



BRAND SOUTH AFRICA

ANNUAL PERFORMANCE PLAN FOR 2023/24

FINAL– 31 JANUARY 2023

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EXECUTIVE AUTHORITY STATEMENT

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

It gives me pleasure to know that, at the foundation of this plan, Brand South Africa employed the theory of change approach. The plan provides an outlook of how the activities undertaken will contribute to a chain of results that lead to the intended or observed impacts and, in this instance, how the planned activities will positively contribute towards advancing South Africa's image, reputation, and long-term competitiveness.

It sets out the environmental analysis, required outcomes, strategic goals, and objectives in terms of its mandate. As the world evolves and becomes one seamless market, owing to pressure from globalisation and all nations jostling to compete for their share of global markets. This means everyone is in competition to attract tourism, capital investment, students, entrepreneurs, international sporting, and cultural events, as well as to get the attention of global media. Nation branding is the best method for any country to achieve sustainable development and to compete in the global market space. Brand South Africa's mandate of managing the country's image and reputation is a pivotal component for national development and achieving national priorities.

Brand South Africa and other key stakeholders, have placed our country in an ideal position to attract foreign investment, international tourists, academia, critical skills, and make a significant contribution to the pressing socio-economic imperatives of job creation and enhanced gross domestic product (GDP) for our country. When investors have a positive association and image about our country, there will be increased and visible appetite to do more business with South Africa.

As Simon Anholt once said, *"the way a nation is perceived significantly impacts on the performance of its business, exports and international tourism arrivals, and its cultural and diplomatic relations with the world"*. It is, therefore, the responsibility of Brand South Africa to build an attractive global image and reputation of South Africa to support our economic, political, and social objectives. This is a huge task often neglected by some but embraced by modern governments of the twenty-first century.

Brand South Africa has an obligation of articulating the Nation Brand identity, get South Africans to buy into the Nation Brand, and rally stakeholders towards the implementation of a cohesive Nation Brand, in terms of message alignment and experience. This is the work that Brand South Africa will continue to champion in strategic forums of government, business, and civil society.

GCIS, on the other hand, bears the responsibility for a system that provides provision and coordination of government communications and empowering our citizens with information. The core message of the Sixth Administration is that we should **"Leave No One Behind"**.

Leaving no one behind means that Brand South Africa must develop campaigns that are meaningful to South Africa's efforts and initiatives, whether from regional or international strategic platforms, such as IBSA, BRICS countries, the implementation of the AfCFTA, in peace-keeping missions and economic integration programmes of government in the SADC region, and in the greater continent.

Leaving no one behind is also about addressing socio-economic challenges, such as poverty, inequalities, and youth unemployment, which pose a risk to economic growth and aggravates social fragmentation.

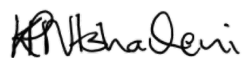
The key strategic role and take out of Brand South Africa in this annual performance plan is that:

- 1) Brand South Africa will continue to carry its mandate under the Ministry in the Presidency, and the Presidency is in the process of advertising the call for nomination for people to serve on the Board.
- 2) Brand South Africa **should work more closely with GCIS and the economic cluster departments** in the implementation of their APP, to ensure it is aligned with the government's international programme based on the 9 priorities of this administration as priorities of future administrations.
- 3) There is need for the realignment of the Brand South Africa mandate with regards to reputation management and international engagement on South Africa's key economic growth priorities, so that government can derive its return on investment on appropriated funds to the entity.
- 4) There is a need for Brand South Africa to partner with likeminded institutions which promote the Nation Brand in the continent and globally. Not forgetting a need to strengthen and deepen relations with the private sector in promoting the country of origin, as they play an important role in shaping South Africa's reputation.
- 5) The urgency to create a stable environment and a capable state through the appointment of a capable workforce to fill critical vacancies.

Leaving no one behind is also about the talking openly about matters that are currently unsettling to many of us. To this end, in 2020, Cabinet directed that GCIS, and the Department of Tourism must lead a process that will result in a possible repurposing or merger of Brand South Africa and Tourism South Africa (TSA) as part of the Micro-Organisation of Government. The groundwork has already begun, and progress thereof will be reported on as the process unfolds.

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

I thank you.



Ms Khumbudzo Ntshavheni, MP

Minister in the Presidency

ACCOUNTING AUTHORITY STATEMENT

As the current Board of Trustees approaches the end of our third-year tenure in the role of Accounting Authority for Brand South Africa, we are honoured to provide the organisation with strategic direction in the development of an Annual Performance Plan that responds to issues in the environment in line with the mandate of the organisation.

The 2023/24 Annual Performance Plan is a blueprint for the building and reconstruction work that will be undertaken over the next fiscal in support of the country's national agenda. It incorporates government's response to recover from the setbacks resulting from the COVID-19 pandemic. Economic recovery interventions, such as the Economic Reconstruction and Recovery Plan puts the creation of jobs at the heart of our road to recovery. This plan articulates a clear agenda, that channels where we must focus our strengths, expertise, energy, and resources.

As the custodian of the Nation Brand, Brand South Africa will focus on intensifying programmes that will contribute towards influencing favourable perceptions on the image, reputation, and competitiveness of South Africa. A very niche space to play in and strategically important, as we have learned that a country's existence is meaningless without a positive reputation. A country's story has to be told by its own citizens and stakeholders and not rely on outsiders, which is why Brand South Africa is particularly tasked with this responsibility.

The strategic role that Brand South Africa continues to play in amplifying the national agenda is imperative. It will be our intentional mission to package and articulate investor messages that will provide progress updates on structural reforms, our infrastructure build programme, immigration reforms, and new investment in all their engagements. In order to win with investor confidence, there has to be strong reasons to believe in South Africa. The role of Brand South Africa, therefore, is critical to positively shape and influence how the global world and potential investors think of South Africa in so far as investments are concerned.

One of the most important and strategic interventions is driven by His Excellency, President Cyril Ramaphosa, in advancing South Africa's growth and development, and international cooperation. This means that there will be a number of bilateral and multilateral engagements in the coming year, in which he will advance partnerships for growth and development in South Africa and for global solidarity, security, and inclusive prosperity. This poses an opportunity for Brand South Africa to play a proactive role in aligning its marketing, communication, and reputation management programme, to ensure that a maximum share of voice and share of country brand visibility is achieved.

One cannot ignore the massive opportunity of promoting regional trade across the continent, particularly given the latest developments in the implementation of the AfCFTA. I am proud to note that Brand South Africa has championed this African agenda with such commitment since 2021, when we hosted the Honourable Secretary General, Wamkele Mene, at the Nation Brand Forum. The 2022 Forum pushed the bar a notch higher, as we initiated a panel discussion focusing on AfCFTA, as well as hosting media from the continent and other African nation brands, such as Brand Namibia and Brand Botswana to name a few. This is evident of Brand South Africa's continued commitment of telling a compelling African growth story, and the focus on advancing the competitiveness agenda in the African continent. Going forward, our focus will be in showcasing the opportunities of trade across borders whilst showcasing the South African entrepreneurship landscape (youth and women) as we believe that, if this is done well, it will contribute towards a culture of a self-sufficient and self-sustaining economy.

It is often said that when you build a strong and a sustainable brand, you build it inside out. Equally important is the need for Brand South Africa to address the socio-economic challenges that continue to impact negatively on our country's image. Undoubtedly issues of crime, GBV, unemployment and inequality gaps, continue to impact on the morale fibre of society. It is for this reason that Brand South Africa will continue to promote active citizenship, Nation Brand pride, and advocacy through its programmes Play Your Part and Global South Africans. This APP provides a roadmap of the entity's contribution towards addressing the manner in which brand disablers are approached by relevant stakeholders in government, business, and civil society.

On behalf of the entire Brand South Africa team, I would like to acknowledge the role played by GCIS, which provides oversight in respect of Brand South Africa. With the support of the GCIS, Brand South Africa commit to continue to build a sustainable, trustworthy, quality, and innovative Nation Brand management agency for the country. Coordination and collaboration will remain as key themes at the core of how the organisation engages with all stakeholders. This will ensure that Brand South Africa remains as the worthy custodian of the Nation Brand.



Ms. Sithembile Ntombela

Acting Chief Executive Officer

OFFICIAL SIGN-OFF

It is hereby certified that this 2023/24 Annual Performance Plan:

- 1) Was developed by the management team of Brand South Africa, under the guidance of the Board of Trustees.
- 2) Takes into account all the relevant policies, legislation, and other mandates for which Brand South Africa is responsible.
- 3) Accurately reflects the outputs and targets which Brand South Africa will endeavour to achieve over the 2023/24 financial year.



