on maintaining a strong control environment. To enable the members to meet these responsibilities, the Trustees sets standards for internal control aimed at reducing the risk of error or deficit in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the entity and all employees are required to maintain the highest ethical standards in ensuring the entity's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the entity is on identifying, assessing, managing and monitoring all known forms of risk across the entity. While operating risk cannot be fully eliminated, the entity endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

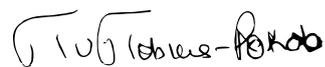
The Trustees are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The Trustees have reviewed the entity's cash flow forecast for the year-ended 31 March 2022 and, in the light of this review and the current financial position, they are satisfied that the entity has or has access to adequate resources to continue in operational existence for the foreseeable future.

During the period under review, Brand South Africa was reporting to The Presidency Office through the Government Communication and Information System (GCIS). The entity is wholly dependent on The Presidency for the budget vote and the GCIS for continued funding of operations. The annual financial statements are prepared on the basis that the entity is a going concern and that the The Presidency has neither the intention nor the need to liquidate or curtail materially the scale of the entity.

The external auditors are responsible for independently reviewing and reporting on the entity's annual financial statements. The annual financial statements have been examined by the entity's external auditors and their report is presented on page 100.

The annual financial statements set out on pages 104 to 140, which have been prepared on the going concern basis, were approved by the members on 27 July 2022 and were signed on its behalf by:



**Thandi Tobias-Pokolo**

Chairperson of the Board of Trustees

# Audit and Risk Committee Report

We are pleased to present our report for the financial year ended 31 March 2022. Audit and Risk Committee responsibility

The audit and risk committee reports that it has complied with its responsibilities arising from section 55(1)(a) of the PFMA and Treasury Regulation 27.1.

The audit and risk committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

## THE EFFECTIVENESS OF INTERNAL CONTROL

In line with the PFMA and the King IV Report on Corporate Governance requirements, Internal Audit provides the audit and risk committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. Based on the issues reported in the Auditor-General South Africa's management report that indicate some deficiencies in the system of internal controls, especially around SCM processes, the audit and risk committee believes that the entity's system of internal controls were partially effective. Management is in the process of addressing the identified weaknesses.

The audit and risk committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued by the management of Brand South Africa during the year under review.

## EVALUATION OF ANNUAL FINANCIAL STATEMENTS

The audit and risk committee has reviewed and discussed the unaudited annual financial statements to be included in the annual report. Members have:

- reviewed the Brand South Africa's compliance with legal and regulatory provisions;
- reviewed changes in accounting policies and practices;

- reviewed the entities compliance with legal and regulatory provisions; and
- reviewed significant adjustments resulting from the audit.

The audit and risk committee concur with and accept the Auditor-General of South Africa's report on the annual financial statements, and are of the opinion that the audited annual financial statements should be accepted and read together with the report of the Auditor-General of South Africa.

## INTERNAL AUDIT

The audit and risk committee is satisfied that the internal audit function is operating effectively and that it has addressed the risks pertinent to entity and its audits.

## AUDITOR-GENERAL OF SOUTH AFRICA

The audit and risk committee has met with the Auditor-General of South Africa to ensure that there are no unresolved issues.



**Rachel Kalidass**

Chairperson of the Audit Committee

Date: 19 August 2022

# Report of the Auditor-General to Parliament on Brand South Africa Trust

## REPORT ON THE AUDIT OF FINANCIAL STATEMENTS

### OPINION

1. I have audited the financial statements of the Brand South Africa Trust set out on pages 104 to 140 which comprise the statement of financial position as at 31 March 2022, and the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Brand South Africa Trust as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

### CONTEXT FOR THE OPINION

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### EMPHASIS OF MATTERS

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

## FRUITLESS AND WASTEFUL EXPENDITURE

7. As disclosed in note 30 to the financial statements, fruitless and wasteful expenditure of R163 427 incurred in the previous years was still under investigation.

## IRREGULAR EXPENDITURE

8. As disclosed in note 31 to the financial statements, irregular expenditure of R30 710 078 incurred in the previous years was still under investigation.

## REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

### RESPONSIBILITIES OF THE ACCOUNTING AUTHORITY FOR THE FINANCIAL STATEMENTS

9. The trustees, which constitutes the accounting authority, is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP and the requirements of the PFMA, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
10. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or there is no realistic alternative but to do so.

### AUDITOR-GENERAL'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

11. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not

a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

12. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

## REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

### INTRODUCTION AND SCOPE

13. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected programme presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
14. My procedures address the usefulness and reliability of the reported performance information, which must be based on the public entity's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the public entity enabled service delivery. My procedures also did not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
15. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the annual performance report of the public entity for the year ended 31 March 2022:

Programme	Pages in the annual performance report
Programme 2 - Brand, marketing and reputation management	144-147

16. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
17. I did not raise any material findings on the usefulness and reliability of the reported performance information for the following programme:
  - Programme 2 - Brand, marketing and reputation management

### OTHER MATTER

18. I draw attention to the matter below.

### ACHIEVEMENT OF PLANNED TARGETS

19. Refer to the annual performance report on pages 144 to 147 for information on the achievement of planned targets for the year and management's explanations provided for the under/overachievement of targets.

## REPORT ON THE AUDIT OF COMPLIANCE WITH LEGISLATION

### INTRODUCTION AND SCOPE

20. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the public entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
21. The material findings on compliance with specific matters in key legislation are as follows:

### ANNUAL FINANCIAL STATEMENTS

22. The financial statements submitted for auditing were not fully prepared in accordance with the prescribed financial reporting framework as required by section 55(1)(a) of the PFMA. Material misstatements of expenditure and disclosure items identified by the auditors in the submitted financial statement were corrected and the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

## ASSET MANAGEMENT

23. The Brand South Africa Trust did not dispose of movable assets in the manner that is most advantageous to the state, as required by treasury regulation 16A.7.1.

## OTHER INFORMATION

24. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report thereon and the selected programme presented in the annual performance report that have been specifically reported on in this auditor's report.
25. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
26. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
27. I did not receive the other information prior to the date of this auditor's report. After I receive and read this information and if I conclude that there is a material misstatement, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

## INTERNAL CONTROL DEFICIENCIES

28. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that on the findings on compliance with legislation included in this report.

29. Management did not exercise adequate oversight of financial reporting pertaining to disclosure items, compliance to laws and regulations as well as related internal controls, because the required checks were not performed at the relevant levels.
30. Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information, due to the absence of the necessary skills and competencies.
31. Management did not in all instances implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting, due to the absence of a systematic record keeping system as well as the lack of accountability required for submission of information.
32. Management did not in all instances implement controls over daily and monthly processing and reconciling of transactions, due to the absence of the necessary skills and competencies.
33. Management did not in all instances review and monitor compliance with applicable legislation, because the required checks were not performed at the relevant levels.

*Auditor General*

Pretoria

31 July 2022



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## ANNEXURE – AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the public entity's compliance with respect to the selected subject matters.

### FINANCIAL STATEMENTS

2. In addition to my responsibility for the audit of the financial statements as described in the auditor's report, I also:
  - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
  - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control.
  - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting authority.
  - conclude on the appropriateness of the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. I also

conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Brand South Africa Trust to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of the auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern.

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

### COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

# Statement of Financial Position

AS AT 31 MARCH 2022

		31 March 2022	31 March 2021
	Note(s)	R	Restated* R
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Prepayments and deposits	9	5 576 817	4 223 374
Receivables from exchange transactions	10	379 308	923 669
Cash and cash equivalents	11	42 153 455	26 432 171
		<b>48 109 580</b>	<b>31 579 214</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	3	3 163 095	3 412 871
Intangible assets	4	6 162 621	7 806 404
Heritage assets	5	170 556	170 556
Other deposits	6	806 691	1 068 097
		<b>10 302 963</b>	<b>12 457 928</b>
<b>Total Assets</b>		<b>58 412 543</b>	<b>44 037 142</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Operating lease liability	7	-	231 195
Payables from exchange transactions	13	19 680 865	18 249 826
Provisions	12	11 435 020	8 890 450
		<b>31 115 885</b>	<b>27 371 471</b>
<b>Total Liabilities</b>		<b>31 115 885</b>	<b>27 371 471</b>
<b>Net Assets</b>		<b>27 296 658</b>	<b>16 665 671</b>
<b>Accumulated surplus</b>		<b>27 296 658</b>	<b>16 665 671</b>

The accounting policies on pages 109 to 125 and the notes on pages 126 to 140 form an integral part of the annual financial statements.

# Statement of Financial Performance

FOR THE YEAR ENDED 31 MARCH 2022

		31 March 2022	31 March 2021
	Note(s)	R	Restated*
		R	R
<b>REVENUE</b>			
<b>REVENUE FROM EXCHANGE TRANSACTIONS</b>			
Other income	15	249 267	158 419
Finance income	16	1 124 776	1 032 465
<b>Total revenue from exchange transactions</b>		<b>1 374 043</b>	<b>1 190 884</b>
<b>REVENUE FROM NON-EXCHANGE TRANSACTIONS</b>			
<b>TRANSFER REVENUE</b>			
Government grants & subsidies	14	213 352 000	179 501 000
<b>Total revenue</b>	14	<b>214 726 043</b>	<b>180 691 884</b>
<b>EXPENDITURE</b>			
Employee related costs	17	(68 285 597)	(70 380 818)
Activation fees	19	(39 820 366)	(26 651 611)
Depreciation and amortisation	3&4	(2 804 694)	(3 860 922)
Lease rentals on operating lease	21	(3 429 071)	(3 955 019)
Research fees	19	(2 831 717)	(2 799 645)
Branding and collateral	19	(1 383 599)	(2 342 762)
Media buy	19	(38 024 795)	(31 741 795)
Loss on disposal of assets and liabilities		(428 639)	-
Loss on foreign exchange	21	(352 401)	(47 586)
Agency fees	19	(10 433 988)	(8 704 351)
General expenses	18	(36 300 192)	(30 540 838)
<b>Total expenditure</b>		<b>(204 095 059)</b>	<b>(181 025 347)</b>
<b>Surplus / (Deficit) for the year</b>		<b>10 630 984</b>	<b>(333 463)</b>

# Statement of Changes in Net Assets

FOR THE YEAR ENDED 31 MARCH 2022

	Accumulated surplus R	Total net assets R
<b>Balance at 01 April 2020</b>	16 999 134	16 999 134
Deficit for the year	(333 463)	(333 463)
<b>Total changes</b>	<b>(333 463)</b>	<b>(333 463)</b>
Opening balance as previously reported	15 966 677	15 966 677
<b>Adjustments</b>		
Correction of errors	698 997	698 997
<b>Restated* Balance at 01 April 2021</b>	<b>16 665 674</b>	<b>16 665 674</b>
Surplus for the year	10 630 984	10 630 984
<b>Total changes</b>	<b>10 630 984</b>	<b>10 630 984</b>
<b>Balance at 31 March 2022</b>	<b>27 296 658</b>	<b>27 296 658</b>

The accounting policies on pages 109 to 125 and the notes on pages 126 to 140 form an integral part of the annual financial statements.

