**BRAND SOUTH AFRICA**

**BUSINESS PLAN**

**2016/17**

**Final 29 January2016**

# PERFORMANCE INFORMATION

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| **PROGRAMME 1: ADMINISTRATION** |
| **STRATEGIC GOAL 1: TO ENSURE A HIGH PERFORMANCE ORGANISATION BOASTING THE CAPABILITIES NEEDED TO DELIVER LOCALLY AND GLOBALLY** |
| KEY RESULT AREA | PerformanceIndicator/Measure | BaselineInformation | Annual TargetsFor 2016/17 | Quarterly Milestone | AllocatedBudget R’000 | ResponsibleBusiness Unit |
| 1st | 2nd | 3rd | 4th |
| 1.1 A business case to secure funding. | Diversified income streams. | None | 1.1.1 A business case approved by the Board. | Appoint a service provider. | Conduct feasibility study on key identified areas. | Submission of a business case to the Board for approval. | Implement recommendations by the Board.  |  | Finance |
| 1.2 Effective and efficient financial management.  | Compliance report from internal audit and Auditor General. | Submitted 2015/16 financial reports to AG and Treasury timeously. | 1.2.1 Compliant and timeous submission of Board approved quarterly financial managementreports per annum. | Submission of National Treasury reports as per prescribed timeframes and templates. | Submission of National Treasury reports as per prescribed timeframes and templates. | Submission of National Treasury reports as per prescribed timeframes and templates. | Submission of National Treasury reports as per prescribed timeframes and templates. |  | Finance |

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| 1.2 Effective and efficient financial management. |  A 1% budget variance as per Materiality Framework. | Budget variance as per materiality framework. | 1.2.1 A 1% budget variance as per Materiality Framework. | 1% budget variance as per Materiality Framework. | 1% budget variance as per Materiality Framework. | 1% budget variance as per Materiality Framework. | 1% budget variance as per Materiality Framework. | Opexcapex | Finance |
| Creditors paid within 30 days of invoicing. | Pay creditors within 30 days of invoicing. | 1.2.2 Creditors paid within a 30-day period after invoicing. | Maintain 30 days creditors payment period. | Maintain 30 days creditors payment period. | Maintain 30 days creditors payment period. | Maintain 30 days creditors payment period. |  | Finance |
| GRAP compliance/ fixed asset register. | 100% compliant fixed asset register. | 1.2.3 Service maintenance and asset register document. | 100% compliant to GRAP/fixed asset register. | 100% compliant to GRAP/fixed asset register. | 100% compliant to GRAP/fixed asset register. | 100% compliant to GRAP/fixed asset register. | 4 000 | Finance |
| Maintain liquidity ratio of at least 1:2=0.5. | 0.43. | 1.2.4 Maintain liquidity ratio of at least 1:2=0.5. | Maintain liquidity ratio of at least 1:2=0.5. | Maintain liquidity ratio of at least 1:2=0.5. | Maintain liquidity ratio of at least 1:2=0.5. | Maintain liquidity ratio of at least 1:2=0.5. |  | Finance |

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| 1.3 An effective supply chain management. | A compliant SCM unit.  | Quarterly submission of supply chain management report to the Board. | 1.3.1 Delivery of goods and services as per approved procurement plan. | 100% implementation of quarterly procurement plan within ambit of law.  | 100% implementation of quarterly procurement plan within ambit of law  | 100% implementation of quarterly procurement plan within ambit of law. | 100% implementation of quarterly procurement plan within ambit of law. |  25978 | Finance |
| Discretionary Procurement spend report. | None | 1.3.2 Compliance to procurement national targets. | 60% of national procurement targets. | 80% of national procurement targets. | 100% of national procurement targets. | 100% of national procurement targets. |  | Finance |
| 1.4 Risk management as per PFMA And King 3. | Implemented action plans.  | Quarterly review of the risk register. | 1.4.1 Strategic risk register reviewed quarterly to mitigate risks. | Quarterly risk assessment and reporting. | Quarterly risk assessment and reporting. | Quarterly risk assessment and reporting. | Quarterly risk assessment and reporting. |  | Finance |