Mr. Tebogo Gaokgorwe
Acting Director: Corporate Services

Date: 24 April 2023



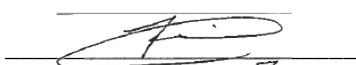
Ms. Mpumi Mabuza
Acting Chief Marketing Officer

Date: 24 April 2023



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

Date: 24 April 2023



Mr. Zolile Zibi
Acting Chief Financial Officer

24 April 2023

Date

APPROVED BY:



Ms. Sithembile Ntombela
Acting Chief Executive Officer

24 April 2023

Date



Ms Khumbudzo Ntshavheni, MP
Minister in the Presidency (Executive Authority)

28/April/2023

Date

ABBREVIATIONS AND ACRONYMS

ACEA	Acting Chief Executive Officer
AE(s)	Advanced Economy/ies
AfCFTA	African Continental Free Trade Agreement
APP	Annual Performance Plan
BEE	Black Economic Empowerment
B-BBEE	Broad-Based Black Economic Empowerment
Brand SA	The Brand South Africa Trust
BRICS	Brazil, Russia, India, China, and South Africa
COVID-19	Novel Coronavirus Disease 2019
DIRCO	The Department of International Relations and Cooperation
DOE	Department of Education
DOH	Department of Health
DRDLR	Department of Rural Development and Land Reform
DSAC	Department of Sport, Arts, and Culture
DTIC	Department of Trade, Industry and Competition
EMDE(s)	Emerging Market and Developing Economy/ies
ERP	Enterprise Resource Planning
ERRP	Economic Reconstruction and Recovery Plan
Exco	Executive Committee / Executive Council
GBV	Gender-based Violence
GBVF	Gender-based Violence and Femicide
GCIS	Government Communication and Information Services
GDP	Gross Domestic Product
GSA	Global South Africans
HFCE	Household Final Consumption Expenditure
IBSA	India, Brazil, South Africa Forum
ICT	Information and Communications Technology
IEC	Electoral Commission South Africa
IMC	Inter-ministerial Committee
IMF	International Monetary Fund
Inc.	Incorporated

IT	Information Technology
M&E	Monitoring and Evaluation
MTEF	Medium-Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEET	Not in Employment, Education or Training
NGO	Non-governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PFMA	Public Financial Management Act (No.1 of 1999, as amended)
PPP	Public Private Partnership
PYP	Play Your Part
QLFS	Quarterly Labour Force Survey
SADC	South African Development Community
SAGP	South African Global Perception
SANDF	South African National Defence Force
SAPS	South African Police Service
SARB	South African Reserve Bank
SARS	South African Revenue Services
SASSA	South African Social Security Agency
SAT	South African Tourism
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SOE	State-owned Company / Enterprise
SONA	State of the Nation Address
SSA	Sub-Saharan Africa
STEM	Science, Technology, Engineering, and Mathematics
TSA	Tourism South Africa
UK	United Kingdom
US/USA	United States of America

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PART A: OUR MANDATE

1. UPDATES TO LEGISLATIVE AND POLICY MANDATES

1.1. UPDATED LEGISLATIVE MANDATES

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

1) Constitutional mandate:

a) The provisions of the Constitution of the Republic of South Africa (No. 108 of 1996):

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

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

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

2) Legislation defining the Brand South Africa mandate:

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

The Trust Deed guides the organisation to achieve this through:

- i) Developing and articulating a South African Nation Brand identity that will advance South Africa’s long-term positive reputation and global competitiveness.
 - ii) Build individual and institutional Nation Brand alignment in South Africa to contribute towards pride and patriotism among South Africans.
 - iii) Seek to build awareness and the image of the brand in other countries.
 - iv) Seek the involvement and cooperation of various government departments, public entities, the private sector, the non-governmental sector, and civil society in achieving this object.
- b) The Public Finance Management Act (No. 1 of 1999, as amended) (PFMA), together with its regulations, lists Brand South Africa as a Schedule 3A National Public Entity, which is accountable to the Minister in The Presidency and to Parliament. All prescripts and regulations arising from the PFMA are applicable to its governance and operations.

- 3) Legislation informing the delivery of the core mandate:
 - a) Various legislation pertaining to the governance and control environment and institutional arrangements.
 - b) All national and provincial legislation and regulations, and all municipal bylaws, applicable to Brand South Africa functions or the areas in which it operates.

1.2. UPDATED POLICY MANDATES

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

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

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

There are no updates to the institutional policies and strategies presented in the 2020-2025 Strategic Plan, and updated in the post-COVID-19 Annual Performance Plan (July 2021) revision, which reflects the following:

2.1. POSITIONING OF BRAND SOUTH AFRICA INC.

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

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

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

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

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

2.2. THE NATION BRAND STRATEGY

The Trust Deed directs the mandate of Brand South Africa:

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

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

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

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



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

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

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

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

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

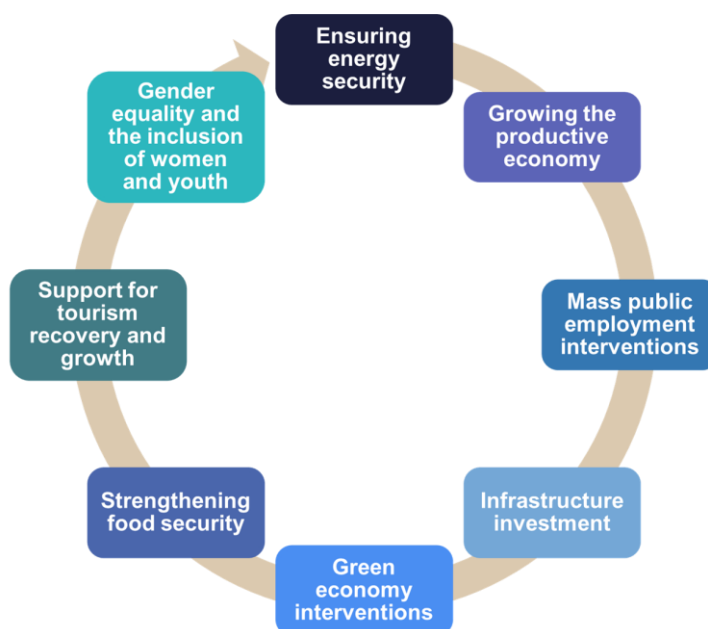
Notwithstanding the importance of positive stories to manage the country's reputation, a country also needs to analyse and understand the challenges to its reputation. From issues of gender-based violence, to perceptions of crime, corruption, and mismanagement, Brand South Africa must provide leadership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

The organisation's domestic programme remains imperative in addressing Nation Brand disablers such as crime, gender-based violence, racial tension, and hostility towards foreign nationals, poverty, inequality, and the high unemployment rate.

2.3. THE ECONOMIC RECONSTRUCTION AND RECOVERY PLAN, 2020

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

Figure 1: Economic Reconstruction and Recovery Plan, 2020



Source: Economic Reconstruction and Recovery Plan, 2020

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

- 1) Energy security,
- 2) Increase the industrial base for job creation,
- 3) Mass public employment programme,
- 4) Infrastructure development,
- 5) Macro-economic development,
- 6) Investing in the Green Economy,
- 7) Increasing food security, and

8) Reviving the tourism sector.

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

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

To achieve this, the following needs to be done:

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

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

3. UPDATES TO RELEVANT COURT RULINGS

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

PART B: OUR STRATEGIC FOCUS

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

Our Vision

A Nation Brand that inspires the people and is admired globally

Our 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, and pride and patriotism amongst South Africans.**

Our Values

Value	What It Means In Practice
Determination	<ul style="list-style-type: none"> ▪ We are hungry to succeed, regardless the challenges. We keep our eye on the objective; we stay focused and persevere. We remain driven and keep going at it. ▪ We always show a positive attitude and are motivated to achieve results. We work together as a team, we collaborate, and we communicate clearly. We always remember the goal because we have the same vision.
Integrity	<ul style="list-style-type: none"> ▪ We do the right thing regardless of whether it is popular or not. We mean what we say, and we do what we say. We consistently act with honesty, trustworthiness, and ethically. ▪ We consistently treat all people with respect and fulfil our promises and commitments to internal and external stakeholders. We are always honest, accountable, and truthful and we never accept bribes. We always stick to the rules.
Diversity	<ul style="list-style-type: none"> ▪ We are open minded about our differences. We always try to find a way of working with the differences. We are accommodating and tolerating of diversity. ▪ We appreciate diversity. We learn from each other's strengths and integrate it into Brand South Africa to create a harmonious unity. We accept and tolerate people from various cultures and demographics for who they are.

Our Values	
Innovation	<ul style="list-style-type: none"> ▪ We always find new ways of doing things, so that we can achieve better results. We stay ahead of the curve by being proactive and pre-emptive. ▪ We have a constant desire to improve. No idea is too big or impossible. We are willing to adapt and adopt new thinking and are proactively developing new ideas.
Cooperation	<ul style="list-style-type: none"> ▪ We collaborate efficiently and effectively with enough patience and understanding to achieve a common goal. We communicate clearly and adhere to set rules. ▪ We have a can-do and resilient attitude. We understand the task at hand and take responsibility and accountability for our actions.
Ubuntu	<ul style="list-style-type: none"> ▪ We show compassion, humanity, and humility. We are all in this together and we function as one. ▪ We are willing to reach out, uplift and show interest in our environment and country. We do this in a humble, motivating, warm and kind spirit.

1. UPDATED SITUATIONAL ANALYSIS

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

1.1. EXTERNAL ENVIRONMENT ANALYSIS

GLOBAL ECONOMIC OUTLOOK

After widespread COVID-19 lockdowns plunged the world economy into the deepest recession since the second World War, there was hope that 2022 would see a gradual but steady recovery. Unfortunately, this was not to be the case. On 24 February 2022, a long simmering conflict between the Russian Federation and Ukraine escalated into war, further destabilising an already fragile global economy as the two countries are important sources of agricultural and energy commodities.