# Cash Flow Statement

FOR THE YEAR ENDED 31 MARCH 2022

		31 March 2022	31 March 2021
	Note(s)	R	Restated*
		R	R
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>RECEIPTS</b>			
Grant allocation		213 352 000	179 501 000
Finance income		1 060 776	1 123 858
Other receipts		249 267	158 419
<b>Total receipts</b>		<b>214 662 043</b>	<b>180 783 277</b>
<b>PAYMENTS</b>			
Employee costs		(66 246 033)	(72 497 372)
Suppliers		(131 354 951)	(107 100 748)
<b>Total payments</b>		<b>(197 600 984)</b>	<b>(179 598 120)</b>
<b>Net cash outflows from operating activities</b>	23	<b>17 061 059</b>	<b>1 185 157</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment	3	(1 339 774)	(612 958)
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>15 721 285</b>	<b>572 199</b>
Cash and cash equivalents at the beginning of the year		26 432 170	25 859 971
<b>Cash and cash equivalents at the end of financial year</b>	11	<b>42 153 455</b>	<b>26 432 170</b>

# Statement of Comparison of Budget and Actual Amounts

FOR THE YEAR ENDED 31 MARCH 2022

	Approved budget	Adjustments	Final budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
	R	R	R	R	R	
<b>STATEMENT OF FINANCIAL PERFORMANCE</b>						
<b>REVENUE</b>						
<b>REVENUE FROM EXCHANGE TRANSACTIONS</b>						
Other income	-	249 267	249 267	249 267	-	
Finance income	-	1 124 776	1 124 776	1 124 776	-	
<b>Total revenue from exchange transactions</b>	<b>-</b>	<b>1 374 043</b>	<b>1 374 043</b>	<b>1 374 043</b>	<b>-</b>	
<b>REVENUE FROM NON- EXCHANGE TRANSACTIONS</b>						
<b>TRANSFER REVENUE</b>						
Government grants & subsidies	213 352 000	-	213 352 000	213 352 000	-	
<b>Total revenue from non-exchange transactions</b>	<b>213 352 000</b>	<b>-</b>	<b>213 352 000</b>	<b>213 352 000</b>	<b>-</b>	
<b>EXPENDITURE</b>						
Personnel	(75 169 000)	-	(75 169 000)	(68 285 597)	6 883 403	(i)
Brand Communication and Reputation Costs	(109 901 000)	-	(109 901 000)	(104 534 625)	5 366 375	(ii)
Capital Expenditure	(1 533 000)	-	(1 533 000)	(1 339 774)	193 226	(iii)
Operating Expenses	(26 749 000)	-	(26 749 000)	(27 689 102)	(940 102)	(iv)
<b>Total expenditure</b>	<b>(213 352 000)</b>	<b>-</b>	<b>(213 352 000)</b>	<b>(201 849 098)</b>	<b>11 502 902</b>	
<b>RECONCILIATION</b>						
<b>BASIS FOR THE DIFFERENCE</b>						
Depreciation & amortisation				(2 804 693)		
Loss on foreign exchange				(352 401)		
Capital expenditure				1 339 774		
Loss on impairment of assets				(428 636)		
<b>Reconciled surplus as per the Statement of Financial Performance</b>				<b>10 630 984</b>		

- (i) Personnel costs - The under-expenditure was mainly attributable to the increased vacancy rate due to the moratorium placed on the organisation's operations; key vacancies in the position of Chief Marketing Officer, Chief Executive Officer, Chief Financial Officer and China Country Manager.
- (ii) Brand communication and reputation costs - The under-expenditure was mainly due to the deferred activations for the WEF Davos, GSA Australia and other miscellaneous projects, as a result planned expenditure remained in commitments.
- (iii) Capital expenditure - The variance is due to the deferral of some IT equipment purchases to the next fiscal.
- (iv) Operating expenses - The variance was due to the increase in consultation costs, penalties and fines as well as additional computer licences procured in the current financial year.

The accounting policies on pages 115 to 131 and the notes on pages 132 to 146 form an integral part of the annual financial statements.

# Accounting Policies

## 1. PRESENTATION OF ANNUAL FINANCIAL STATEMENTS

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these annual financial statements, are disclosed below.

### 1.1. PRESENTATION CURRENCY

These annual financial statements are presented in South African Rand, which is the functional currency of the entity.

### 1.2. GOING CONCERN ASSUMPTION

These annual financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

### 1.3. SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

#### TRADE RECEIVABLES

The entity assesses its trade and other receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the surplus makes judgments as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for trade and other receivables is calculated on an individual basis, based on historical performance, adjusted for specific current economic conditions and other indicators present at the reporting date that correlate with the defaults on the debtor.

#### FAIR VALUE ESTIMATION

The carrying value less impairment provision of trade receivables and payables is assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the entity for similar financial instruments.

## IMPAIRMENT TESTING

The entity reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. These are based on estimated fair values and or value in use for each asset or group of assets.

## PROVISIONS

In all provisions raised, management determined an estimate based on the information available.

## USEFUL LIVES OF ASSETS

The entity's management determines the estimated useful lives and related depreciation charges for property, plant and equipment as well as intangible assets. Management adjusts the depreciation charge where useful lives are different from previously estimated useful lives.

## ALLOWANCE FOR DOUBTFUL DEBTS

On debtors an impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.

### 1.4. PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are tangible non-current assets that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably. Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives. Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

The useful lives of items of property, plant and equipment have been assessed as follows:

<b>Item</b>	<b>Depreciation method</b>	<b>Average useful life</b>
Leasehold improvements	Straight line	Lease term
Furniture and fixtures	Straight line	10 - 17 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	5 - 13 years
IT equipment	Straight line	2 - 10 years
Finance leased office equipment	Straight line	Lease term

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation method used reflects the pattern in which the asset's future economic benefits or service potential are expected to be consumed by the entity. The depreciation method applied to an asset is reviewed at least at each reporting date and, if there has been a significant change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset, the method is changed to reflect the changed pattern. Such a change is accounted for as a change in an accounting estimate.

entity assesses at each reporting date whether there is any indication that the entity expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, entity revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

The depreciation charge for each period is recognised in surplus unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Brand South Africa separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements.

## 1.5. INTANGIBLE ASSETS

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

Brand South Africa assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably. Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Depreciation method	Average useful life
Computer software and licences	Straight line	3-10 years
Mobile application	Indefinite	

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of intangible assets is included in surplus when the asset is derecognised.

## 1.6. HERITAGE ASSETS

Class of heritage assets means a grouping of heritage assets of a similar nature or function in an entity's operations that is shown as a single item for the purpose of disclosure in the annual financial statements.

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

### RECOGNITION

The entity recognises a heritage asset as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the entity, and the cost or fair value of the asset can be measured reliably.

## INITIAL MEASUREMENT

Heritage assets are measured at cost.

Where a heritage asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

## SUBSEQUENT MEASUREMENT

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

## IMPAIRMENT

The entity assesses at each reporting date whether there is an indication that heritage assets may be impaired. If any such indication exists, the entity estimates the recoverable amount or the recoverable service amount of the heritage asset.

## TRANSFERS

Transfers from heritage assets are only made when the particular asset no longer meets the definition of a heritage asset.

Transfers to heritage assets are only made when the asset meets the definition of a heritage asset.

## DERECOGNITION

The entity derecognises heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is included in surplus or deficit when the item is derecognised (unless the Standard of GRAP on leases requires otherwise on a sale and leaseback).

## 1.7. FINANCIAL INSTRUMENTS

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's Statement of Financial Position.

A derivative is a financial instrument or other contract with all three of the following characteristics:

- Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract (sometimes called the 'underlying').
- It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors.
- It is settled at a future date.
- cash;
- a residual interest of another entity; or
- a contractual right to:
  - receive cash or another financial asset from another entity; or
  - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by the entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

- Brand South Africa designates at fair value at initial recognition.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

## CLASSIFICATION

Brand South Africa has the following types of financial assets (classes and category) as reflected on the face of the Statement of Financial Position or in the notes thereto:

<b>Class</b>	<b>Category</b>
Cash and cash equivalents	Financial asset measured at fair value
Receivables from exchange transactions	Financial asset measured at fair value
Other financial assets	Financial asset measured at amortised cost

Brand South Africa has the following types of financial liabilities (classes and category) as reflected on the face of the Statement of Financial Position or in the notes thereto:

<b>Class</b>	<b>Category</b>
Payables from exchange transactions	Financial liability measured at fair value

## INITIAL RECOGNITION

Brand South Africa recognises a financial asset or a financial liability in its Statement of Financial Position when the entity becomes a party to the contractual provisions of the instrument.

## SUBSEQUENT MEASUREMENT OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

The entity measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at fair value.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

## GAINS AND LOSSES

A gain or loss arising from a change in the fair value of a financial asset or financial liability measured at fair value is recognised in surplus or deficit for the year.

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

## IMPAIRMENT AND UNCOLLECTIBILITY OF FINANCIAL ASSETS

Brand South Africa assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

Financial assets measured at amortised cost:

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in surplus or deficit for the year.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit for the year.

Financial assets measured at cost:

If there is objective evidence that an impairment loss has been incurred on an investment in a residual interest that is not measured at fair value because its fair value cannot be measured reliably, the amount of the impairment loss is measured as the difference between the carrying amount of the financial asset and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses are not reversed.

## DERECOGNITION

### FINANCIAL ASSETS

The entity derecognises financial assets using trade date accounting. The entity derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived;

Brand South Africa transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or

- Brand South Africa, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, Brand South Africa :
  - derecognise the asset; and
  - recognise separately any rights and obligations created or retained in the transfer.

The carrying amounts of the transferred asset are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. Newly created rights and obligations are measured at their fair values at that date. Any difference between the consideration received and the amounts recognised and derecognised is recognised in surplus or deficit in the period of the transfer.