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| 1.3 Compliance to statutory requirements - Five-year Strategic Plan, APP, Quarterly Management Report andAnnual Report submitted to the Executive Authority as per Treasury guidelines.  | Tabling of the Strategic Plan, APP, Business Plan and Annual Report. | A Board approved 2016/21 five-year strategic plan, Annual Report and APP 2015/16 submitted to the EA as per Treasury guidelines. | 1.3.1 Timely submission of statutory documents.1st, 2nd & Final Strat Plan & APP submitted timeously.2015/16 annual report submitted timeously. | Submission of SP & APP and Annual Report to the Executive Authority.Submission of the Managemen t Report to the Executive Authority. | Submission of 1st drafts SP and APP to the Executive Authority.Submission of the Management Report to theExecutive Authority.Submission of Annual report to the Executive Authority. | Submission of 2nd drafts SP and APP to the Executive AuthoritySubmission of the Management Report to the Executive Authority. | Submission of final drafts SP and APP to the Executive AuthoritySubmission of the Management Report to the Executive Authority. |  | Corporate Services |

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|  | Q1 | Q2 | Q3 | Q4 |  |
| 1.7Implement structure, appoint & retain right people in right jobs in accordance with the national demographics. | vacancy rate (excluding Organisational Design (OD) phase-in positions). | 12% vacancy rate (excluding OD phase-in positions). | 1.7.1 10% vacancy rate. | Maintain a vacancy rate of 10%. | Maintain a vacancy rate of 10%. | Maintain a vacancy rate of 10%. | 10% vacancy rate. | 60921 | Corporate Services |
| 1.8 MTEF Human Resource Plan Implemented. | MTEF Human Resource Plan approved by Board. | None | 1.8.1Human Resource Plan approved by Board. | HR Plan approved by Board. | HR Plan approved by Board. | HR Plan approved by Board. |  HR Plan approved by Board. |  | Corporate Services |
| 1.9 Human Resource Development Strategy Implemented. | Human Resource Development Strategy Implemented. | None | 1.9.1 Workplace Skills Plan (WSP) approved and submitted to MICSETA. | Workplace Skills plan (WSP) developed and training report submitted. | Workplace skills plan (WSP) implemented and training report submitted. | Workplace Skills plan (WSP) implemented and training report submitted. | Workplace Skills plan (WSP) implemented and training report submitted. |  | Corporate Services |

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| 1.10 Regularise foreign offices | Applications for establishment of foreign offices in US, UK, China, India and Brazil submitted. | None | 1.10.1 Submit an application for establishment of four (5) foreign offices. | Submit an application for establishment of foreign offices in US. | Submit an application for establishment of foreign offices in China. | Submit an application for establishment of foreign offices in UK. | Submit an application for establishment of foreign offices in Brazil and India. |  | Corporate Services |
| 1.11 An integrated resource planning system | A single view of all applications and systems.  | None | 1.11.1 33% Implementation of Enterprise Resource Plan (ERP) single view solution  | Phase 1 implementation of the Enterprise Resource Plan (ERP) solution. | Phase 2 implementation of the Enterprise Resource Plan (ERP) solution. | Phase 3 implementation of the Enterprise Resource Plan (ERP) solution. | Phase 4 implementation of the ERP solution. |  | Corporate Services |

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| 1.12 Business Continuity | Establishment of a Disaster Recovery (DR) site. | None | 1.12.1 Identify and acquire a DR site that supports Business Continuity Plan. | n/a | n/a | Site preparation and DR deployment. | Full implementation and testing of the functional DR site. |  | Corporate Services |