China is the world's second largest economy and has a significant influence on overall global growth prospects. Instability in the Chinese property sector as well as ongoing 'zero Covid' lockdowns in large cities and significant production hubs in the country have adversely affected the country's growth as significantly impacted Global value chains.

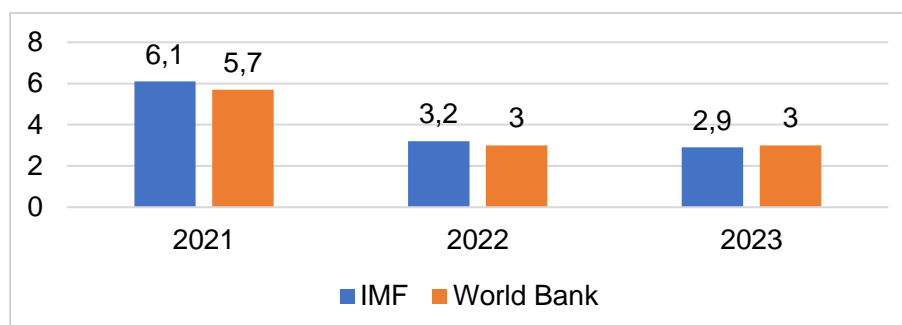
The world economy is facing what could be a lengthy period of *stagflation*, where inflation and unemployment are high, and growth is low. This presents a challenge for governments because interventions designed to curtail inflation may well exacerbate unemployment, and policies designed to lower unemployment may stoke inflation higher.

According to the World Bank, markets expect inflation to peak in mid-2022, but levels will remain high for some time to come, necessitating continued hikes in interest rates¹. Global growth has

¹ World Bank. 2022. *Global Economic Prospects, June 2022*. Washington, DC: World Bank. doi: 10.1596/978-1-4648-1843-1.

trended downwards since the beginning of 2022 and is expected to remain subdued for the remainder of the decade when compared to the 2010s. The IMF baseline forecast is for global growth to slow from 6.1% in 2021, to 3.2% in 2022, and 2.9% in 2023². The World Bank's forecasts follow a similar pattern, 5.7% in 2021 followed by 3% in both 2022 and 2023.

Figure 2: Global GDP projections from IMF and World Bank

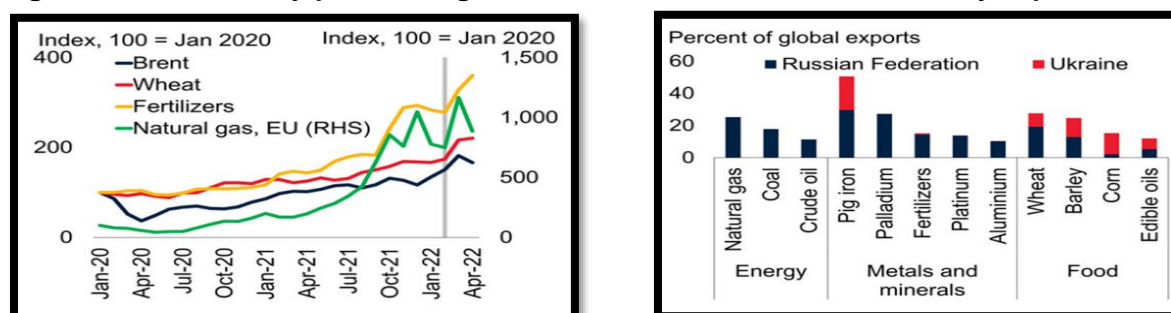


The IMF makes the point that inflation could be more difficult to bring down than anticipated and create tighter global financial conditions. Problems with the real estate sector and Covid outbreaks in China could further suppress growth in that crucial market, and 'geopolitical fragmentation could impede global trade and cooperation'³. Should these risks become reality global growth could drop as low as 2.6% and 2% in 2022 and 2023 respectively, some of the worst growth figures since the 1970s.

Key commodities exported by Russia and Ukraine, particularly energy and food, saw sharp and unexpected price increases that have since rippled through global value chains. The World Bank forecasts that energy prices will rise by 52% in 2022, forty-seven percentage points higher than previously projected.

Russia is the world's largest exporter of fertilizers, and as a result of new quotas and restrictions on exports, fertilizer prices are expected to increase by nearly 70% in 2022. Russia and Ukraine are key exporters of wheat, together accounting for about a quarter of global exports. Agricultural prices are forecast to rise 18% in 2022, again higher than previous projections, reflecting weaker grain production in Ukraine as well as much higher input costs, including for fuel, chemicals, and fertilizers⁴.

Figure 3: Commodity price changes, and Russia and Ukraine commodity exports



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² IMF World Economic Outlook, July 2022 Update

³ IMF World Economic Outlook, July 2022 Update

⁴ World Bank. 2022. Global Economic Prospects, June 2022. Washington, DC: World Bank. doi: 10.1596/978-1-4648-1843-1. License: Creative Commons Attribution CC BY 3.0 IGO.

Source: World Bank. 2022. *Global Economic Prospects*, June 2022

Metal prices made substantial gains in 2021, and prices continued to climb in 2022. Aluminium and nickel rose by around 30% as Russia is an important exporter. Metal prices are expected to rise 12% for the year. Most prices are expected to moderate in 2023⁵.

In advanced economies trade in services has largely returned to pre-pandemic levels, driven primarily by a rebound in non-tourism services. Tourism activity has begun to recover in AEs as well but remains generally subdued in EMDEs.

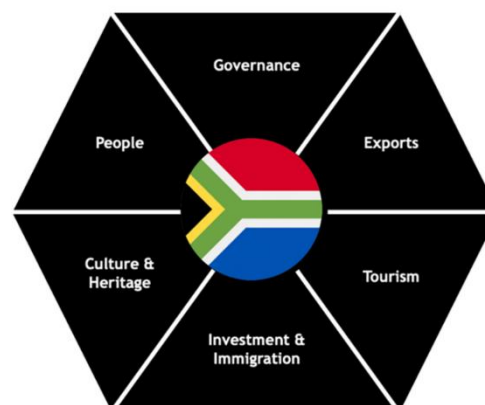
The recovery from the stagflation of the 1970s required steep increases in interest rates by major central banks to quell inflation, which triggered a global recession and a string of financial crises in EMDEs. If the current global economic pressures persist, it seems likely that emerging markets and developing economies may once again be in for a tumultuous time.

NATION BRAND PERFORMANCE

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

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

Brand South Africa currently follows various indicators that align to the key quadrants of the Nation Brand Hexagon.

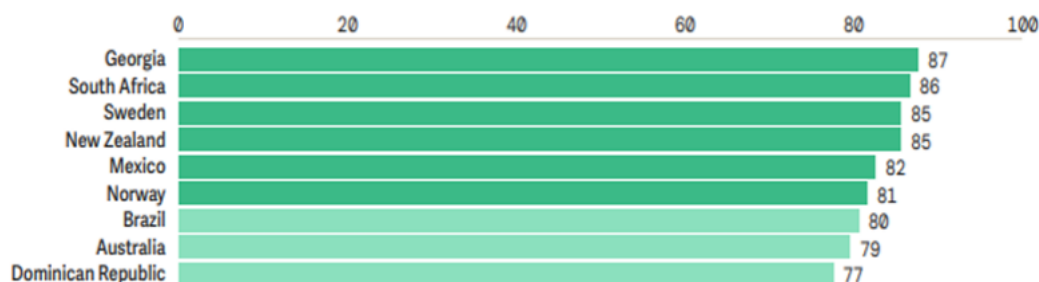


Governance

The Open Budget Survey ranks countries according to their level of accountability in national budget processes. It is the world's only comparative, independent, and regular assessment of transparency, oversight, and participation in national budgets in 120 countries. In the 2021 Open Budget Survey, South Africa came second in transparency globally, with Georgia overtaking both South Africa and New Zealand to claim the number one spot. In the 2020 Open Budget Survey,

⁵ World Bank. 2022. *Global Economic Prospects*, June 2022. Washington, DC: World Bank. doi: 10.1596/978-1-4648-1843-1. License: Creative Commons Attribution CC BY 3.0 IGO.

South Africa alongside New Zealand ranked number one. However due to the addition of five new countries, South Africa took an unsurprising slip into second place. Nonetheless, South Africa still maintains its reputation as a global leader since it continues to strengthen its commitment to a transparent budget system. The global transparency average is 45 out of 100, while South Africa scores the second best with 86 out of 100, a score which reflects South Africa's commitment to transparency.



Source: 2021 Open Budget Index – International Budget Partnership

In the 2022 World Press Freedom Index South Africa ranked 35 out of 180, indicating a decline in three places on the rankings from 32 in 2021. This decline can be attributed to the growing mistrust and perceived hostility between ruling political elites and the media. However, be that as it may South Africa still held one of the highest scores in the region, due to its consistent commitment to media freedom and high standard of investigative journalism.

The Ibrahim Index of African Governance (IIAG) is a tool that measures and monitors governance performance in African countries. The Mo Ibrahim Foundation defines governance as the provision of political, social, and economic public goods and services that every citizen has the right to expect from their government, and that a government has the responsibility to deliver to its citizens. In the 2020 Index, South Africa ranked 6 out of 54 countries, which places South Africa amongst the top ten within the context of governance in the region. Even though the report cites concerns about the country's governance journey, South Africa continues to remain committed to addressing its governance challenges through various reforms and legislative initiatives.