If Brand South Africa transfers a financial asset in a transfer that qualifies for derecognition in its entirety and retains the right to service the financial asset for a fee, it recognise either a servicing asset or a servicing liability for that servicing contract. If the fee to be received is not expected to compensate the entity adequately for performing the servicing, a servicing liability for the servicing obligation is recognised at its fair value. If the fee to be received is expected to be more than adequate compensation for the servicing, a servicing asset is recognised for the servicing right at an amount determined on the basis of an allocation of the carrying amount of the larger financial asset.

If, as a result of a transfer, a financial asset is derecognised in its entirety but the transfer results in the entity obtaining a new financial asset or assuming a new financial liability, or a servicing liability, the entity recognise the new financial asset, financial liability or servicing liability at fair value.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

If the transferred asset is part of a larger financial asset and the part transferred qualifies for derecognition in its entirety, the previous carrying amount of the larger financial asset is allocated between the part that continues to be recognised and the part that is derecognised, based on the relative fair values of those parts, on the date of the transfer. For this purpose, a retained servicing asset is treated as a part that continues to be recognised. The difference between the carrying amount allocated to the part derecognised and the sum of the consideration received for the part derecognised is recognised in surplus or deficit for the year.

If a transfer does not result in derecognition because the entity has retained substantially all the risks and rewards of ownership of the transferred asset, the entity continues to recognise the transferred asset in its entirety and recognise a financial liability for the consideration received. In subsequent periods, the entity recognises any revenue on the transferred asset and any expense incurred on the financial liability. Neither the asset, and the associated liability nor the revenue, and the associated expenses are offset.

## FINANCIAL LIABILITIES

Brand South Africa removes a financial liability (or a part of a financial liability) from its Statement of Financial Position when it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

An exchange between an existing borrower and lender of debt instruments with substantially different terms is accounted for as having extinguished the original financial liability and a new financial liability is recognised. Similarly, a substantial modification of the terms of an existing financial liability or a part of it is accounted for as having extinguished the original financial liability and having recognised a new financial liability.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

## PRESENTATION

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit for the year.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit for the year.

A financial asset and a financial liability are only offset and the net amount presented in the Statement of Financial Position when the entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

In accounting for a transfer of a financial asset that does not qualify for derecognition, the entity does not offset the transferred asset and the associated liability.

Statutory receivables are receivables that arise from legislation, supporting regulations, or similar means, and require settlement by another entity in cash or another financial asset.

Carrying amount is the amount at which an asset is recognised in the Statement of Financial Position.

The cost method is the method used to account for statutory receivables that requires such receivables to be measured at their transaction amount, plus any accrued interest or other charges (where applicable) and, less any accumulated impairment losses and any amounts derecognised.

Nominal interest rate is the interest rate and/or basis specified in legislation, supporting regulations or similar means.

The transaction amount (for purposes of this Standard) for a statutory receivable means the amount specified in, or calculated, levied or charged in accordance with, legislation, supporting regulations, or similar means.

## 1.8. TAX

### TAX EXPENSES

Brand South Africa is exempt from taxation by the South African Revenue Services (SARS) in terms of Section 10 (1)(ca)(1) of the Income Tax 58 of 1962 as amended.

## 1.9. LEASES

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

### OPERATING LEASES - LESSEE

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

## 1.10. EMPLOYEE BENEFITS

Employee benefits are all forms of consideration given by entity in exchange for service rendered by employees.

A qualifying insurance policy is an insurance policy issued by an insurer that is not a related party (as defined in the Standard of GRAP on Related Party Disclosures) of entity, if the proceeds of the policy can be used only to pay or fund employee benefits under a defined benefit plan and are not available to entity's own creditors (even in liquidation) and cannot be paid to entity, unless either:

- the proceeds represent surplus assets that are not needed for the policy to meet all the related employee benefit obligations; or
- the proceeds are returned to entity to reimburse it for employee benefits already paid.

Termination benefits are employee benefits payable as a result of either:

- Brand South Africa's decision to terminate an employee's employment before the normal retirement date; or
- an employee's decision to accept voluntary redundancy in exchange for those benefits.

Other long-term employee benefits are employee benefits (other than post-employment benefits and termination benefits) that are not due to be settled within twelve months after the end of the period in which the employees render the related service.

Vested employee benefits are employee benefits that are not conditional on future employment.

Composite social security programmes are established by legislation and operate as multi-employer plans to provide post-employment benefits as well as to provide benefits that are not consideration in exchange for service rendered by employees.

A constructive obligation is an obligation that derives from entity's actions where by an established pattern of past practice, published policies or a sufficiently specific current statement, entity has indicated to other parties that it will accept certain responsibilities and as a result, entity has created a valid expectation on the part of those other parties that it will discharge those responsibilities.

### SHORT-TERM EMPLOYEE BENEFITS

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;

- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cellphones) for current employees.

When an employee has rendered service to Brand South Africa during a reporting period, the entity recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, entity recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The entity measures the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognise the expected cost of bonus, incentive and performance related payments when entity has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the Brand South Africa has no realistic alternative but to make the payments.

## POST-EMPLOYMENT BENEFITS

Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.

Post-employment benefit plans are formal or informal arrangements under which the entity provides post-employment benefits for one or more employees.

### POST-EMPLOYMENT BENEFITS: DEFINED CONTRIBUTION PLANS

Defined contribution plans are post-employment benefit plans under which entity pays fixed contributions into a Sanlam umbrella fund and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

When an employee has rendered service to entity during a reporting period, entity recognises the contribution payable to a defined contribution plan in exchange for that service:

- as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the reporting date, an entity recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
  - as an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

Where contributions to a defined contribution plan do not fall due wholly within twelve months after the end of the reporting period in which the employees render the related service, they are discounted. The rate used to discount reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the obligation.

## 1.11. PROVISIONS AND CONTINGENCIES

Provisions are recognised when:

- entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating surplus (deficit).

If an entity has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 25.

## 1.12. COMMITMENTS

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity – therefore salary commitments relating to employment contracts or social security benefit commitments are excluded.

### 1.13. REVENUE FROM EXCHANGE TRANSACTIONS

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

#### MEASUREMENT

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity, and
- The amount of the revenue can be measured reliably.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

Royalties are recognised as they are earned in accordance with the substance of the relevant agreements.

Dividends or similar distributions are recognised, in surplus or deficit, when the entity's right to receive payment has been established.

Service fees included in the price of the product are recognised as revenue over the period during which the service is performed.

### 1.14. REVENUE FROM NON-EXCHANGE TRANSACTIONS

Revenue comprises gross inflows of economic benefits or service potential received and receivable by an entity, which represents an increase in net assets, other than increases relating to contributions from owners.

Conditions on transferred assets are stipulations that specify that the future economic benefits or service potential embodied in the asset is required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

Control of an asset arise when entity can use or otherwise benefit from the asset in pursuit of its objectives and can exclude or otherwise regulate the access of others to that benefit.

#### RECOGNITION

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

The entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

## MEASUREMENT

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.

When, as a result of a non-exchange transaction, entity recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

### 1.15. FINANCE INCOME

Finance income is recognised on a time-proportion basis using the effective interest method.

### 1.16. BORROWING COSTS

Borrowing costs are interest and other expenses incurred by an entity in connection with the borrowing of funds. Borrowing costs are recognised as an expense in the period in which they are incurred.

### 1.17. TRANSLATION OF FOREIGN CURRENCIES FOREIGN CURRENCY TRANSACTIONS

A foreign currency transaction is recorded, on initial recognition in Rands, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At each reporting date:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous annual financial statements are recognised in surplus or deficit in the period in which they arise.

When a gain or loss on a non-monetary item is recognised directly in net assets, any exchange component of that gain or loss is recognised directly in net assets. When a gain or loss on a non-monetary item is recognised in surplus or deficit, any exchange component of that gain or loss is recognised in surplus or deficit for the year.

Cash flows arising from transactions in a foreign currency are recorded in Rands by applying to the foreign currency amount the exchange rate between the Rand and the foreign currency at the date of the cash flow.

### 1.18. COMPARATIVE FIGURES

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

### 1.19. FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless expenditure means expenditure which was made in vain and could have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the Statement of Financial Performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

### 1.20. IRREGULAR EXPENDITURE

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including

- (a) this Act; or
- (b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- (c) any provincial legislation providing for procurement procedures in that provincial government.

National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective from 1 December 2018):

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.

### 1.21 SEGMENT INFORMATION

A segment is an activity of an entity:

- that generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity);
- whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- for which separate financial information is available.

Reportable segments are the actual segments which are reported on in the segment report. They are the segments identified above or alternatively an aggregation of two or more of those segments where the aggregation criteria are met.

## MEASUREMENT

The amount of each segment item reported is the measure reported to management for the purposes of making decisions about allocating resources to the segment and assessing its performance. Adjustments and eliminations made in preparing the entity's financial statements and allocations of revenues and expenses are included in determining reported segment surplus or deficit only if they are included in the measure of the segment's surplus or deficit that is used by management. Similarly, only those assets and liabilities that are included in the measures of the segment's assets and segment's liabilities that are used by management are reported for that segment. If amounts are allocated to reported segment surplus or deficit, assets or liabilities, those amounts are allocated on a reasonable basis.

If management uses only one measure of a segment's surplus or deficit, the segment's assets or the segment's liabilities in assessing segment performance and deciding how to allocate resources, segment surplus or deficit, assets and liabilities are reported in terms of that measure. If management uses more than one measure of a segment's surplus or deficit, the segment's assets or the segment's liabilities, the reported measures are those that management believes are determined in accordance with the measurement principles most consistent with those used in measuring the corresponding amounts in the entity's financial statements.

### 1.22 .BUDGET INFORMATION

Entity is typically subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar arrangements.

General purpose financial reporting by entity shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

The approved budget is prepared on a accrual basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 2021/04/01 to 2022/03/31.

The annual financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

Comparative information is not required.

### 1.23. RELATED PARTIES

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are considered to be those family members who may be expected to influence, or be influenced by, that management in their dealings with the entity.

All transactions with related parties including transactions not at arm's length or not in the ordinary course of the business are disclosed.

### 1.24. EVENTS AFTER REPORTING DATE

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

Brand South Africa will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

Brand South Africa will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

## 2. NEW STANDARDS AND INTERPRETATIONS

### 2.1. STANDARDS AND INTERPRETATIONS EFFECTIVE AND ADOPTED IN THE CURRENT YEAR

In the current year, the entity has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

<b>Standard/ Interpretation:</b>	<b>Effective date: Years beginning on or after</b>	<b>Expected impact:</b>
Directive 14: The application of Standards of GRAP by Public Entities that apply IFRS® Standards	01 April 2021	The impact of the is not material.

