



**WRITTEN REPLIES TO QUESTIONS ARISING FROM THE PORTFOLIO COMMITTEE MEETING OF 19 JUNE 2020**

**1. Are all the policies ratified by the Board since its appointment?**

In progress with Human Capital, Information Technology and Strategic Planning and Performance Information Monitoring Policies through the formal consultation process before it serves at the relevant subcommittee.

**2. What was/is the significance of the engagement with Ghana university vis a vis South African universities?**

South Africa’s reputation and competitiveness is intrinsically linked to that of the continent. As such, Brand South Africa has consistently promoted the nation brand on the continent through targeted in-market engagements in strategic African peer markets and through its SA Inc research project by means of shuttle missions from the Head Office. We have been engaging in the continent since 2014, and to date, Brand South Africa has promoted country reputation through a variety of activities to proactively market and communicate on the nation brand in 11 strategic African markets.

Brand South Africa’s own in-house research reveals the importance of the continent in terms of driving positive perceptions of investors of South Africa as a country in which to do business, particularly among peer African markets. In addition to developing more research on this topic, Brand South Africa has profiled South Africa as both a major destination and source of FDI in the African economy through stakeholder engagements in markets such as Ghana, Nigeria, Kenya, Uganda, DRC, to name a few.

**3. What is the latest (is the matter finalised) on the suspended CEO?**

The board is dealing with this matter

**4. What are the reasons for Brand South Africa not achieving 100% of targets for all the quarters?**

QUARTERS	TARGETS % ACHIEVED	TARGETS % NOT ACHIEVED	TARGETS NOT ACHIEVED	REASONS FOR VARIANCE PER QUARTER

Q1	92%	8%	<ol style="list-style-type: none"> <li>1x satisfactory internal audit &amp; AG report on internal controls</li> <li>5% variance on budget versus expenditure</li> </ol>	<ol style="list-style-type: none"> <li>AGSA noted significant internal control deficiencies during their performance of the external audit.</li> <li>Actual expenditure is 23% behind budget. This is mainly attributable to delays in project activations as well as audit billing which is behind budget due to significant delays experienced during the audit.</li> </ol>
Q2	92%	8%	<ol style="list-style-type: none"> <li>Unqualified audit opinion on financial information</li> <li>4x marketing platforms utilised to promote the constitutional awareness</li> </ol>	<ol style="list-style-type: none"> <li>Audit Outcome on the previous year financial information is qualified on payables and expenditure.</li> <li>The brand agencies reached the threshold.</li> </ol>
Q3	83%	17%	<ol style="list-style-type: none"> <li>5% variance on budget versus expenditure</li> <li>16x Market reports received; Fieldwork completion, development of final market, regional and overall report produced</li> <li>4x marketing platforms utilised to promote the</li> </ol>	<ol style="list-style-type: none"> <li>This is mainly due to tender cancellations during the quarter and postponement of project activations to the fourth quarter</li> <li>Awaiting feedback from GCIS in terms of proposed changes to the Business Plan, submitted on 31.10.2019.</li> <li>The Q2 and Q3 targets have been deferred to Q4.</li> </ol>

			constitutional awareness campaign	
Q4	80%	20%	<ol style="list-style-type: none"> <li>1. 90% overall organisational performance rating</li> <li>2. 1x SA Incorporated research analysis report produced</li> <li>3. 2x Nation Brand alignment training workshops implemented</li> <li>4. Leverage off 1x Stakeholder-led platforms to deliver Nation Brand alignment training</li> <li>5. 4x coordinated activities implemented in partnership with private sector stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Most of the Quarter 4 targets were not achieved due to the restrictive measures put in place by government to curb the spread of COVID - 19.</li> <li>2. Planned SA Inc. engagement in Ghana, with University of Ghana Business School cancelled due to COVID-19 measures taken by both the Ghanaian and South African governments</li> <li>3. Brand SA-led workshops in the Northern Cape and Eastern Cape could not be delivered due to restrictive measures put in place by government to curb the spread of the COVID-19 pandemic.</li> <li>4. The stakeholder-led workshop in Gauteng could not be delivered due to restrictive measures put in place by government to curb the spread of the COVID-19 pandemic.</li> <li>5. Planned activity with Mango Airlines could not be delivered due to restrictive measures put in place by government to curb the spread of the COVID-19 pandemic</li> </ol>

## 5. Why is training and stakeholder engagements not conducted through virtual platforms?

The Q4 Nation Brand Alignment training sessions were scheduled to take place in the Eastern Cape and Northern Cape provinces in the month of March. Due to the restrictive guidelines and measures to combat COVID-19, that were announced on 15 March 2020, Brand South Africa took a decision not to facilitate activities that required a large number of individuals to gather in confined spaces.

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Trustees: Ms Thandi Tobias (Chairperson); Dr Keabetswe Modimoeng (Deputy Chairperson) Dr Lucas Makhubela, PhD (CEO); Dr Ylva Rodny-Gumede; Mr Mlungisi Johnson; Ms Loretta Jacobus; Ms Rachel Kalidass; Mr Andrew Madella; Ms Tebogo Mamorobela; Mr Bushang Modipane; Mr Stavros Nicolaou; Ms Sisanda Bukeka-Nkoala; Ms Muditambi Ravele; Mr Geoffrey Rothschild; and Mr Johannes Sebelela

Attempts were made to facilitate the sessions through virtual platforms - however, a majority of the targeted stakeholders did not have access to data connectivity nor facilities that would allow for online training. Brand South Africa thus agreed to the requests to postpone the sessions.

The stakeholder-led Nation Brand Alignment workshop was scheduled to take place in Gauteng with a targeted team from South African Tourism (SAT). Brand South Africa received a request from SAT to cancel this session due to the restrictive measures introduced to combat COVID-19. They could not be facilitated virtually as the targeted entity had to focus on internal priorities brought on by the pandemic.

#### 6. Agencies and their demographics.

Supplier	BEEE level	B-BBEE Level Contributor	Black Ownership	Black Female Ownership	Black Designated Group Owned	Black Youth
Brand Fusion	Level 2	51% Black Owned	51%	51%	0%	0%
The Odd Number	Level 1	100% Black Owned	100%	0%	100%	100%
Ebony and Ivory Advertising Marketing Promotions	Level 1	30% Black Owned	30%	30%	0%	0%

Approved



Ms Thulisile Manzini  
Chief Executive Officer (Acting)  
Brand South Africa

29 June 2020

Date