In the 2021, Corruption Perceptions Index South Africa's score has remained at 44 since 2019, ranking the country 70 out of 180 countries. The Judicial Commission of Inquiry into State Capture, Fraud and Corruption (otherwise referred to as the "Zondo Commission") is acknowledged as significant in tackling corruption in South Africa. The rank is likely to improve once the country is seen to prosecute those found to be involved in State Capture.

The World Justice Project (WJP) Rule of Law Index is a report prepared by the World Justice Project. The release of the 2021 Rule of Law Index makes it the latest report in an annual series measuring the rule of law based on the experiences and perceptions of the general public and in-country legal practitioners and experts worldwide.

As explained above, it is important to note that the Rule of Law Index presents a portrait of rule of law in countries and jurisdictions by providing scores and 3 rankings based on eight factors, which are: Constraints on Government Powers, Absence of Corruption, Open Government, Fundamental Rights, Order and Security, Regulatory Enforcement, Civil Justice, and Criminal Justice.

South Africa's adherence to the rule of law declined ever so slightly in the past year, but the country's ranking has remained unchanged from 2020. According to the Rule of Law Index released by the World Justice Project (WJP), South Africa is now ranked 52 out of 139 countries

surveyed. South Africa's adherence to the rule of law declined ever so slightly in the past year, but the country's ranking has remained unchanged from 2020.

In sub-Saharan Africa the country is ranked fifth out of 33 countries listed, and among upper-middle income countries, South Africa ranks eighth out of 40 peers. Ahead of South Africa in the region were Rwanda, Namibia, Mauritius, and Botswana. Although South Africa's democracy is more intact, its institutions more durable and its climate more transparent than most of its regional counterparts, its ranking has traditionally been dragged down by the lack of security.

People

The Human Development Index (HDI) measures each country's social and economic development by combining three basic dimensions of human development –education, health, and Gross National Income (GNI) per capita. South Africa has a score of 0.709 out of a possible 1. In nearly three decades, South Africa's HDI has been improving. Between 1990 and 2019, its HDI value increased from 0.627 to 0.709, a 13.1% improvement.

The Good Country Index is a developmental indicator that is generally compiled in relation to what a country is able to do for its own citizens, what standards do its domestic inhabitants live, the educational and employment opportunities afforded to citizens, and its size and strength. The Good Country Index (GCI) measures this differently, by ranking its contribution to the world. Compiled by Simon Anholt, the index is released yearly, and essentially aims to “measure what each country on earth contributes to the common good of humanity, and what it takes away, relative to its size. Anholt argues that this is significant, especially since issues such as climate change, transnational organized crime, and the spread of diseases are global, requiring cooperation and global solutions.

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.

The Gender Gap Report (GGR), published annually by the World Economic Forum seeks to assess the state of gender parity globally. It is seen as highly reputable, with little criticism of its objectives and methodology. Significantly the report seeks to understand gender gaps and limits itself from assessing issues around gender empowerment, and the levels of literacy and employment etc. Further, it is an outcome-based measurement and does not assess the levels, amount and intent of measures implemented.

The report has been published annually since 2006, with the 2022 version assessing 146 countries, excluding Russia. In addition, the 2022 report was conducted in partnership with LinkedIn, Coursera and the WTW, with these portals used to provide hard facts on gender participation, wages and studying and upskilling. South Africa has enacted and promulgated legislation and policies to ensure gender parity, including at a constitutional level. Further the promotion of equality and prevention of unfair discrimination act (2000), and employment equity act (1998 also sought to realise equality, allowing for preference to be provided to marginalised communities and groups, including women.

The country thus remained consistent in the 2022 report, scoring 0.782, up from 0.781 in the 2021

report. This was not enough to alter its position, with the country ranking 20th. At a sub-index level, the country saw an increase in its rank in relation to political empowerment (12th), up from 14th in 2021, and educational attainment, where it scored 0.998 (41st) when compared to its rank of 69 in 2021 (0.994). This does indicate a large success, with parity being achieved in educational attainment and opportunities. It scored 0.979 in the health care and survival index, the same as in 2021, yet enhanced its position to 32nd, while despite scoring less, 0.949 in 2022 when compared to 0.958 in 2021, it remained ranked 92nd in relation to gender parity in economic opportunities and participation.

The country's position amongst its main competitors has also largely remained unchanged. It is ranked above India, China, Brazil, Nigeria, and Egypt; however, it ranked behind Rwanda and Namibia continentally. Further, both Rwanda (0.811) and Namibia (0.807) enhanced their scores by a larger proportion when compared to South Africa and are thus ranked 6th and 8th.

Culture and Heritage

Culture and Heritage remains an important sense of pride, social cohesion and greatly influences South Africa's reputation. The Brand South Africa-Bloom Consulting Global Reputation Study consistently reported positive views in relation to the country's culture and heritage. 35% of surveyed individuals saw culture and heritage as a key influence in them wanting to visit the country; culture, people and history was scored at 3.52 in the study, above the 3.5 love-mark, with only sport, which itself forms part of our culture, ranked higher at 3.58. The country's history saw over 300 thousand searches in 2021, third only to South Africa's cricket team, which received around 880 thousand searches and football, which also received over 300 thousand searches. Further, 9% of respondents reported Mandela as the first word that came to mind when thinking about the country, second only to nature and wildlife, which scored 13%.

Domestically, the "Creative Economy" which stands at the intersection of creativity, commerce, and copyright, encompassing culture and heritage, contributes around 3 % to South Africa's Gross Domestic Product, more than even agriculture. The UN thus refers to this as the Creative and Cultural Economy (CCI), combining the creative part with the cultural economy, which includes aspects such as heritage spaces and museums as well. Significantly, the 2015 Labour Market Dynamics survey, instituted by Statistics South Africa, indicated that in South Africa, these sectors are responsible for around 7% of employment, 2.5% of which is directly related to the industry. In 2013/14 it contributed around 24 billion rand in taxes to the fiscus, and more significantly served to improve South Africa's brand and reputation.

Globally CCIs are responsible for around 3% of the world's GDP, employing over 30 million people, 1% of the world's working population according to the UN. Continentally and regionally, the picture has differed, with the African continent only receiving around 0.1% of the global revenue generated from CCI industries in 2014, 4.2 billion dollars out of the 250 billion generated that year. Further, while CCI related industries contribute around 10% of GDP in countries such as South Korea, continentally the figure stands at between 2 and 5%, despite the continent rich history and abundant talent. Further, continentally CCI related industries are believed to contribute more to the informal sector, since many are not institutionalised and accounted for; UNESCO's seminal 2015 report concluded that while formal employment related to the CCI stood at around 500 thousand jobs created, the number rose to 1.2 million when the informal sector was accounted for.

Investment and Immigration

The Index of Economic Freedom (IEF) is an annual report, published by the Washington based Heritage foundation, and is now in its 28th year since first being released. Key in the assumptions of the foundation is the notion that freer, more open markets lead to increased prosperity and higher standards of living. It is significant that the Heritage foundation is very ideologically leaning; while the report's scoring is relatively objective, the factors measured are clearly neoliberal in ideal. This generally sees countries such as China scoring lower, mainly as a result of their different methods of governance, even though at times freedoms in these countries have increased. It is noteworthy that the report does not steer away from this, regularly stating that the belief is that countries with open market policies perform better, a chicken and/or the egg argument. The report thus advocates fiscal responsibility and a reduction in spending as a means out of the Covid-19 crisis, despite the clear benefits provided by the various stimulus packages, which were instituted by most of the world during 2020 and 2021.

South Africa saw a decrease in its score by 3.5 points in the 2022 report, receiving 56.2, down from 59.7 the year prior. It was ranked 112 and scored as mostly unfree. The report pointed out fiscal health, judicial backlogs and government inefficiencies as the greatest factors weighing the country down, with South Africa scoring highly in relation to economic and trade freedoms. Government spending was scored at 68.1, however fiscal health fell to 8.1. Monetary freedom was scored the highest at 78.0, with Trade Freedom (international Trade) following at 72.2 and labour freedoms scored at 71.1. This indicates that the country is relatively free in real terms, that people are free to pursue what they want, and that the country globally is seen as having soft power and being willing to negotiate - South Africa maintains around 7 preferential trade Agreements.

The Inclusive Internet Index builds into South Africa's investment opportunities in the ICT sector. The 2022 Inclusive Internet Index (3i) is the sixth annual report developed by Economist Impact, commissioned by Meta. The report continues to provide a rigorous benchmark to measure, track and assess country-level progress towards creating an accessible, affordable, and relevant Internet that all citizens are ready to use. Reflecting on the 2021 index, it became evident that the COVID-19 pandemic compelled the world to make use of the Internet more than ever before. Therefore, the relationship people had with the Internet grew at a rapid pace, forcing governments and businesses to make amends towards ensuring that citizens have equal access to the Internet. 800 million people came online between 2019 and 2021.

South Africa ranks 49/100 countries in the 2022 3i. Considering that 20 countries have been cut out of the index this year, South Africa's score is relatively stable as it still remains in the top 50 compared to the 47/120 ranking in 2021. Moreover, the country still remains the highest ranking amongst the Sub-Saharan African countries.