### 2.2. STANDARDS AND INTERPRETATIONS ISSUED, BUT NOT YET EFFECTIVE

The entity has not applied the following standards and interpretations, which have been published and are mandatory for the entity's accounting periods beginning on or after 01 April 2022 or later periods:

<b>Standard/ Interpretation:</b>	<b>Effective date: Years beginning on or after</b>	<b>Expected impact:</b>
GRAP 25 (as revised 2021): Employee Benefits	TBA	Unlikely there will be a material impact
Guideline: Guideline on the Application of Materiality to Financial Statements	TBA	Unlikely there will be a material impact
GRAP 104 (amended): Financial Instruments	01 April 2025	Unlikely there will be a material impact
iGRAP 21: The Effect of Past Decisions on Materiality	01 April 2023	Unlikely there will be a material impact
GRAP 2020: Improvements to the standards of GRAP 2020	01 April 2023	Unlikely there will be a material impact
GRAP 1 (amended Presentation of Financial Statements)	01 April 2023	Unlikely there will be a material impact

# Notes to the Annual financial Statements

## 3. PROPERTY, PLANT AND EQUIPMENT

	31 March 2022			31 March 2021		
	Cost / Valuation R	Accumulated depreciation and accumulated impairment R	Carrying value R	Cost / Valuation R	Accumulated depreciation and accumulated impairment R	Carrying value R
Leasehold property	1 443 991	(1 443 991)	-	1 443 991	(1 372 049)	71 942
Furniture and fixtures	2 374 699	(2 103 711)	270 988	2 389 385	(1 955 883)	433 502
Motor vehicles	374 256	(374 256)	-	1 055 976	(998 825)	57 151
Office equipment	4 284 132	(2 883 083)	1 401 049	4 518 710	(2 714 096)	1 804 614
IT equipment	5 555 806	(4 064 748)	1 491 058	6 052 193	(5 006 531)	1 045 662
<b>Total</b>	<b>14 032 884</b>	<b>(10 869 789)</b>	<b>3 163 095</b>	<b>15 460 255</b>	<b>(12 047 384)</b>	<b>3 412 871</b>

### RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 31 MARCH 2022

	Opening balance R	Additions R	Impairments R	Depreciation R	Total R
Leasehold property	71 942	-	-	(71 942)	-
Furniture and fixtures	433 502	-	-	(162 514)	270 988
Motor vehicles	57 151	-	-	(57 151)	-
Office equipment	1 804 614	348 274	(3 637)	(748 202)	1 401 049
IT equipment	1 045 662	991 500	-	(546 104)	1 491 058
	<b>3 412 871</b>	<b>1 339 774</b>	<b>(3 637)</b>	<b>(1 585 913)</b>	<b>3 163 095</b>

### RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 31 MARCH 2021

	Opening balance R	Additions R	Depreciation R	Total R
Leasehold property	287 770	-	(215 828)	71 942
Furniture and fixtures	723 589	-	(290 087)	433 502
Motor vehicles	268 347	-	(211 196)	57 151
Office equipment	2 440 919	136 831	(773 136)	1 804 614
IT equipment	1 453 704	476 128	(884 170)	1 045 662
	<b>5 174 329</b>	<b>612 959</b>	<b>(2 374 417)</b>	<b>3 412 871</b>

### PLEGDED AS SECURITY

There are no assets that are pledged as a security and no restrictions are attached to the entity's assets.

#### 4. INTANGIBLE ASSETS

	31 March 2022			31 March 2021		
	Cost / Valuation R	Accumulated amortisation and accumulated impairment R	Carrying value R	Cost / Valuation R	Accumulated amortisation and accumulated impairment R	Carrying value R
Computer software, other	11 244 984	(5 082 363)	6 162 621	15 046 776	(7 665 372)	7 381 404
Mobile application	-	-	-	425 000	-	425 000
<b>Total</b>	<b>11 244 984</b>	<b>(5 082 363)</b>	<b>6 162 621</b>	<b>15 471 776</b>	<b>(7 665 372)</b>	<b>7 806 404</b>

RECONCILIATION OF INTANGIBLE ASSETS - 31 MARCH 2022	Opening balance R	Impairments R	Amortisation R	Total R
Computer software	7 381 404	-	(1 218 783)	6 162 621
Mobile application	425 000	(425 000)	-	-
	<b>7 806 404</b>	<b>(425 000)</b>	<b>(1 218 783)</b>	<b>6 162 621</b>

RECONCILIATION OF INTANGIBLE ASSETS - 31 MARCH 2021	Opening balance R	Amortisation R	Opening balance R
Computer software	8 867 910	(1 486 506)	7 381 404
Mobile application	425 000	-	425 000
	<b>9 292 910</b>	<b>(1 486 506)</b>	<b>7 806 404</b>

#### PLEGGED AS SECURITY

There are no assets that are pledged as a security and no restrictions are attached to the entity's assets.

#### 5. HERITAGE ASSETS

	31 March 2022			31 March 2021		
	Cost / Valuation R	Accumulated impairment losses R	Carrying value R	Cost / Valuation R	Accumulated impairment losses R	Carrying value R
Art Collections	170 556	-	170 556	170 556	-	170 556

RECONCILIATION OF HERITAGE ASSETS - 31 MARCH 2022	Opening balance R	Total R
Art Collections	170 556	170 556

RECONCILIATION OF HERITAGE ASSETS - 31 MARCH 2021	Opening balance R	Total R
Art Collections	170 556	170 556

#### HERITAGE ASSETS

The heritage assets comprise of works of art such as collage mirrors, beaded mirrors, beaded sable, sculptures, paintings and jewelled bowls. These items were classified as heritage assets because they meet the definition criteria of GRAP 103. The cost of heritage assets is based on purchase price of the asset subsequently measured using cost model.

## 6. OTHER DEPOSITS

31 March 2022      31 March 2021  
R                              R

### AT COST

Deposits paid on leased property	806 691	1 068 097
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Other deposits represent amounts paid over by Brand South Africa as a collateral on the office space rental.

The counterparty has an obligation to return the deposit to Brand South Africa at the end of the lease term on 31 July 2022. The deposit is carried at cost and has not been discounted. There are no other significant terms and conditions associated with the use of collateral.

## 7. OPERATING LEASE ASSET (ACCRUAL)

Current liabilities	-	(231 195)
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## 8. EMPLOYEE BENEFIT OBLIGATIONS

### DEFINED CONTRIBUTION PLAN

It is the policy of Brand South Africa to provide retirement benefits to all its permanent employees. Brand South Africa operates a defined contribution provident fund, which is subject to the Pension Fund Act. The Fund is administered by Sanlam as an Umbrella Fund because of its size. Under the current arrangement, both the employer and employee contribute 7.5% of retirement funding with the employer funding the operating costs over and above the retirement contributions.

Brand South Africa is under no obligation to cover any unfunded benefits.

The total economic entity contribution to such schemes	3 662 466	3 768 135
The amount recognised as an expense for defined contribution plans is	41	44

## 9. PREPAYMENTS AND DEPOSITS

Computer licences	2 196 851	843 408
Legal fees - Security bond	3 379 966	3 379 966
	<b>5 576 817</b>	<b>4 223 374</b>

Legal fees - Security bond relates to a security bond filed with the Labour Court in order to stay the execution of the CCMA arbitration award, pending a final determination on the merits of the case by the Labour Court.

## 10. RECEIVABLES FROM EXCHANGE TRANSACTIONS

Trade debtors	510	846 277
Income accrued	126 571	62 571
Staff debt	182 536	14 821
Other receivables	92 066	22 375
Allowance for doubtful debts	(22 375)	(22 375)
	<b>379 308</b>	<b>923 669</b>

### RECONCILIATION OF PROVISION FOR IMPAIRMENT OF TRADE RECEIVABLES

Opening balance	22 375	22 375
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**11. CASH AND CASH EQUIVALENTS**

	31 March 2022 R	31 March 2021 R
Cash and cash equivalents consist of:		
Cash on hand	951	1 420
Bank balances	42 152 504	26 430 751
	<b>42 153 455</b>	<b>26 432 171</b>

**CREDIT QUALITY OF CASH AT BANK AND SHORT TERM DEPOSITS, EXCLUDING CASH ON HAND****CREDIT RATING**

Nedbank: Ba1	42 152 504	26 430 751
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**12. PROVISIONS**

RECONCILIATION OF PROVISIONS - 31 MARCH 2022	Opening balance R	Additions R	Utilised during the year R	Total R
Leave provision	4 224 579	4 298 371	(5 700 975)	2 821 975
Bonus provision	4 665 871	9 903 489	(7 486 315)	7 083 045
Provision for penalties and fines	-	1 530 000	-	1 530 000
	<b>8 890 450</b>	<b>15 731 860</b>	<b>(13 187 290)</b>	<b>11 435 020</b>

**RECONCILIATION OF PROVISIONS - 31 MARCH 2021**

	Opening balance R	Additions R	Utilised during the year R	Reversed during the year R	Total R
Leave provision	2 803 513	1 732 423	(311 357)	-	4 224 579
Bonus provision	7 324 856	4 665 871	(7 166 732)	(158 124)	4 665 871
	<b>10 128 369</b>	<b>6 398 294</b>	<b>(7 478 089)</b>	<b>(158 124)</b>	<b>8 890 450</b>

The leave provision relates to employees' accumulated leave at year end. The provision is based on the assumption that employees will commute leave on demand and on resignation.

The bonus provision relates to Brand South Africa's best estimate for performance related bonus payment at year end. The performance bonuses have been determined using the Brand South Africa's performance bonus policy.