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| 1.13 Corporate governance | Quarterly Board and Committee meetings. | 4 Board and Committee meetings held per annum. | 1.13.1 Four quorate board meetings held per annum. | 1 x board and Committee meetings.1 x set of minutes1 x attendance register1x Quorum. | 1 x board and Committee meetings.1 x set of minutes1 x attendance register1x Quorum. | 1 x board and Committee meetings.1 x set of minutes1 x attendance register1x Quorum. | 1 x board and Committee meetings.1 x set of minutes1 x attendance register1x Quorum. |  | GL& BS |
| Board and committee evaluation. | Annual board and committee evaluation. | 1.13.2 Training and annual assessments. of Board members | n/a | n/a | One training workshop on corporate governance for. all trustees | Annual evaluation of board and committees. members |  | GL& BS |

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| Corporate governance | Induction of all board members | All new members inducted | 1.13.3  | All new members inducted | n/a | n/a | n/a |  |  |
| 1.14 Legal Compliance | A fully legally compliant organisation. | Regulatory Compliance Checklist. | 1.14.4 100% Legal Compliance.  | 100% Legal Compliance as per compliance checklist. | 100% Legal Compliance per compliance checklist. | 100% Legal Compliance per compliance checklist. | 100% Legal Compliance per compliance checklist. |  | GL& BS |
| Provide corporate legal services. | All existing contracts vetted by legal to ensure SLAs are in place – an update report of all vetted contracts. | Vetted contracts and SLA in place. | 1.14.5 Drafted and/or vetted and filed contracts and SLAs.  | Drafted and/or vetted and filed contracts and SLAs.  | Drafted and/or vetted and filed contracts and SLAs. | Drafted and/or vetted and filed contracts and SLAs. | Drafted and/or vetted and filed contracts and SLAs. |  | GL& BS |
| 1.15 Management of Trademarks and pay off line registration. | Manage all Brand SA Trademarks. | Registration in 43 countries.  | 1.15.6 Registration in 60 countries. | n/a | n/a | n/a | 17 Secured registration of Brand SA Trademarks. |  | GL& BS |

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| Litigation/ADR management | Percentage/Number of  successful litigation actions brought against BSA | 0 percent- There hasn’t been any litigation. | 1.15.7 100 percent successful defense /prevention of successful litigation against BSA.  | 100 percent successful defense /prevention of successful litigation against BSA. | 100 percent successful defense /prevention of successful litigation against BSA. | 100 percent successful defense /prevention of successful litigation against BSA. | 100 percent successful defense /prevention of successful litigation against BSA. |  | GL& BS |

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| 1st | 2nd | 3rd | 4th |
| 2.1 An integrated programme to drive domestic pride, active , active citizenship and social cohesion  | Pride indexSocial cohesion indexActive citizenship indexPlay your part and constitutional awareness levels. | Play Your Part provincial activations in 9 provinces.  | 2.1.1 Implement integrated domestic programme (Play Your Part, constitution awareness) in 9 provinces. | Play Your Part Programme in provinces. | Play Your Part Programme in provinces. | Play Your Part Programme in provinces. | Play Your Part Programme in provinces. | 10500 | Marketing & Comms |
| 2.2 An integrated campaign to drive constitutional awareness. | Establish Constitution Monday Programme. | 2.2.1Implement an integrated campaign to drive awareness of the constitution. | Implement an integrated campaign to drive awareness of the constitution. | Implement an integrated campaign to drive awareness of the constitution. | Implement an integrated campaign to drive awareness of the constitution. | Implement an integrated campaign to drive awareness of the constitution. | 7000 | Marketing & Comms |