The 2022 Global Innovation Index (GII) tracks the most recent global innovation trends against the background of an ongoing COVID-19 pandemic, slowing productivity growth and other evolving challenges. It reveals the most innovative economies in the world, ranking the innovation performance of around 132 economies while highlighting innovation strengths and weaknesses.

This edition's thematic focus on the future of innovation-driven growth provides a stance on whether stagnation and low productivity growth are here to stay, or whether we are about to enter a new era, where new innovation spurts - the Digital Age and the Deep Science Innovation waves - bring about an economic uplift. South Africa ranks 61/132 nations in the Global Innovation Index. The country's ranking highlights the country being in the top 50, being the second best in the African continent led by Mauritius ranking 45/132.

Tourism

Tourism in South Africa contributes vastly to the country's economy and is an important source of revenue. According to Statistics South Africa, the industry contributed around 3.7% to the country's GDP prior to the COVID-19 pandemic, a full percentage point higher than the 2018 figure¹. Further, it was responsible for around 4.7% of employment; the sector is larger than that of agriculture, gas, utilities, and even construction. Around 1 of every 21 people employed prior to COVID-19 came from the sector, with people employed in the hotel industry standing at over 330 thousand in 2019, a high point. This was despite the fact that at the time tourism had been on a decline, from around 25 million visits in 2005 to 12.5 million by 2019. The country's vast resources, stunning scenery, relatively cost-effective accommodation, and prominence saw it rank relatively high on tourism rankings and in relation to places promoted. The World Tourism Organisation ranked South Africa as third on the African continent in relation to the number of annual visitors. Further, The Tourism Sentiment Index's 2021 report placed 5 South African cities in the top hundred most loved cities list, Knisna (19), Stellenbosch (23), Hermanas (41), Cape Town (54), and Pretoria (73). In addition, Cape Town ranks 3rd in the greatest cities on earth study undertaken by the UK's Telegraph.

The Global Reputation Study looked specifically at tourism as one of the focus areas, which was viewed positively by the majority (74%) of potential tourists would visit South Africa, attracted by its Nature and wildlife (60%), climate (43%) and Culture and People (35%). The majority of the respondents that wouldn't visit South Africa are concerned with Unsafety and Crime (66%). Health risks and Covid-19 are less important factor, standing at around of 25% of negative responses. Here again familiarity plays a critical role, with those not familiar likely to rank/perceive the country as worse than competitors. Most would be tourists in relation to search come from the US and UK, with Saudi Arabia and India making the most rapid gains. Significantly in line with numbers, demand in relation to searches is on the increase, yet remains at pre-COVID levels with a 20 to 25% decrease in searches in the second half of 2021 when compared to pre-COVID levels.

The country scores a 4.3-5 on the scale of people who are familiar, indicating that would be tourists have a far more popular view of the country once experienced; significantly this is above the 4.0, Bloom Consulting's sweet spot.

Significantly 35% of surveyed individuals stated that their perceptions of the country had improved in 2021, with only 4% stating that it had worsened. The Dubai expo played a large role in influencing this.

Exports

In the 2022 Soft Power Index, South Africa scored 37 out of 60 nations, earning it the leading Soft Power nation in Africa. This is significant global leverage that the Nation Brand can lean on to position itself in an increasingly unpredictable global multilateral- and trading system (due to both human policy and non-human/natural factors). South Africa improved by three places, moving up to 34th in 2022 from 37th in 2021. The country saw an increase of 3.1 in its score, now obtaining a score of 40.2 out of a 100. It saw enhancements in most of the indices measured, including business and trade, wherein it scored 4.0, up from 3.4 in 2021. This was the fourth highest rank globally from all the 120 countries assessed.


The 2021 Brand Finance Nation Brands Report is the 17th iteration of the study. The report was released in October 2021 – providing detailed information for the most valuable and strongest nation brands. Findings in 2021 the report indicate that nation brands across the globe are slowly recovering from the COVID-19 pandemic, with the total nation brand value in the top 100 growing by 7% year on year. However, there is no movement in the top 10 brand value ranking this year,

with the United States and China still leading all the countries.

Additionally, the brand strength of the top 10 economies has seen a number of changes as perceptions of how nations handled the COVID-19 pandemic affected this year's rankings. For example: Switzerland's nation brand strength comes out on top while the world's largest economies fell down the scoreboard. The 2021 Brand Finance Nation Brands Index indicates that South Africa ranks 50/100 nations, declining with 3 points compared to the 47th ranking in 2020. However, despite the economic challenges posed by the COVID-19 pandemic, the country recorded an 8% rise in brand value to US\$175 billion to maintain its position in the top 50 most valuable nation brands. With the African continent being perceived an area that still has a long way to witness significant developments, South Africa remains the gateway to the continent as it is the most industrialized nation within Africa –Johannesburg being the economic hub.

UPDATED PESTLE ANALYSIS

P	Political	<ul style="list-style-type: none"> ▪ Growing tensions between the world's most powerful players threaten to disrupt the decades old economic and political status quo and reshape global cooperation and trade patterns. ▪ The July 2021 riots raised questions about the South African government's ability to enforce the law, protect property, and maintain public order. ▪ Policy uncertainty, lack of clarity on economic recovery plans, and looming inefficiencies in decision-making driven by coalition management of municipalities is further eroding the credibility of public institutions. ▪ The government will come under increasing pressure to curb spending and increase revenue as the tax base comes under pressure due to low growth, and taxpayers feel the pain of high inflation. ▪ Food inflation will affect the poor and unemployed dramatically, potentially sparking more widespread unrest than seen in July 2021. A cash strapped government will be unable to offer much in the way of relief.
E	Economic	<ul style="list-style-type: none"> ▪ Having just begun to emerge from the massive disruption and economic losses caused by COVID-19 mitigation efforts, the global economy is again on shaky ground as long-standing geopolitical tensions boiled over into war in Ukraine. ▪ Global growth estimates have been revised downwards and are likely to contract further as high inflation persists for longer than forecast, creating concerns that constricting global growth will develop into a global recession. ▪ Tightening monetary policy and rising interest rates in advanced economies will make debt more expensive for emerging markets and create downward pressure on their currencies. ▪ Global supply chains are likely to see more regular disruptions due to an increasingly fractious geopolitical environment and bottlenecks in the system. Trade patterns are being rethought as fragilities and inefficiencies are exposed. ▪ South Africa needs to be cautious of an overreliance on buoyant commodity prices and focus on building a diverse and robust local economy poised to take advantage of recovery opportunities. ▪ Agriculture contributes around 2.5% of total GDP and employs around 5% of the workforce, so may be a sector with room to expand. The sector also provides some opportunity for less highly skilled jobseekers. ▪ In South Africa business and investor sentiment was dealt a serious blow by the July 2021 unrest events in KwaZulu-Natal and Gauteng.
S	Social	<ul style="list-style-type: none"> ▪ Widespread poverty, fuelled by mass unemployment, is an urgent challenge. Structural and socio-economic inequality was deepened by the pandemic, and gaps continue to widen as unemployment rises, especially among the youth. ▪ Socio-economic challenges are exacerbated by the underperformance of the education system, with low pass rates generally, and specifically poor results in science, technology, engineering, and mathematics (STEM). As STEM subjects are key to employability in technical and professional occupations, the education system is not delivering the skills youth need to thrive in the current and future economy. Early childhood development is critical to successful outcomes later in the educational process.

E	Environmental	<ul style="list-style-type: none"> Fixed investment in infrastructure and the Green Economy (including renewable energy and climate friendly industrial processes) is expected to accelerate, supporting the emergence of 'green' industries and occupations. 	
		<p>A: Annual Performance Plan 2023/24</p> <ul style="list-style-type: none"> South Africa is the largest greenhouse gas (GHG) emitter in Africa, and the largest globally. The country has committed to ambitious climate change targets in line with the National Development Plan and net zero emissions by 2050 commitments. Developed nations are in talks with the South African government regarding loans and funding for the transition away from coal to green energies. 	
L	Legal/ Regulatory	<ul style="list-style-type: none"> A factor perennially accused of suppression of investment and economic growth is overly rigid labour regulation. Wage bargaining is conducted at a relatively high level and negotiated terms are automatically extended to smaller firms, negatively affecting the development of small business, and hindering employment of youth. 	
T	Technological	<ul style="list-style-type: none"> In a report compiled by the World Economic Forum "<i>Social cohesion erosion</i>" was considered a short-term threat in 31 countries, including Argentina, France, Germany, Mexico, and South Africa. 	
		<ul style="list-style-type: none"> Rapid technological change has produced a handful of giant corporations that dominate global internet infrastructure, operating systems, and key platforms and access portals. At the same time, the advent of the World Wide Web has dramatically improved free access to information, and created unprecedented opportunity for small, independent start-ups of all types: online, offline, and everywhere in between. Digitalisation and automation of administrative, organisational, and management processes may facilitate greater efficiencies. In many industries technology has lowered barriers to entry, provided affordable business administration and support tools, and supplied access to global markets. Access to technology in South Africa mirrors the patterns of general inequality in the country. Whilst most of the country is covered by cellular networks 2, 3 and 4G, the price of data remains prohibitively high, and speeds are not always adequate. Reliable, high-speed, cost-effective internet access through fibre and 5G remain the dominion of the privileged. The downside to reliance on technology is its fragility and susceptibility to attack and disruption. Technology does not work without electricity, and most transactions conducted today are completely reliant on technological systems to complete them. Increasingly sophisticated automation and robotics threaten jobs across all sectors of the economy. 	