**13. PAYABLES FROM EXCHANGE TRANSACTIONS**

	31 March 2022 R	31 March 2021 R
Trade payables	12 848 510	10 923 846
Salary related payables	1 246 045	995 405
Accrued operating expenses	5 586 310	6 330 575
Total	<b>19 680 865</b>	<b>18 249 826</b>

**AGEING OF TRADE PAYABLES**

Trade payables - Current	12 848 511	10 923 845
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**14. TOTAL REVENUE**

	<b>31 March 2022</b>	<b>31 March 2021</b>
	<b>R</b>	<b>R</b>
Other income	249 267	158 419
Finance income	1 124 776	1 032 465
Government grant	213 352 000	179 501 000
	<b>214 726 043</b>	<b>180 691 884</b>

**THE AMOUNT INCLUDED IN REVENUE ARISING FROM EXCHANGES OF GOODS OR SERVICES ARE AS FOLLOWS:**

Other income	249 267	158 419
Finance income	1 124 776	1 032 465
	<b>1 374 043</b>	<b>1 190 884</b>

**THE AMOUNT INCLUDED IN REVENUE ARISING FROM NON-EXCHANGE TRANSACTIONS IS AS FOLLOWS:****TRANSFER REVENUE**

Government grants - unconditional	213 352 000	179 501 000
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**15. OTHER INCOME**

Amounts recovered	249 267	158 419
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**16. FINANCE INCOME****INTEREST REVENUE**

Cash and bank deposits	1 124 776	1 032 465
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The total interest income earned by Brand South Africa is from both current and call accounts at an average interest rate of 5% per annum (March 2021: 5%) as well as interest earned from financial instruments carried at amortised cost whose average interest is 3% (2021: 3%). Brand South Africa invests its money with Nedbank which has a Ba1 rating.

**17. EMPLOYEE RELATED COSTS**

Basic	40 690 217	46 724 751
Bonus	9 903 488	4 665 871
Medical aid - company contributions	655 750	675 605
UIF	116 340	105 981
WCA	427 465	298 368
SDL	564 147	387 734
Leave pay	(617 586)	2 594 678
Defined contribution plans	3 662 466	3 768 135
Travel, motor car, accommodation, subsistence and other allowances	25 552	54 748
Overtime payments	-	3 715
Long-service awards	185 000	380 000
Acting allowances	6 709 469	4 739 227
Travel allowance	665 424	424 726
Cost of living allowance - COLA	5 297 865	5 557 279
	<b>68 285 597</b>	<b>70 380 818</b>

**17. EMPLOYEE RELATED COSTS (CONTINUED)**

**31 March 2022**    **31 March 2021**  
**R**                      **R**

**REMUNERATION OF ACTING CHIEF EXECUTIVE OFFICER - T.G MANZINI ( CONTRACT ENDED 31 MAR 2021)**

Annual Remuneration	-	1 591 209
Acting Allowance	-	1 767 166
Contributions to UIF, Medical and Pension Funds	-	1 785
Performance bonus	-	279 716
Reimbursive expenses	-	38 115
	<b>-</b>	<b>3 677 991</b>

**REMUNERATION OF DIRECTOR: GOVERNANCE, LEGAL & SECRETARIAT - S.S NYONI**

Annual Remuneration	1 870 682	1 790 378
Performance Bonuses	364 953	292 430
Contributions to UIF, Medical and Pension Funds	246 578	159 505
COLA backpay	142 121	-
Long service award	15 000	27 871
	<b>2 639 334</b>	<b>2 270 184</b>

**REMUNERATION OF CHIEF EXECUTIVE OFFICER - L.M MAKHUBELA (CONTRACT ENDED 31 JULY 2020)**

Annual Remuneration	-	1 306 158
Contributions to UIF, Medical and Pension Funds	-	744
Performance Bonuses	-	70 612
Leave payout	-	1 092 683
	<b>-</b>	<b>2 470 197</b>

**REMUNERATION OF ACTING DIRECTOR OF CORPORATE SERVICES - L. MASANGO (01 MAY 2021 - DATE)**

Annual Remuneration	832 940	-
Performance bonus	160 439	-
Acting allowance	1 258 867	-
Contributions to UIF, Medical and Pension Funds	113 903	-
COLA backpay	78 893	-
Reimbursive expenses	15 347	-
	<b>2 460 389</b>	<b>-</b>

**REMUNERATION OF ACTING CHIEF FINANCIAL OFFICER - K. SERIPE (RESIGNED 28 FEBRUARY 2022)**

Annual Remuneration	1 008 438	1 045 166
Acting Allowance	991 618	1 430 901
Performance Bonuses	220 054	174 646
Contributions to UIF, Medical and Pension Funds	166 808	120 978
Long service award and pay progression	15 000	20 673
Reimbursive expenses	13 773	6 937
COLA backpay	46 572	-
Leave paid	152 961	-
	<b>2 615 224</b>	<b>2 799 301</b>

**17. EMPLOYEE RELATED COSTS (CONTINUED)**

**31 March 2022**     **31 March 2021**  
**R**                             **R**

**REMUNERATION OF ACTING CHIEF MARKETING OFFICER - T.D MODISE (01 APR 2020 - 30 SEP 2020)**

Annual Remuneration	-	1 149 327
Acting Allowance	-	677 374
Performance Bonuses	-	185 466
Contributions to UIF, Medical and Pension Funds	-	87 984
Long service awards and pay progression	-	26 334
Reimbursive expenses	-	2 803
	<b>-</b>	<b>2 129 288</b>

**REMUNERATION OF ACTING CHIEF MARKETING OFFICER - J SMITH-HOHN (01 OCT 2020 - 31 MAR 2021)**

Annual Remuneration	-	1 267 742
Acting Allowance	-	575 174
Performance Bonuses	-	245 489
Contributions to UIF, Medical and Pension Funds	-	96 865
Long service awards and pay progression	-	22 502
	<b>-</b>	<b>2 207 772</b>

**REMUNERATION OF DIRECTOR: CORPORATE SERVICES - K KISSOONDUTH (RESIGNED 30 APRIL 2021)**

Annual Remuneration	140 199	1 612 587
Contributions to UIF, Medical and Pension Funds	28 681	162 011
Performance Bonuses	333 050	318 708
COLA and Pay progression	59 961	24 346
Leave paid	196 309	-
	<b>758 200</b>	<b>2 117 652</b>

**REMUNERATION OF ACTING CHIEF EXECUTIVE OFFICER - S NTOMBELA (19 JUL 2021 - DATE)**

Annual Remuneration	1 190 353	-
Travel Allowance	180 000	-
Acting Allowance	1 755 901	-
Contributions to UIF, Medical and Pension Funds	217 713	-
COLA and pay progression Backpay	143 591	-
Performance bonus	272 067	-
Long service award	15 000	-
Reimbursive expenses	14 213	-
	<b>3 788 838</b>	<b>-</b>

**REMUNERATION OF ACTING CHIEF MARKETING OFFICER - N. MABUZA (20 JUL 2021 - 31 MAR 2022)**

Annual Remuneration	1 436 162	-
Acting Allowance	741 192	-
Performance Bonuses	285 840	-
Contributions to UIF, Medical and Pension Funds	225 777	-
COLA backpay	150 860	-
Reimbursive expenses	43 903	-
	<b>2 883 734</b>	<b>-</b>

**18. GENERAL EXPENSES**

	<b>31 March 2022</b>	<b>31 March 2021</b>
	<b>R</b>	<b>R</b>
Advertising	2 987 679	7 132 860
Auditors remuneration	4 809 915	4 609 716
Bank charges	71 752	76 918
Computer expenses	2 658 518	4 091 222
Consulting and professional fees - Other	4 260 119	3 463 004
Consumables	17 563	19 586
Courier & Delivery expenses	200 846	115 625
Penalties and fines	1 530 000	-
Consulting and professional fees -Legal fees	1 695 667	1 356 524
Insurance	354 775	337 353
Conferences and Seminars	151 726	32 619
Motor vehicle expenses	50 363	88 073
Placement fees	401 228	1 070 839
Printing and stationery	168 908	12 494
Repairs and maintenance	286 571	299 108
Staff Wellness expenses	42 953	60 070
Subscriptions and membership fees	5 717 180	378 310
Telephone and internet	3 975 441	3 115 860
Staff training and development	604 161	1 076 064
Travel and subsistence-domestic	1 883 030	346 697
Travel and subsistence- overseas	1 516 436	362 460
Water and electricity	1 402 282	1 460 043
Other operating expenses	5 868	45 475
Removal and storage costs	62 575	18 224
Board remuneration	1 444 636	961 994
Venue expenses	-	9 700
	<b>36 300 192</b>	<b>30 540 838</b>

**19. BRAND, COMMUNICATION AND REPUTATION COSTS**

Research fees	2 831 717	2 799 645
Branding and collateral	1 383 599	2 342 762
Media buy	38 024 795	31 741 795
Agency - Digital management	2 617 598	1 141 621
Agency - Reputation management	1 846 428	2 017 098
Agency - Public relations & communication	5 969 961	5 545 632
Activation fees - Domestic and International activities	39 820 366	26 651 611
	<b>92 494 464</b>	<b>72 240 164</b>

**20. AUDITORS' REMUNERATION**

	<b>31 March 2022</b>	<b>31 March 2021</b>
	<b>R</b>	<b>R</b>
External audit	3 116 816	2 728 876
Internal audit	1 693 099	1 880 840
	<b>4 809 915</b>	<b>4 609 716</b>

**21. OPERATING SURPLUS**

Operating surplus (deficit) for the year is stated after accounting for the following:

**OPERATING LEASE CHARGES**

Premises		
• Contractual amounts-Office rental JHB	3 349 724	3 783 604
Equipment		
• Contractual amounts	79 347	171 415
	<b>3 429 071</b>	<b>3 955 019</b>
Loss on disposal of assets	428 639	-
Loss on exchange differences	352 401	47 586
Depreciation and Amortisation expense	2 804 694	3 860 922
Employee costs	68 285 597	70 380 818

**22. REPAIRS AND MAINTENANCE**

Office building	286 571	299 108
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**23. CASH GENERATED FROM OPERATIONS**

Surplus / (Deficit) for the year	10 630 984	(333 460)
<b>Adjustments for:</b>		
Depreciation and amortisation	2 804 694	3 860 922
Loss on disposal of assets	428 639	-
Loss on foreign exchange	352 401	47 586
Movements in lease liability	(231 195)	(565 102)
Movements in provisions	2 544 570	(1 237 919)
Movement in lease deposits	261 407	-
<b>Changes in working capital:</b>		
Prepayments	(1 353 443)	(3 247 027)
Receivables from exchange transactions	544 361	303 251
Payables from exchange transactions	1 078 641	2 356 906
	<b>17 061 059</b>	<b>1 185 157</b>

**24. COMMITMENTS**

	31 March 2022 R	31 March 2021 R
<b>AUTHORISED AND APPROVED EXPENDITURE</b>		
<b>ALREADY CONTRACTED FOR BUT NOT PROVIDED FOR</b>		
• Open Purchase orders	1 813 437	406 278
• Tenders	6 146 760	7 064 283
• Request for quotations (RFQ)	2 837 910	4 294 158
	<b>10 798 107</b>	<b>11 764 719</b>
<b>TOTAL COMMITMENTS</b>		
Already contracted for but not provided for	10 798 107	11 764 719

**OPERATING LEASES - AS LESSEE (EXPENSE)**

Operating lease payments represent rentals payable by Brand South Africa for its office space located at 103 Central Street Houghton. The lease for the building for the Houghton office was renewed for a further 1 year on the 01 August 2021 to 31 July 2022.