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| Promotion of the country’s pay –off line. | Awareness of ‘Inspiring New Ways’. | Online positioning advert flighted on digital platforms. | 2.2.2Flight the positioning advert (Inspiring new ways ad) on digital platforms. | Flight the positioning advert (Inspiring new ways ad) on digital platforms. | Flight the positioning advert (Inspiring new ways ad) on digital platform.s | Flight the positioning advert (Inspiring new ways ad) on digital platforms. | Flight the positioning advert (Inspiring new ways ad) on digital platforms. | ‘2 000 | Marketing & Comms |
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| Celebrate national days of significance | Citizenship index and pride. | Leverage Days of significance through own and key stakeholder programmes. | 2.2.3Leverage media partnerships and implement a digital campaign to drive national pride.  | Digital campaign in support of: Freedom Month; Africa Month; Youth Month | Digital campaign in support of:Service Month; Heritage Month; Women’s Month. | Digital campaign in support of:16 Days of Activism; Arrive Alive. | Digital campaign in support of:Human Rights Day. | 1000 | Marketing & Comms |
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| 2.3Advocacy programme with South Africans living abroad (Global South Africans). | Management of GSA digital content on Brand SA website.Nation Brand ambassadors identified. | Develop the GSA network strategy to grow and expand the network. | 2.3.1Maintain and deepen the GSA programme.  | Centralise management of GSA digital content on Brand SA website. | Management of GSA digital content on Brand SA website. | Management of GSA digital content on Brand SA website. | Management of GSA digital content on Brand SA website. | 1600 | Marketing & Comms  |

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|  | 1st | 2nd | 3rd | 4th |  |
| In- market activations in the USA, UK, China, and continent. | Number of in- market engagement. | In market activations in: USA, UK, China and on the continent.  |  2.3.2 In market activations in: UK, USA, China, UAE and on the continent. | In market activations in: strategic markets. | In market activations in: strategic markets. | In market activations in: strategic markets. | In market activations in: strategic markets. | 3500 | Marketing and Comms |

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| 2.4Implement comprehensive communications programmes to Manage issues impacting the reputation of the country.  | Integrated communication programme. | Development of content and communication programmes in response to the external communication environment (Annual target). | 2.4.1Develop content and integrated communication programmes that engage with issues that are strategic to the reputation of the nation brand. | Integrated proactive and reactive management of issues that are strategic to the reputation of the nation brand. | Integrated proactive and reactive management of issues that are strategic to the reputation of the nation brand. | Integrated proactive and reactive management of issues that are strategic to the reputation of the nation brand. | Integrated proactive and reactive management of issues that are strategic to the reputation of the nation brand. | 20 000 (including adhoc , PR, agency support and media partnerships. | Marketing and Comms |

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| Implement comprehensive communications programmes to Manage issues impacting the reputation of the country | Implemented and regularly updated Country messaging framework. | Updating of Country messaging and ongoing development of key messages to position the country positively. | 2.4.2Country messaging updated and key messages developed to position the nation brand positively. | Key messages developed to position the nation brand positively. | Key messages developed to position the nation brand positively. | Key messages developed to position the nation brand positively. | Key messages developed to position the nation brand positively. | N/A |  Marketing & Comms |

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| Implement comprehensive communications programmes to Manage issues impacting the reputation of the country. | Hosted media. | Host strategic media engagements (Domestic and targeted international markets). | 2.4.3Media hosted at identified platforms. | Quarterly media engagements. | Quarterly media engagements | Quarterly media engagements | Quarterly media engagements. | 1000 | Marketeting & Comms |
| Implement comprehensive communications programmes to Manage issues impacting the reputation of the country. | Implemented in-market reputation management programme. | In market reputation management programme  | 2.4.4Identify and utilize ad hoc international reputation management agencies to service targeted international markets. | Finalise process of identifying ad hoc international reputation management agencies and implement in market reputation management programme. | Implement in market reputation management programme.  | Implement in market reputation management programme.  | Implement in market reputation management programme.  | 7000 | Marketing & Communications |

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| Manage issues affecting the reputation of the country with appropriate and relevant content including key messages  | Implemented a digital reputation management programme. | None | 2.4.5 Implement a proactive and reactive digital reputation management programme. | Implement a digital reputation management programme. | Implement a digital reputation management programme. | Implement a digital reputation management programme. | Implement a digital reputation management programme. | 4000 | Marketing & Comms |