The external environment analysis above provides context to the next section, which reflects on the Brand South Africa internal environment, together informing the 2023/23 Annual Performance Plan.

1.2. INTERNAL ENVIRONMENT ANALYSIS

REFLECTION ON BRAND SOUTH AFRICA AND ITS INITIATIVES

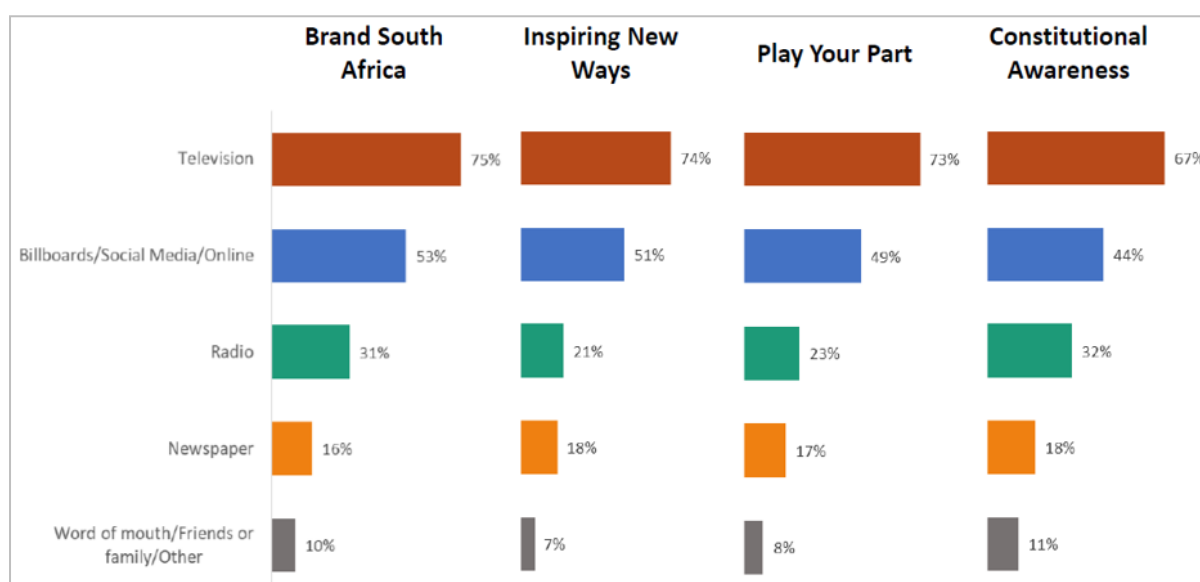
Awareness of Brand South Africa has declined over the past three years, from 49% in 2019 to 38% in 2021. The South African logo and slogan “*Inspiring New Ways*” has suffered a similar fate, falling from 61% awareness in 2019 to 55% in 2021. “*Play Your Part*”, the country’s flagship active citizenship initiative, also lost ground, albeit marginally. The “Constitutional Awareness Campaign” was not as active in 2021, and so the drop off in awareness was to be expected.

Figure 4: Public awareness of Brand South Africa and its initiatives over the past three years



Source: Brand South Africa Strategic Planning, Environmental Overview, August 2022

Across all four campaigns, television remains the most effective channel of communication. Social media combined with online is more effective than radio, although radio is difficult to measure as there are many stations with varying audience sizes and orientations. Outdoor billboards have not been found to be particularly effective. The best approach is likely a multi-stream campaign where several platforms are engaged.

Figure 5: Performance of media platforms by campaign

Source: Brand South Africa Strategic Planning, Environmental Overview, August 2022

REFLECTION ON BRAND SOUTH AFRICA PERFORMANCE

Brand South Africa received an unqualified audit opinion with other matters from the Auditor-General for the 2021/2022 financial year. Brand South Africa implements the annual audit action plan to ensure the entity improves its audit opinion to an unqualified audit with no other matters.

Per outcome defined in the approved Strategic Plan 2020-2025, performance to date is assessed as follows:

Outcome: Increased attractiveness thereby competitiveness of the Nation Brand (Promote and enhance the international reputation and brand of South Africa in order to attract investment)

Outcome	Outcome Indicator	Baseline (2019/20)	Five-year Target (To March 2025)	Progress to Date in 2022
Increased attractiveness and thereby competitiveness of the Nation Brand	Percentage understanding of the Nation Brand	37%	67%	<ul style="list-style-type: none"> Global reputation study was launched in June 2022 65% overall positive reputation, resulting in the five-year target being exceeded

WHAT IS WORKING WELL? Successes and/or strengths in delivering towards the Outcome...	WHAT IS NOT WORKING WELL? Challenges and/or weaknesses in delivering towards the Outcome...
<ul style="list-style-type: none"> ✓ Packaging and internal alignment on a strong and diverse Nation Brand story, and Brand South Africa's focus on the ERRP and investment drive. ✓ Coordination, collaboration, and co-creation of marketing and communication activities on strategic international/global platforms owned by stakeholders (e.g., within government departments), as well as leading the digital strategies for Team South Africa. ✓ Strategic media partnerships. ✓ Research that is uniquely linked to the Nation Brand story (domestic, reputation and competitiveness) and positioning of the agency as a knowledge base/hub for country insights. 	<ul style="list-style-type: none"> ✗ Dependency on external stakeholders who own the platform and indices. ✗ Need to get more effective on digital platforms. ✗ Focus on the continent can be improved. ✗ Inconsistent directives by the executive authority on split between international and domestic focus. ✗ Relook the framing in target-setting to focus less on the number and more on the outcome.

New and Emerging Environmental Issues and Trends	
Threat	How might it be mitigated?
<ul style="list-style-type: none"> ▪ Safety, crime, and public governance have a negative impact on the performance of the Nation Brand. ▪ Perceived instability of SOEs. 	<ul style="list-style-type: none"> ▪ Leverage rule of law insights: Countries, such as the United Kingdom, appreciate the transparency and measures put in place to manage co-production BUT: <ul style="list-style-type: none"> – Engage the security cluster on interventions and coordination of messaging to use for Brand South Africa work.
<ul style="list-style-type: none"> ▪ Focus on the internal dynamics within the ruling party as it heads towards elections. 	<ul style="list-style-type: none"> ▪ Engage audiences on constitutional democracy.
<ul style="list-style-type: none"> ▪ South Africa's position on Ukraine/Russia conflict (impact on soft power and brand identity). 	<ul style="list-style-type: none"> ▪ Coherent messaging is needed. ▪ Increase country's share of voice
<ul style="list-style-type: none"> ▪ Socio-economic issues (energy crisis, GBV, unemployment, corruption, undocumented foreign nationals, service delivery protests, etc.). 	<ul style="list-style-type: none"> ▪ Access to content and information on progress on plans put in place to address. ▪ Package the information in a palatable manner for audience.

New and Emerging Environmental Issues and Trends	
<ul style="list-style-type: none"> Climate change, social and environmental sustainability are common themes that are affecting nation brands globally. 	<ul style="list-style-type: none"> Coherent messaging is needed. Encourage citizens to be more aware and promote eco-friendly activities and interventions. Focus marketing interventions to support a story of investing in South Africa.
<ul style="list-style-type: none"> Fuel shortage and global supply chain challenges, including adverse impact on the tourism a factor. 	<ul style="list-style-type: none"> Regular scanning of the environment and crafting of relevant response.
<ul style="list-style-type: none"> Proposed reconfiguration effects on the national priorities linked to the strategy, impact statements, and some outcomes. 	<ul style="list-style-type: none"> Seek a permanent solution to instability.

Outcome: Aligned Nation Brand execution and experience domestically and internationally

Outcome	Outcome Indicator	Baseline (2019/20)	Five-year Target (To March 2025)	Progress to Date in 2022
Aligned Nation Brand execution and experience domestically and internationally	Count of number of registrations for toolkit to improve consistency in Nation Brand messaging by different stakeholders	500	8 500	<ul style="list-style-type: none"> 7500 (from 1 April 2019 to date)

WHAT IS WORKING WELL? Successes and/or strengths in delivering towards the Outcome...	WHAT IS NOT WORKING WELL? Challenges and/or weaknesses in delivering towards the Outcome...
<ul style="list-style-type: none"> ✓ Presidency, the DTIC, National Treasury, and business are allowing Brand South Africa to lead with Nation Brand strategy implementation at strategic platforms. ✓ Buy-in and collaboration with embassies and missions. ✓ Training provided to heads of missions. ✓ Good relations with foreign chambers in South Africa. 	<ul style="list-style-type: none"> ✗ Lack of a clear value proposition for South Africa that will resonate with all stakeholders. ✗ Lack of Brand South Africa access and presence at key strategic planning meetings that pertain to the country. ✗ Lack of permanent leadership creates a sense of organisational instability and is also impacting on the credibility and stakeholder buy-in.