**MINIMUM LEASE PAYMENTS DUE - OFFICE BUILDING**

• within one year	-	1 491 105
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**MINIMUM LEASE PAYMENTS DUE - OFFICE EQUIPMENT**

• within one year	98 773	122 028
• in second to fifth year inclusive	16 462	115 535
	<b>115 235</b>	<b>237 563</b>

Operating lease payments for office equipment represent rentals payable by Brand South Africa for leasing PABX telephone lines for a period of 3 years from 1 July 2018 until 30 June 2021 and TSL printing machines from 08 June 2020 to 08 June 2023.

**25. CONTINGENCIES**

Brand South Africa terminated two contracts with service providers during the last two financial years. The cases are pending before the Arbitration Foundation of Southern Africa and High Court respectively. The estimate of the financial impact for the termination of both contracts is R12,000,000

In addition, there are currently two pending legal proceedings against the entity by two former Brand South Africa employees. The cases are pending before the Labour Court. The cases are expected to be resolved within the next financial year.

The estimated financial impact on one of the cases is R933,832 while the other is not determinable. However, the entity has filed a security bond to the sum of R3,379,966 with the Labour Court in order to stay the execution of the CCMA arbitration award, pending a final determination on the merits of the case by the Labour Court.

## 26. RELATED PARTIES

### RELATED PARTY

The Presidency	Executive authority
South African Broadcasting Corporation (SABC)	Strategic Partner trade related activities
The Government Printing Works	Strategic Partner trade related activities
National Treasury	Strategic Partner trade related activities
Proudly South African	Strategic Partner trade related activities
Department of Trade and Industry	Strategic Partner trade related activities
Council for Scientific and Industrial Research (CSIR)	Strategic Partner trade related activities
Department of International Relations and Cooperation (DIRCO)	Strategic Partner trade related activities
Members of key management	Refer to note 17
Media, Information and Communication Technologies (MICT) SETA	Strategic Partner trade related activities
Media Development and Diversity Agency (MDDA)	Entity of the same Executive Authority
Government Communication and Information System (GCIS)	Executive Authority

### RELATED PARTY BALANCES

#### AMOUNTS INCLUDED IN ACCOUNTS RECEIVABLES REGARDING RELATED PARTIES

National Film and Video Foundation (NFVF)	-	844 742
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#### TRANSFER PAYMENTS

The Presidency through GCIS	213 352 000	179 501 000
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### RELATED PARTY TRANSACTIONS

#### AMOUNTS INCLUDED IN OTHER INCOME REGARDING RELATED PARTIES

MICT SETA	142 047	31 328
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Transactions with all the related parties are at arms length. The amounts outstanding are unsecured, interest free and repayable within 30 days.

## 26. RELATED PARTIES

**31 March 2022**      **31 March 2021**  
**R**                              **R**

The Brand South Africa board members are paid fees as per the National Treasury circular relating to committee fees.

### NON-EXECUTIVE: CURRENT BOARD MEMBERS

Thandi Tobias - Pokolo (Chairperson)	326 365	233 840
Andrew Madella	135 774	131 783
Bushang Modipane	111 954	156 487
Rachel Kalidass	147 152	186 361
Sisanda Nkoala	121 482	152 841
Tebogo Mamorobela (Suspended 20 April 2020)	-	2 382
Mlungisi Johnson	146 210	130 608
Stavros Nicolaou	109 572	122 180
Muditambi Ravele	122 444	127 467
Loretta Jacobus	111 954	115 316
George Sebulela	80 988	140 016
Ylva Rodny-Gumede	119 100	143 405
Geoffrey Rothschild (Term ended 05 December 2020)	-	114 729
	<b>1 532 995</b>	<b>1 757 415</b>



## 29. GOING CONCERN

The annual financial statements have been prepared on the going concern basis. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

Brand South Africa is expected to continue operating as a going concern and the Covid-19 pandemic has not posed any going concern challenges to the entity. There are no indications from the Executive Authority that the approved grant allocation for the financial year 2022/2023 will be stopped and the entity will continue to pursue its mandate in the foreseeable future..

The entity is pending a merger with SA Tourism. The process of the merger has not been finalised, nor is there any indication when this will take place. The pending merger has placed a moratorium on the filling of vacant positions. The pending merger does not contain material uncertainty to the entity's going concern as the Executive Authority has approved grant allocation for the organisation until 2024/25 financial year.

	31 March 2022	31 March 2021
	R	R
<b>30. FRUITLESS AND WASTEFUL EXPENDITURE DETAILS</b>		
Opening balance as previously reported	163 427	267 935
<b>Opening balance as restated</b>	<b>163 427</b>	<b>267 935</b>
Add: Expenditure identified - current	-	6 510
Less: Amount written off - current	-	(111 018)
<b>Closing balance</b>	<b>163 427</b>	<b>163 427</b>

## 31. IRREGULAR EXPENDITURE

Opening balance as previously reported	30 710 078	32 784 572
<b>Opening balance as restated</b>	<b>30 710 078</b>	<b>32 784 572</b>
Less: Amounts recoverable - prior period	-	(2 074 494)
<b>Closing balance</b>	<b>30 710 078</b>	<b>30 710 078</b>

## 32. EVENTS AFTER THE REPORTING DATE

In 2021, Brand South Africa received communication about contravention of the Employment Equity Act as a result of non-submission of Employment Equity Plan as well as the submission of inaccurate Employment Equity plans for the period dating from 2017, 2018 and 2019.

At year end, the Department of Employment and Labour filed a case with the Labour Court for Brand South Africa to be fined R1,530,000 in line with the Employment Equity Act Sanctions. Brand South Africa had filed a notice to abide by the court ruling.

On 12 July 2022, an out of court settlement was reached with the Department of Employment and Labour for Brand South Africa not to pay the fine and rather make use of the Department's database on the recruitment of selected positions and internship program.

A provision of R1,530,000 future employee costs was made for the fines and penalties on the 2021/22 financial statements, however, no cash payments will be made as a result of the out of court settlement referred to above.

### 33. SEGMENT INFORMATION

Brand South Africa is organised and reports to management on geographic basis: South Africa, China, USA and UK. Management uses these same segments for determining strategic objectives. Segments were aggregated for reporting purposes.

Information reported about these segments is used by management as a basis for evaluating the segment performances and for making decisions about the allocation of resources. The disclosure of information about these segments are also considered appropriate for external reporting purposes.

#### TYPES OF SERVICES BY SEGMENT

All four segments perform administrative, communication, reputation and brand management service

#### SEGMENT SURPLUS OR DEFICIT, ASSETS AND LIABILITIES 31 MARCH 2022

	South Africa R	USA R	UK R	Total R
<b>REVENUE</b>				
Revenue from non-exchange transactions	213 352 000	-	-	213 352 000
Interest revenue	1 124 776	-	-	1 124 776
Other income	249 267	-	-	249 267
<b>Total segment revenue</b>	<b>214 726 043</b>	<b>-</b>	<b>-</b>	<b>214 726 043</b>
<b>Entity's revenue</b>				<b>214 726 043</b>
<b>EXPENDITURE</b>				
Salaries and wages	58 335 634	5 528 586	4 421 377	68 285 597
Other expenses	127 855 952	3 542 943	4 410 567	135 809 462
<b>Total segment expenditure</b>	<b>186 191 586</b>	<b>9 071 529</b>	<b>8 831 944</b>	<b>204 095 059</b>
<b>Total segmental surplus</b>				<b>10 630 984</b>
<b>ASSETS</b>				
Segment assets	58 412 543	-	-	58 412 543
<b>Total assets as per Statement of Financial Position</b>				<b>58 412 543</b>
<b>LIABILITIES</b>				
Segment liabilities	31 115 885	-	-	31 115 885
<b>Total liabilities as per Statement of Financial Position</b>				<b>31 115 885</b>
<b>OTHER INFORMATION</b>				<b>South Africa R</b>
Capital expenditure				1 339 774

### 33. SEGMENT INFORMATION (CONTINUED)

#### SEGMENT SURPLUS OR DEFICIT, ASSETS AND LIABILITIES - 31 MARCH 2021

REVENUE	South Africa R	USA R	UK R	Total R
Revenue from non-exchange transactions	179 501 000	-	-	179 501 000
Interest revenue	1 032 465	-	-	1 032 465
Other income	158 419	-	-	158 419
<b>Total segment revenue</b>	<b>180 691 884</b>	<b>-</b>	<b>-</b>	<b>180 691 884</b>
<b>Entity's revenue</b>				<b>180 691 884</b>
<b>EXPENDITURE</b>				
Salaries and wages	65 037 994	3 005 453	2 337 371	70 380 818
Other expenses	106 161 413	1 721 819	2 761 294	110 644 526
<b>Total segment expenditure</b>	<b>171 199 407</b>	<b>4 727 272</b>	<b>5 098 665</b>	<b>181 025 344</b>
<b>Total segmental surplus/(deficit)</b>				<b>(333 460)</b>
<b>ASSETS</b>				
Segment assets	44 037 142	-	-	44 037 142
<b>Total assets as per Statement of Financial Position</b>				<b>44 037 142</b>
<b>LIABILITIES</b>				
Segment liabilities	28 070 465	-	-	28 070 465
<b>Total liabilities as per Statement of Financial Position</b>				<b>28 070 465</b>
<b>OTHER INFORMATION</b>				<b>South Africa R</b>
Capital expenditure				612 958

### 34. PRIOR PERIOD ERRORS

**31 March 2022**    **31 March 2021**  
**R**                                    **R**

The financial statements have been restated to correct the misstatements that were recorded in the previous financial period. The nature of misstatements for different account balances is described below:

1. Reversal of prior year accruals - The amounts relating to accruals and other balances were reversed and / or adjusted in the prior period based on the new information received in the current year.