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| 2.5Alignment to the nation brand corporate identity (CI) and messaging by stakeholders  | Marketer’s portal usage report | On line toolkit | 2.5.1Implement an online awareness campaign of Brand SA toolkit Developed and operational Brand SA online marketers portal  | Market toolkit to stakeholders Develop and finalise plan for online marketers portal  | Market toolkit to stakeholders marketers portal  | Review of toolkit marketers portal  |  Market toolkit to stakeholdersmarketers portal  | 300 | Marketing & Comms |

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| Alignment to the nation brand corporate identity (CI) and messaging by stakeholders.  | Number of Brand alignment training sessions.  | Implement Brand and message alignment training programme (including Masterclass and PYP) for country and provincial communicators.  | 2.5.2Training of stakeholders in the province.  | Brand alignment training in provinces. | Brand alignment training in provinces. | Brand alignment training in provinces. | Brand alignment training in provinces. | 1500 | Marketing & Comms |

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| Leveraging of strategic international and domestic platforms to position South Africa positively. | Executed Brand SA programme in strategic platforms. | Implemented phase 1 during FY 2015/16. | 2.5.3Implement an integrated stakeholder and communication programme for WEF Africa; WEF China; WEF Davos; Mining Indaba; SAPBA; Top 50 Brands; JCI World Congress; BRICS and in market roundtables. | Implement an integrated stakeholder and communication programme for in market roundtables; WEF Africa and JCI World Congress. | Implement an integrated stakeholder and communication programme for in market roundtables; Top 50 Brands; WEF China; BRICS. | Preparatory work for in market roundtables; WEF Davos; Mining Indaba. | Implement an integrated stakeholder and communication programme for in market roundtables; SAPBA; WEF Davos; Mining Indaba.  | 16750 | Marketing &Comms |
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| 2.6Implementation of online knowledge hub | Online knowledge Hub (comprehensive & accessible facility to provide insights and information about information about South Africa & global target markets. | Implemented phase 1 of Knowledge Hub during FY 2015/16. | 2.6.1Implement phase 2 of Knowledge Hub. | Assess technical requirements to implement full knowledge hub. | Implement full knowledge hub. | Update & maintain.  | Update & maintain.  | 400 | Marketing &Comms |

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| 2.7 Developand implement integrated domestic programme to drive awareness of Brand SA. | Awareness levels of Brand SA (the organization) | N/A15% awareness level. | 2.7.1Develop and implement a programme to drive the awareness of Brand SA. | Development of coordinated marketing, communication and reputation plan. | Implement coordinated marketing, communication and reputation plan. | Implement coordinated marketing, communication and reputation plan. | Implement coordinated marketing, communication and reputation plan. | 1000 | Marketing & Comms |
| 2.8 Nation branding forum. | Hosted nation branding forum. | SACF Provincial consultations on nation branding and competitiveness | 2.8.1 Host a national branding forum. | Pre-planning of nation branding forum | Host nation branding forum | Disseminate outcome of nation branding forum. | Implementation of the outcomes from nation branding forum. | 2000 | Marketing & Comms |

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|  | 1st | 2nd | 3rd | 4th |  |
| 2.9Implement strategic *‘South Africa Inc.’* research programme. | Per market fieldwork and fieldwork reports.SA Inc. project outputs: research notes, research reports.  | Conducted fieldwork in Kenya, Ghana, Nigeria (2014/15), and fieldwork in Angola, DRC, Senegal, Russia (2015/16). | 2.9.1Conduct fieldwork in the continent.  | 1 x fieldwork and fieldwork report.1 x research note/report. | 1 x fieldwork and fieldwork report.1 x research note/report. | 1 x fieldwork and fieldwork report.1 x research note/report. | 1 x fieldwork and fieldwork report.1 x research note/report. |  1400 | Marketing and Comms |
| Conduct domestic research survey. | Research reports and analysis. | Domestic Perceptions Research. | 2.9.2Domestic perceptions research. | Analysis and dissemination of Q4 2015/16 findings.Review questionnaire & set sample. | Fieldwork & report. | Analysis and Dissemination of Q2. | Fieldwork & report. | 1500 | Marketing and Comms |