WHAT IS WORKING WELL? Successes and/or strengths in delivering towards the Outcome...	WHAT IS NOT WORKING WELL? Challenges and/or weaknesses in delivering towards the Outcome...
✓ International stakeholders (business, civil society, government) have been reached through the country offices.	✗ Opportunity to target more business associations and formations.

New and Emerging Environmental Issues and Trends	
Threat	How might it be mitigated?
<ul style="list-style-type: none"> Socio-economic issues (energy crisis, GBV, corruption, undocumented foreign nationals, perceptions of xenophobia, service delivery protests, etc.) 	<ul style="list-style-type: none"> Access to content and information on progress on plans put in place to address issues. Package the information in a palatable manner for audience.
<ul style="list-style-type: none"> Youth unemployment (South Africans are left hopeless due to apparent lack of sustainable job creation mechanisms). 	<ul style="list-style-type: none"> Promote a culture of entrepreneurship for sustainable economic recovery and growth.
<ul style="list-style-type: none"> Lack of trust in government, media, and law enforcement. 	<ul style="list-style-type: none"> Interface with stakeholders to source relevant messaging that can assist with addressing issues of mistrust.
<ul style="list-style-type: none"> China, UK, US, and global markets: <ul style="list-style-type: none"> Lack of confidence in South African government to address socio-economic issues (lack of clarity on South African foreign policy strategy towards the US). Lack of visible reforms on corruption in South Africa (UK business). VISA challenges. 'Xenophobia' reports still an issue. Some markets see South Africa as a critical partner in fostering intercontinental trade and in the implementation of the AfCFTA. The strength and potential expansion of BRICS could present opportunities for growth within the member countries. UK still buying South Africa bonds (positive). 	<ul style="list-style-type: none"> Leverage high-level visiting government delegation to convene GSAs networking/briefing sessions. Partner with DIRCO to articulate South African position through media platforms. AfCFTA and continental focused marketing and communications strategies/campaigns should be developed and implemented. Continue showcasing South African content as a mechanism to promote the country and to position the country positively.

Outcome: Increased Nation Brand advocacy and active citizenship

Outcome	Outcome Indicator	Baseline (2019/20)	Five-year Target (To March 2025)	Progress to Date in 2022
Increased Nation Brand advocacy and active citizenship	1. Percentage levels of awareness of the Play Your Part Programme	40%	46%	<ul style="list-style-type: none"> 2021 data from Domestic Perceptions Study reflects the current score to be 43%, indicating a 1% decline from the previous year
	2. Measurement of Active Citizenship Index	60.6%	65%	<ul style="list-style-type: none"> The 2021 score was 58.8% This score decreased due to the social nature of active citizenship and given the restrictions related to COVID, South Africans were thus less likely to be as active pre-COVID
	3. Number of Global South Africans (GSA) subscribed to the GSA Web-based Networking Platform per annum.	New indicator	2000	<ul style="list-style-type: none"> 1,400 attendees reached with on-the-ground activations and over 2,000,000 through digital and social media platforms.

WHAT IS WORKING WELL? Successes and/or strengths in delivering towards the Outcome...	WHAT IS NOT WORKING WELL? Challenges and/or weaknesses in delivering towards the Outcome...
<ul style="list-style-type: none"> ✓ Well-entrenched programmes that promote Nation Brand advocacy (Global South Africans and Play Your Part Ambassador Programme). ✓ Buy-in of Play Your Part across different stakeholders (business and government) in message alignment, e.g., Nedbank, Home Affairs, and Department of Health – promoting active citizenship. 	<ul style="list-style-type: none"> ✗ Stakeholders imposing own targets on Brand South Africa without financial and resources commitment. ✗ Not agile to respond to issues impacting on this outcome due to unaffordability of tools (rapid response tool). ✗ Inconsistent directives on split between international and domestic focus.

WHAT IS WORKING WELL? Successes and/or strengths in delivering towards the Outcome...	WHAT IS NOT WORKING WELL? Challenges and/or weaknesses in delivering towards the Outcome...
<ul style="list-style-type: none"> ✓ Global South Africans Programme resonates well with the international markets. ✓ Provide strategic insights at key MTSF delivery platforms (Priority 6). ✓ Increased digital visibility of GSA Programme has resulted in increased reach and participation. 	

New and Emerging Environmental Issues and Trends	
Threat	How might it be mitigated?
<ul style="list-style-type: none"> ▪ Socio-economic issues (energy crisis, GBV, corruption, undocumented foreign nationals, perceptions of xenophobia, service delivery protests, etc.) 	<ul style="list-style-type: none"> ▪ Access to content and information on progress on plans put in place to address issues. ▪ Package the information in a palatable manner for audience.
<ul style="list-style-type: none"> ▪ Youth unemployment (South Africans are left hopeless due to apparent lack of sustainable job creation mechanisms). 	<ul style="list-style-type: none"> ▪ Profile South Africa as an attractive investment destination
<ul style="list-style-type: none"> ▪ Factional politics. 	<ul style="list-style-type: none"> ▪ Observe.
<ul style="list-style-type: none"> ▪ Lack of trust in government, media, and law enforcement. 	<ul style="list-style-type: none"> ▪ Interface with stakeholders to source relevant messaging that can assist with addressing issues of mistrust.

Outcome: Improved reputation of Brand South Africa as an entity

Outcome	Outcome Indicator	Baseline (2019/20)	Five-year Target (To March 2025)	Progress to Date in 2022
Improved reputation of Brand South Africa as an entity	Positive perception of Brand South Africa as an entity, internally and externally according to the stakeholder perception survey	49%	60%	<ul style="list-style-type: none"> ▪ 38% in 2021

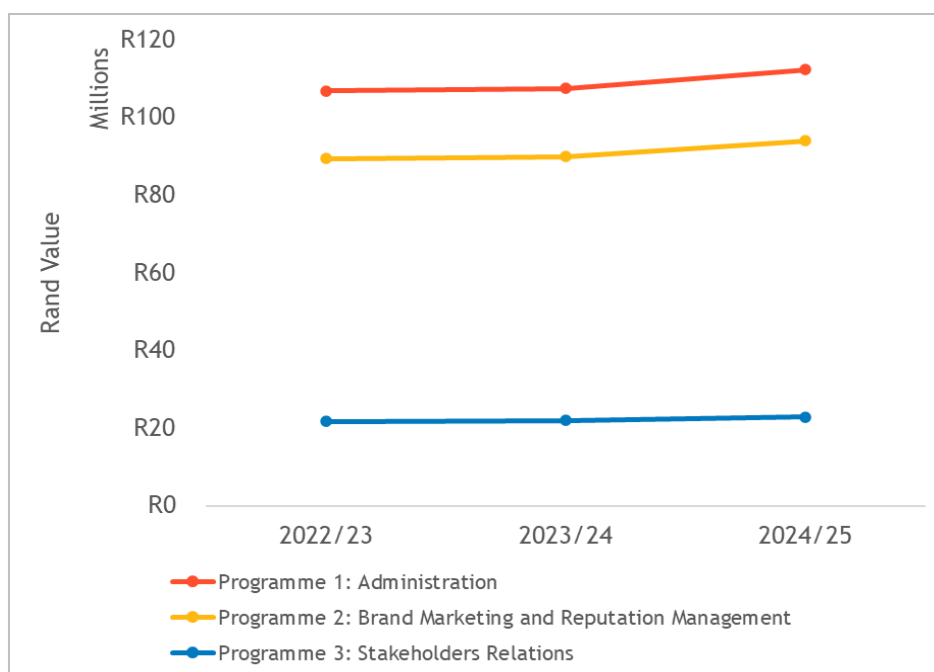
WHAT IS WORKING WELL? Successes and/or strengths in delivering towards the Outcome...	WHAT IS NOT WORKING WELL? Challenges and/or weaknesses in delivering towards the Outcome...
<ul style="list-style-type: none"> ✓ Nation-brand knowledge and expertise. ✓ The entity is a go to agency for continental peers on nation branding issues. ✓ Access to influencers and opinion makers/leaders in government, business, and civil society. ✓ Greater flexibility within Brand South Africa, e.g., ICT has enabled us to work remotely with no limitations. ✓ The leadership from ACEO. ✓ Commitment and dedication of staff towards their responsibilities. ✓ Active staff participation (internal ambassadors - Play Your Part Day). ✓ Staff development and training. ✓ Governance structures (Board and subcommittees). 	<ul style="list-style-type: none"> ✗ Limited budget. ✗ Vacancy rates (capacity constraints) resulting in: <ul style="list-style-type: none"> ○ Inability to carry out sufficient Internal governance processes. ○ Staff burnout (although work from home mitigates the burnout due to less travel). ✗ Lack of promotions within Brand South Africa. ✗ Uncertainties with the merger. ✗ Interdepartmental collaboration and communication. ✗ Dealing with root causes of the audit findings.