The correction of the error(s) results in adjustments as follows:

#### STATEMENT OF FINANCIAL POSITION

Trade and other payable	-	(698 998)
Sundry receivables	-	(43 926)
Opening Accumulated Surplus	-	742 924

PART E  
**PERFORMANCE  
RESULTS**

## PROGRAMME 1: ADMINISTRATION

Outcome	Output	Output Indicators	Baseline 2020/2021	Target 2021/2022	Actual Annual Performance 2021/2022	Variance Explanation
1.Improved Reputation of Brand South Africa as an entity	1.1.1. Unqualified audit opinion outcome obtained	1.1.1.1. An unqualified audit outcome obtained annually	An unqualified audit opinion in financial statements and other matters	An unqualified audit outcome	<b>Target met:</b> An unqualified audit outcome	No variance
	1.2.1. Payments made to suppliers within 30 days	1.2.1.1. Percentage of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	<b>Target not met:</b> 91% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	<ul style="list-style-type: none"> <li>The delayed system rollover in April and May 2021 resulted in 33 out of 103 invoices not being paid on time within the statutory timelines.</li> <li>The resignation of the Finance Manager / Acting CFO in February 2022 resulted to delays on the approval of payments which led to seven out 35 invoices being paid beyond 30 days.</li> </ul> <p><b>Action Plan</b></p> <ul style="list-style-type: none"> <li>Receipt of all invoices from the service providers has been centralized in Finance so that they would be immediately captured upon receipt.</li> <li>Open orders will be followed up and tracked monthly. This will eliminate the prolonged system closure period at the end of the financial year which is mainly caused by capturing of outstanding invoices.</li> <li>The entity has received a seconded official from MDDA SoC to act as the CFO.</li> </ul>
	1.3.1. Spend on B-BBEE designated group suppliers (i.e., youth, women, disability, black people)	1.3.1.1. Percentage spend on B-BBEE designated group suppliers	68% spend on B-BBEE level 1 suppliers	30% spend on B-BBEE level 1 suppliers	<b>Target met</b> (exceeded): 56% spend on B-BBEE level 1 suppliers	The majority spend is on agencies who are part of the designated group of suppliers

PROGRAMME 1: ADMINISTRATION (CONTINUED)

Outcome	Output	Output Indicators	Baseline 2020/2021	Target 2021/2022	Actual Annual Performance 2021/2022	Variance Explanation
1.Improved Reputation of Brand South Africa as an entity (continued)	1.4.1. Vacancy rate	1.4.1.1. Percentage of vacancy	The vacancy rate for the period under review was at 13%.	10% vacancy rate	<b>Target not met:</b> The vacancy rate for the period under review is at 25%	The organisational target continues to be missed due to the moratorium that was placed on Brand South Africa by the Minister in the Presidency on the filling of permanent positions.  Action Plan: Following a partial upliftment in October 2021 to fill critical positions on a 24-month fixed term contract, a recruitment plan is in place and constant monitoring of the filling of critical positions is being done.
	1.5.1. Organisational performance	1.5.1.1. Percentage overall organisational performance rating	86% overall organisational performance rating	92% overall organisational performance rating	<b>Target not met:</b> 91% overall organisational performance rating	The non-achievement of the 92% set target was primarily due to the moratorium on the filling of posts, which meant that the vacancy rate remained high for all four quarters.  Action Plan: A recruitment plan is in place and constant monitoring of the filling of critical positions is being done; SOP on the payment of invoices will be reviewed.
	1.6.1. Legal Compliance	1.6.1.1. Legally compliant	4x reports to the Board of Trustees on the applicable legislative framework	Yes	<b>Target met:</b> Compliance checklist submitted to the Board of Trustees	No variance
	1.7.1. System availability at the DR Site	1.7.1.1. Percentage system availability at the DR Site, with planned downtime	Approved IT strategy	98% system availability at the DR Site, with planned downtime	<b>Target met:</b> (exceeded) 99% system availability at the DR Site, with planned downtime	Less disruptions on the IT infrastructure
	1.8.1. Develop a distinctive Brand South Africa corporate identity	1.8.1.1. Approved Organisational Corporate Identity	Organisational corporate identity not approved	Organisational CI submitted to Board of Trustees for approval	<b>Target met:</b> Organisational corporate identity approved by Board of Trustees	No variance

## PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT

Outcome	Output	Output Indicators	Baseline 2020/2021	Target 2021/2022	Actual Annual Performance 2021/2022	Variance Explanation
<b>2.1. Increased attractiveness and thereby competitiveness of the Nation Brand</b>	2.1.1. Marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences	2.1.1.1. Number of marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences	6x marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences	4x marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences	<b>Target met:</b> (exceeded) 7x marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences	SAFTAs was deferred to Q1 from the previous F/Y. The number of in person Nation Brand alignment training sessions were reduced (due to COVID-19) that the organization promoted the Toolkit and the Masterclass to maintain awareness. Toolkit and Masterclass tools will live online.
	2.1.2. Marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	2.1.2.1. Number of marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	6x marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	4x marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	<b>Target met:</b> (exceeded) 5x marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	The organisation leveraged an opportunity to fight the Two Worlds AV targeting relevant international audiences
	2.1.3. Integrated Nation Brand reputation programmes implemented for strategic platforms domestically	2.1.3.1. Number of integrated reputation & communication activities implemented for strategic platforms domestically	3x integrated reputation & communication activities implemented for strategic platforms domestically	2x integrated reputation & communication activities implemented for strategic platforms domestically	<b>Target met:</b> (exceeded) 3x integrated reputation & communication activities implemented for strategic platforms domestically	South Africa was requested to host the Intra-Africa Trade Fair as the original host country (Rwanda) was no longer able to host the event. As the country's marketing agency, Brand South Africa was included in the interdepartmental coordination committee and thus leveraged the platform to promote South Africa on the continent. The organization will continue to assess requests to support unplanned activities and ensure that support to such (when relevant) does not compromise planned activities.
	2.1.4. Integrated Nation Brand reputation programmes implemented for strategic platforms internationally	2.1.4.1. Number of integrated reputation & communication activities implemented for strategic platforms internationally	4x integrated reputation & communication activities implemented for strategic platforms internationally	8x integrated reputation & communication activities implemented for strategic platforms internationally	<b>Target met:</b> (exceeded) 9x integrated reputation & communication activities implemented for strategic platforms internationally	The organisation leveraged the Africa Investment Risks & Compliance Summit as a strategic platform to maintain visibility of South Africa in the UK market. The UK is a key trade partner to South Africa for import & exports. The organization will continue to assess requests to support unplanned activities and ensure that support to such (when relevant) does not compromise planned activities.

PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT (CONTINUED)

Outcome	Output	Output Indicators	Baseline 2020/2021	Target 2021/2022	Actual Annual Performance 2021/2022	Variance Explanation
2.1. Increased attractiveness and thereby competitiveness of the Nation Brand (continued)	2.1.5. Domestic perceptions research study	2.1.5.1. Number of domestic perceptions research reports	1x domestic perceptions research study conducted	4x domestic perceptions research reports	<b>Target met:</b> 4x domestic perceptions research report	No variance
	2.1.6. Nation Brand performance monitoring	2.1.6.1. Number of Nation Brand performance monitoring analysis pieces	13x internal analysis pieces produced	15x Nation brand performance monitoring analysis pieces	<b>Target met:</b> 15x Nation brand performance monitoring analysis pieces	No variance
	2.1.7. South African global reputation study	2.1.7.1. South African global reputation study reports produced	Initiate development, and procurement of SAGP study	4x South African global reputation study reports produced	<b>Target met:</b> 4x South African global reputation study reports produced	No variance
	2.1.8. Research reference groups conducted	2.1.8.1. Number of research reference groups conducted	4x research reference groups conducted	3x research reference groups conducted	<b>Target met:</b> 3x research reference groups conducted	No Variance
	2.1.9. Reputation Management strategy	2.1.9.1. Reputation Management reports produced	Develop and implement Reputation Management strategy	4x Reputation Management reports produced	<b>Target met:</b> 4x Reputation Management reports produced	No Variance
	2.1.10. Communication pieces	2.1.10.1. Number of communication pieces	68x positive communication pieces	60x Communication pieces	<b>Target met:</b> 60x Communication pieces	No Variance
	2.1.11. Thought leadership pieces	2.1.11.1. Number of thought leadership pieces	10x positive thought leadership pieces	8x Thought leadership pieces	<b>Target met:</b> 8x Thought leadership pieces	No Variance
	2.1.12. Webinars	2.1.12.1. Number of webinars	7x positive webinars	4x Webinars	<b>Target met:</b> (exceeded) 7x Webinars	Webinars have increasingly become a new way of engagement due to COVID-19 restrictions globally. This has resulted in the organization leveraging additional tactical opportunities through webinars to reach a wide variety of audiences across the globe, to be exposed to our messaging and content.  The organisation will review the 2023/24 targets to ensure that they accommodate virtual execution modalities.

PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT (CONTINUED)

Outcome	Output	Output Indicators	Baseline 2020/2021	Target 2021/2022	Actual Annual Performance 2021/2022	Variance Explanation
2.1. Increased attractiveness and thereby competitiveness of the Nation Brand (continued)	2.1.13. Content pieces published emanating from media engagements	2.1.13.1. Number of content pieces published emanating from media engagements	10x content pieces published emanating from media engagements	11x content pieces published emanating from media engagements	<b>Target met:</b> 11x content pieces published emanating from media engagement	No variance
	2.1.14. Nation Brand messaging through increased content on Brand South Africa's digital platforms	2.1.14.1. Number of content pieces posted on Brand South Africa's digital platforms	15% growth in user engagement on social media platforms	<ul style="list-style-type: none"> <li>96x content pieces posted on website</li> <li>150x content pieces posted on PYP social media platforms (FB &amp; Twitter)</li> </ul>	<b>Target met: (exceeded)</b> <ul style="list-style-type: none"> <li>99x content pieces posted on website</li> <li>155x content pieces posted on PYP social media platforms (FB &amp; Twitter)</li> </ul>	<p>The unanticipated unrest in July required the organization to develop a rapid response to protect the image of South Africa under the hashtag 'protectSA'.</p> <p>The organization celebrated 10 years of the flagship programme Play Your Part, through an awards ceremony, the promotion of which had to be driven fully online through digital platforms due to COVID restrictions.</p> <p>This required us to increase engagement and content to ensure greater visibility.</p> <p>With the eased COVID regulations the organization will be able to revert to some of the face-to-face engagements.</p>
2.2. Increased Nation Brand advocacy and active citizenship	2.2.1. Play Your Part activities reaching the provinces	2.2.1.1. Number of Play Your Part activities implemented	16x provincial PYP activities implemented	9x Play Your Part activities implemented	<b>Target met: (exceeded):</b> 16x Play Your Part activities implemented	<p>The additional Q1 activity was a continuation from a previous financial year activity.</p> <p>The organisation launched a PYP TVC in Q2 as part of an advocacy strategy for a broader focus internationally as directed by the Executive Authority. This campaign ran across 3 quarters.</p> <p>The virtual execution of activities (due to COVID-19 restrictions) allowed the organization to achieve more than initially planned targets.</p> <p>The organisation will review the 2023/24 targets to ensure that they accommodate virtual execution modalities.</p>
	2.2.2. PYP ambassador engagements supported	2.2.2.1. Number of PYP ambassador engagements supported	80x PYP ambassador engagement activities implemented with civil society, government, business & PYP Ambassadors	80x PYP ambassador engagements supported	<b>Target met: (exceeded):</b> 83x PYP ambassador engagements supported	<p>Target met and exceeded due to the PYP 10th anniversary as well as the campaign that was launched in response to the unrest in July encouraging citizens to Play Their Part and protect South Africa.</p> <p>The target for the next financial year has been revised to focus on national priority pillars rather than individual ambassador activities.</p>

PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT (CONTINUED)

Outcome	Output	Output Indicators	Baseline 2020/2021	Target 2021/2022	Actual Annual Performance 2021/2022	Variance Explanation
2.2. Increased Nation Brand advocacy and active citizenship	2.2.3. Constitutional awareness campaigns	2.2.3.1. Number of constitutional awareness campaigns	3x constitutional awareness campaigns	4x constitutional awareness campaigns	<b>Target met:</b> 4x constitutional awareness campaigns	No variance
	2.2.4. Constitutional awareness activations	2.2.4.1. Number of constitutional awareness activations	10x constitutional awareness activations	10x constitutional awareness activations	<b>Target met:</b> 10x constitutional awareness activations	No variance
	2.2.5. Implementation of Global South Africans activities in key markets	2.2.5.1. Number of Global South Africans activities implemented in key markets	19 x Global South Africans activations implemented	17x Global South Africans activities implemented in key markets	<b>Target met:</b> (exceeded): 19x Global South Africans activities implemented in key markets	Brand South Africa's physical presence and participation at the EXPO 2020 in Dubai presented an ideal opportunity to engage with Global South Africans in the UAE to mobilise them to support the Team SA EXPO 2020 programme at the beginning and end of the EXPO.  The organization will continue to assess requests to support unplanned activities and ensure that support to such (when relevant) does not compromise planned activities.

## PROGRAMME 3: STAKEHOLDER RELATIONS

Outcome	Output	Output Indicators	Baseline 2020/2021	Target 2021/2022	Actual Annual Performance 2021/2022	Variance Explanation
3.1. Aligned Nation Brand execution and experience domestically and internationally	3.1.1. Collaborative activities with public sector stakeholders domestically	3.1.1.1. Number of collaborative activities with public sector stakeholders domestically	14x collaborative activities implemented in partnerships with public sector stakeholders domestically	14x collaborative activities with public sector stakeholders domestically	<b>Target met:</b> (exceeded) 15x collaborative activities with public sector stakeholders domestically	Brand South Africa concluded an MOU with the Film Publication Board presenting an opportunity to partner on activities to reach more audiences on the ground.  The organization will continue to assess such scenarios and build in timed plans within agreements.
	3.1.2. Collaborative activities with civil society stakeholders domestically	3.1.2.1. Number of collaborative activities with civil society stakeholders domestically	14x collaborative activities implemented in partnerships with civil society stakeholders domestically	14x collaborative activities with civil society stakeholders domestically	<b>Target met:</b> (exceeded) 15x collaborative activities with civil society stakeholders domestically	The Mandela Legacy activity was deferred from Q2 to Q3 with by partners and had already been committed to by organisation.  The organization leveraged an opportunity to collaborate with the SSCN for a women's month activation in Q2 to manage the risk of the above-mentioned date change.  The organization will continue to assess scenarios and manage execution plans in collaboration with partners.
	3.1.3. Collaborative activities with business stakeholders domestically	3.1.3.1. Number of collaborative activities with business stakeholders domestically	14x collaborative activities implemented in partnerships with business stakeholders domestically	12x collaborative activities with business stakeholders domestically	<b>Target met:</b> 12x collaborative activities with business stakeholders domestically	No variance
	3.1.4. Nation Brand Forums/ SACF held	3.1.4.1. Number of Nation Brand Forums held	0x Nation Brand Forum / SACF held	1x Nation Brand Forums held	<b>Target met:</b> 1x Nation Brand Forums held	No variance
	3.1.5. Collaborative activities with public sector, business, and/ or civil society stakeholders internationally	3.1.5.1. Number of collaborative activities with public sector, business, and/ or civil society stakeholders internationally	20x collaborative activities implemented in partnerships with public sector, business and/ or civil society stakeholders internationally	20x collaborative activities with public sector, business, and/ or civil society stakeholders internationally	<b>Target met:</b> (exceeded) 23x collaborative activities with public sector, business, and/ or civil society stakeholders internationally	The UK – Springboks and British Lions Gala Dinner provided a strategic opportunity to positively position the country in the UK.  The organization also leveraged an opportunity to host an engagement with UK's High Net Worth Families.  The organization will continue to assess the need to support unplanned activities and ensure that support to such (when relevant) does not compromise planned activities.
	3.1.6. Nation Brand alignment trainings delivered	3.1.6.1. Number of Nation Brand alignment trainings delivered	7x provincial Nation Brand alignment trainings conducted	4x Nation Brand alignment trainings delivered	<b>Target met:</b> 4x Nation Brand alignment trainings delivered	No variance

PROGRAMME 3: STAKEHOLDER RELATIONS (CONTINUED)

Outcome	Output	Output Indicators	Baseline 2020/2021	Target 2021/2022	Actual Annual Performance 2021/2022	Variance Explanation
3.1. Aligned Nation Brand execution and experience domestically and internationally (continued)	3.1.7. Training impact survey conducted	3.1.7.1. Number of training impact surveys conducted	3x stakeholder impact surveys conducted	4x training impact surveys conducted	<b>Target not met:</b> 2x training impact surveys conducted	The training impact surveys yielded a 0% response rate for 2 quarters. Action plan: The target has been excluded for 2022/23 and impact will be assessed through a desktop review of trained entities marketing platforms.
	3.1.8. Nation Brand alignment policy	3.1.8.1. Submission of discussion paper on Nation Brand alignment policy	Discussion paper submitted to and approved by EXCO	Discussion paper on Nation Brand alignment policy submitted to Executive Authority	<b>Target met:</b> Discussion paper on Nation Brand alignment policy submitted to Executive Authority	No variance

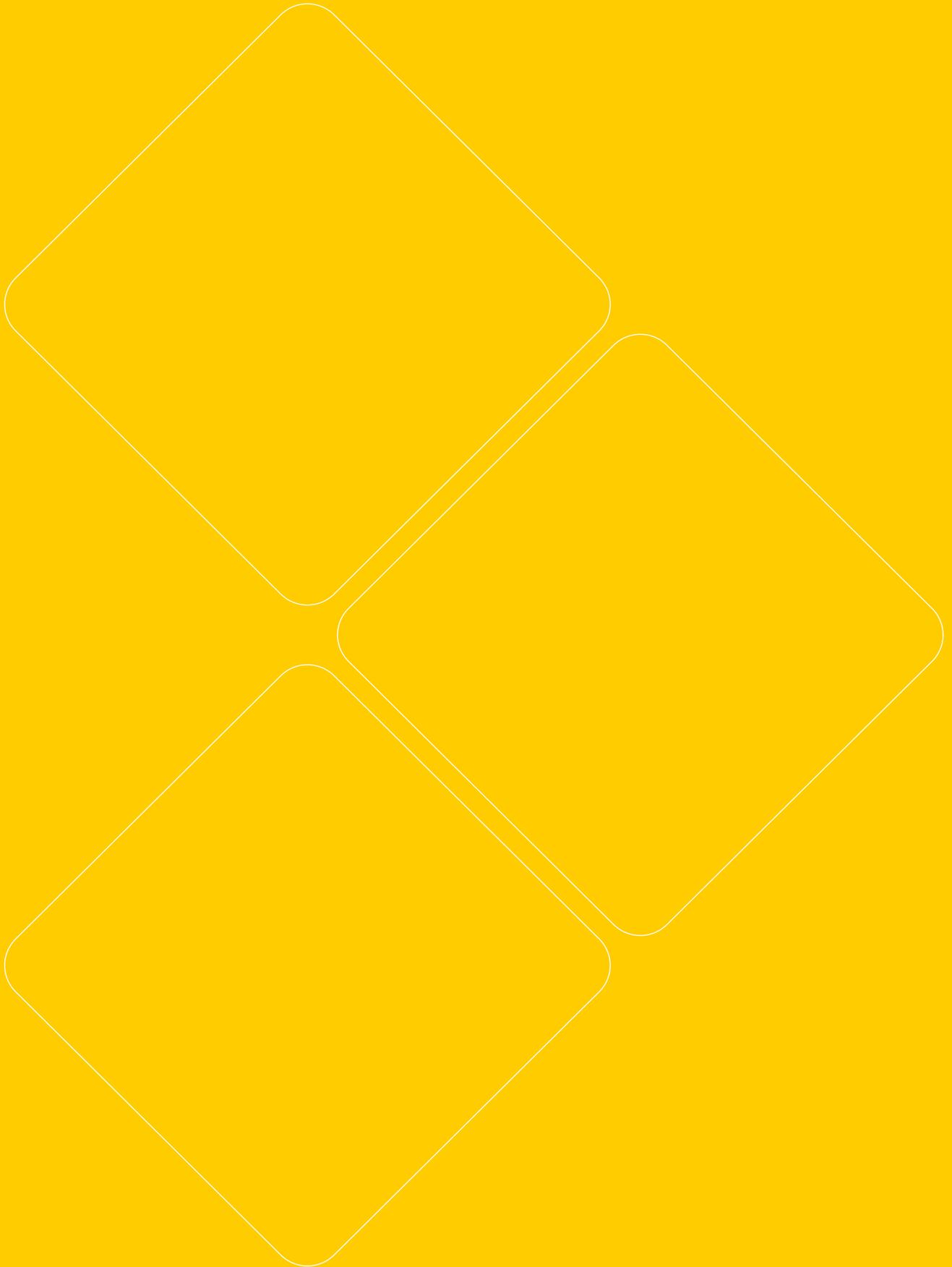
LEGEND

ACHIEVED	NOT ACHIEVED
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