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| **PROGRAMME 2: BRAND MARKETING AND REPUTATION MANAGEMENT** |
| **STRATEGIC GOAL 2 : TO IMPROVE REPUTATION, PERCEPTIONS AND AWARENESS OF THE NATION BRAND AMONGST TARGETED AUDIENCES**  |
| Key Result Area | PerformanceIndicator/Measure | BaselineInformation | Annual TargetsFor 2016/17 | Quarterly Milestone | AllocatedBudget R’000 | ResponsibleBusiness Unit |
|  | 1st | 2nd | 3rd | 4th |  |
| Conduct international investor perception survey. | Research reports and analysis. | International investor perceptions research. | 2.9.3Conduct International investor perceptions research in targeted markets. | Review questionnaire; analysis of data; dissemination of 2015/16 results. | FInalise questionnaire and sample. | Conduct fieldwork | Receive final report; initiate analysis & dissemination.  | 4000 | Marketing and Comms |
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| **PROGRAMME 3: STAKEHOLDER RELATIONSHIPS**  |
| **STRATEGIC GOAL 3 : DEVELOP STRATEGIC PARTNERSHIPS AND RELATIONSHIPS WITH TARGETED STAKEHOLDERS TO LEVERAGE OUR REACH AND IMPACT** |
| Key Result Area | PerformanceIndicator/Measure | BaselineInformation | Annual TargetsFor 2016/17 | Quarterly Milestone | AllocatedBudget R’000 | ResponsibleBusiness Unit |
| 1st | 2nd | 3rd | 4th |  |
| 2.10Analysis and dissemination of nation brand performance indicators.  | Internal analysis of indices & research products; Nation brand performance presentation(s).  | Internal analysis and nation brand performance presentations.  | 2.10.1Communicate Brand SA research outputs to key stakeholders (incl subscription to Business Monitor International).(Major dependency: publication date of research reports). | Desktop research on additional country analyses and indices; internal report on findings…Business Monitor International. | IMDCompetitiveness report…Econ freedom index …Business Monitor International…World Bank Logistics Performance Index. | WEF GCI…Ibrahim Index …Nation Brand Index…World BankEase of Doing Business index…Business Monitor International. | UNDP Human Dev Index…Corruption perceptions index… Business Monitor International…Open Budget Index.  | 1300 | Marketing and Comms |

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| **PROGRAMME 3: STAKEHOLDER RELATIONSHIPS**  |
| **STRATEGIC GOAL 3 : DEVELOP STRATEGIC PARTNERSHIPS AND RELATIONSHIPS WITH TARGETED STAKEHOLDERS TO LEVERAGE OUR REACH AND IMPACT** |
| Key Result Area | PerformanceIndicator/Measure | BaselineInformation | Annual TargetsFor 2016/17 | Quarterly Milestone | AllocatedBudget R’000 | ResponsibleBusiness Unit |
| 1st | 2nd | 3rd | 4th |  |
| 3.1 Established partnerships and relationships with targeted government stakeholders to leverage our reach and impact. | Strategic collaborations with targeted government stakeholders. | Long-term strategic partnership with Government | 3.1.1Collaborations with targeted Government stakeholders. | Collaborations with targeted Government | Collaborations with targeted Government | Collaborations with targeted Government | Collaborations with targeted Government | 800 | Marketing and Comms |
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| **PROGRAMME 3: STAKEHOLDER RELATIONSHIPS**  |
| **STRATEGIC GOAL 3 : DEVELOP STRATEGIC PARTNERSHIPS AND RELATIONSHIPS WITH TARGETED STAKEHOLDERS TO LEVERAGE OUR REACH AND IMPACT** |
| Key Result Area | PerformanceIndicator/Measure | BaselineInformation | Annual TargetsFor 2016/17 | Quarterly Milestone | AllocatedBudget R’000 | ResponsibleBusiness Unit |
|  | 1st | 2nd | 3rd | 4th |  |
| Established partnerships and relationships with targeted business stakeholders to leverage our reach and impact | 3.1.2Collaborations with targeted Business stakeholders | Long-term strategic partnership with Business stakeholders | 3.1.2Collaborations with targeted Business stakeholders. | Collaborations with targeted Business stakeholders | Collaborations with targeted Business stakeholders | Collaborations with targeted Business stakeholders | Collaborations with targeted Business stakeholders | 800 | Marketing and Comms |

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| **PROGRAMME 3: STAKEHOLDER RELATIONSHIPS** |
| **STRATEGIC GOAL 3 : DEVELOP STRATEGIC PARTNERSHIPS AND RELATIONSHIPS WITH TARGETED STAKEHOLDERS TO LEVERAGE OUR REACH AND IMPACT** |
| Key Result Area | PerformanceIndicator/Measure | BaselineInformation | Annual TargetsFor 2016/17 |  |  |  |  | AllocatedBudget R’000 | ResponsibleBusiness Unit |
|  | 1st | 2nd | 3rd | 4th |  |
| Established partnerships and relationships with targeted stakeholders  | Collaborations with targeted civil society stakeholders | Long-term strategic partnerships with Civil Society | 3.1.3Collaborations with targeted Civil Society stakeholders  | Collaborations with targeted Civil Society | Collaborations with targeted Civil Society | Collaborations with targeted Civil Society | Collaborations with targeted Civil Society | 1000 | Marketing and Comms |

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| **PROGRAMME 3: STAKEHOLDER RELATIONSHIPS**  |
| **STRATEGIC GOAL 3 : DEVELOP STRATEGIC PARTNERSHIPS AND RELATIONSHIPS WITH TARGETED STAKEHOLDERS TO LEVERAGE OUR REACH AND IMPACT** |
| Key Result Area | PerformanceIndicator/Measure | BaselineInformation | Annual TargetsFor 2016/17 | Quarterly Milestone | AllocatedBudget R’000 | ResponsibleBusiness Unit |
|  | 1st | 2nd | 3rd | 4th |  |
| 3.2Analysis and dissemination of nation brand performance indicators | A research analysis report | Host Research reference groups | 3.2.1Host Research reference groups | Planning and consultations for Q2, Q3 and Q4 reference groups  | Host research reference groups | Host research reference groups | Host research reference groups |  200 |  Marketing and Comms |
| 3.3 Sustain feedback loops on Brand SA research to key stakeholders. | Executed feedback sessions with identified stakeholders  | Feedback and consultations with identified stakeholders  | 3.3.1Stakeholder feedback sessions | Quarterly media and stakeholder briefingto targeted Stakeholders.  | Quarterly media and stakeholder briefingto targeted Stakeholders  | Feedback to targeted StakeholdersQuarterly media and stakeholder briefing | Feedback to targeted Stakeholders media and stakeholder briefing | 3000 | Marketing and Comms |

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| **PROGRAMME 3: STAKEHOLDER RELATIONSHIPS** |
| **STRATEGIC GOAL 3 : DEVELOP STRATEGIC PARTNERSHIPS AND RELATIONSHIPS WITH TARGETED STAKEHOLDERS TO LEVERAGE OUR REACH AND IMPACT** |
| Key Result Area | PerformanceIndicator/Measure | BaselineInformation | Annual TargetsFor 2016/17 | Quarterly Milestone | AllocatedBudget R’000 | ResponsibleBusiness Unit |
|  | 1st | 2nd | 3rd | 4th |  |
| 3.4South African Competitiveness Forum (SACF) National University dialogue | Executed SACF National University dialogue | Host Provincial SACF | 3.4.1 Implement SACF National University dialogue | Stakeholder consultation & program design | 3.4.1 Finalisation of logistics & planning | University SACF dialogue | Communication of outcomes | 1500 | Marketing and Comms |
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