New and Emerging Environmental Issues and Trends	
Threat	How might it be mitigated?
<ul style="list-style-type: none"> ▪ Continued budget cuts and yet the mandate and expectations continue to grow. 	<ul style="list-style-type: none"> ▪ The organisation must aggressively articulate, highlight, and bring to life its value proposition. ▪ Fiscal and budget constraints must be managed - 'do more with less'. ▪ Efficiencies and economies of scale must be identified.
<ul style="list-style-type: none"> ▪ Pending merger between Brand South Africa and SA Tourism may disrupt and destroy what has been built over twenty years. 	<ul style="list-style-type: none"> ▪ The entity is unable to plan around the issue of the pending merger - awaiting information from the Acting Minister and the Director-General of GCIS to provide further information of the process. ▪ The foundation of the new agency post-reconfiguration must be clarified (does it remain a trust, reporting lines?). If we are to be an employer of choice, the value proposition must stem from knowing our standpoint.

REFLECTION ON BRAND SOUTH AFRICA FUNDING AND RESOURCE ALLOCATION

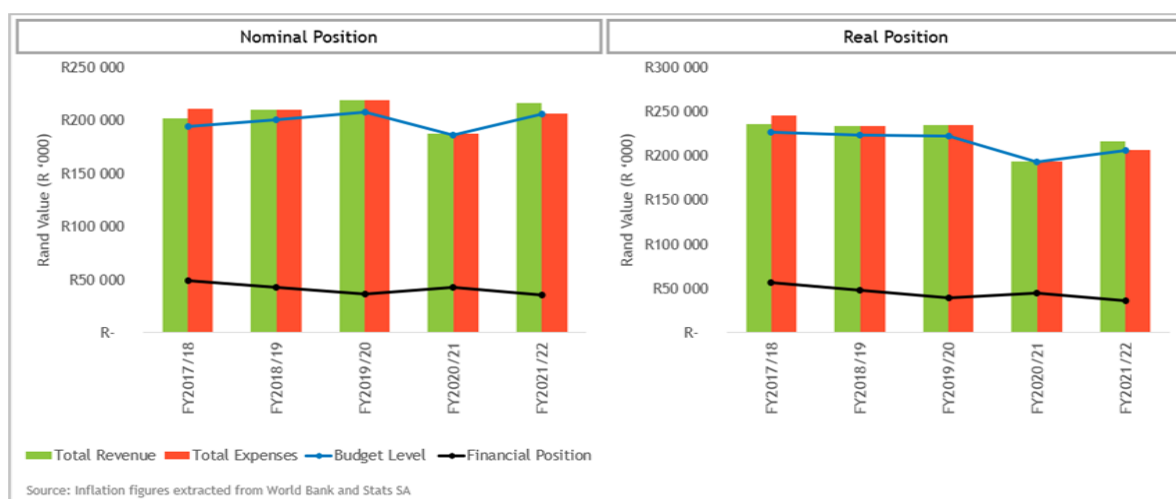
The figure below displays the budget analysis per programme over a three-year period from 2022/23 to 2024/25. The accumulated budget amounts to R218,122,000 for 2022/23, R219,526,000 for 2023/24, and R229,385,000 for 2024/25.

Figure 6: Budget allocation per programme



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

Figure 7: Financial performance, 2017/18 to 2021/22



REFLECTION ON BRAND SOUTH AFRICA CAPACITY AND CAPABILITY

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

Human Capital Management

Brand South Africa has prioritised the empowerment of women and the youth through targeted developmental opportunities. Vacant posts are advertised on the website of the Disabled People's Association of South Africa to increase the possibility of recruiting disabled persons.

A Talent Engagement Survey was conducted in 2021/222, and the results were implemented in the 2022/23 financial year. Issues being addressed include capacity constraints, work overload that results in employees working longer hours which causes burn out, staff engagement, and internal communication on the moratorium which impacts staff morale and employee wellbeing. The next Talent Engagement Survey will be run in the 2025/26 financial year to assess the effectiveness of the initiatives implemented.

The vacancy rate for Brand South Africa is currently 28%, which is above the organisational target of less than 10% vacancy rate in the approved structure. This is due to a moratorium imposed on the filling of permanent positions in the organisation in October 2020 due to the expected reconfiguration. The moratorium was later partially lifted, allowing the organisation to fill critical positions for a period of 24 months. The results of the uncertainty have been:

- 1) High turnover of staff.
- 2) Inability to review the organisational structure.
- 3) A negative impact on employee morale and wellbeing.

Processes and Technology

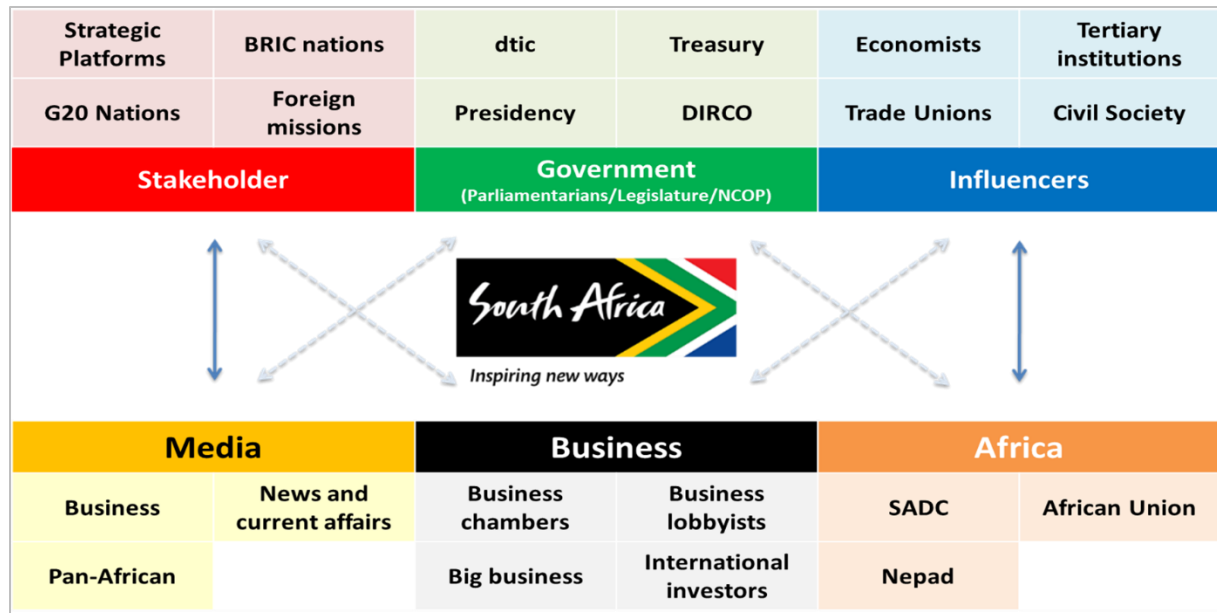
Brand South Africa aims to improve upon their governance with robust and effective processes. In line with this goal and in response to COVID-19, the organisation has embarked on a process of digitisation, with the majority of the organisation's internal processes being automated. This not only results in cost savings but helps Brand South Africa to be more easily audited. Difficulties opening business accounts and business registrations in overseas operations are issues that still need to be resolved.

The impact of COVID-19 resulted in a new work dynamic, which was implemented as per the reviewed IT Strategy. IT support has been upgraded to ensure business recovery and restoration of systems should they fail, as well as to manage planned and unplanned maintenance on IT systems. The organisation has successfully upgraded its Enterprise Resource Planning (ERP) to a cloud solution. The cloud service means the ERP is available to employees over secured channels, wherever they may find themselves.

REFLECTION ON BRAND SOUTH AFRICA STAKEHOLDER MANAGEMENT

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

Figure 8: Audience and Stakeholder Map



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

Audience and stakeholder engagement guide

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

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

1.3. KEY FOCUS AREAS AND PRIORITIES INFORMING 2023/24 AND MTEF PLANNING

The 2023/24 Annual Performance Plan is for year four of the five-year Strategic Plan and builds on both the achievements and challenges experienced in the prior years.

Brand South Africa activities will focus on showcasing investment opportunities, available in priority sectors, for investors seeking to make a profitable expansion into South Africa. The Annual performance plan is designed to build and protect Nation Brand reputation by implementing targeted Marketing and Communication programmes that will contribute to influencing and improving perceptions about South Africa.

This will be done through:

- Targeted international marketing campaigns;
- Strategic international media partnerships;
- International and domestic PR programme;
- Promotion of TEAM SA in key strategic engagements (international investment platforms); and
- Collaborating with private sector and government stakeholders in their sector specific conferences or platforms

a) International marketing

The organisation will prioritise the international positioning of the Nation Brand for the 2023/24 financial year. The International marketing activities to be implemented will be informed by insights to ensure relevant audience targeting for maximum impact. The primary focus will be South Africa's key markets including BRIC countries, USA, Germany, France, UK, the African continent and other relevant emerging markets.

b) Strategic partnerships

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

c) Communications interventions

To elevate the stature of the Nation Brand whilst protecting its reputation, an integrated marketing, communications and reputation programme will be implemented through impactful and influential media partnerships. Our messaging will be customised per market and reinforced by research that shows our audiences positive views of the Nation Brand. Proactive and reactive communication interventions will be implemented that will ensure that the organisation is responsive to issues in the environment at all times.

Derived from the external and internal environment analysis above, the following focus areas and priorities have informed this 2023/24 Annual Performance Plan:

Focus Area	Priorities for 2023/24 Planning Cycle	Priorities for MTEF (Out to 2025/26)
Addressing Nation Brand disablers as per the global reputation study	<ul style="list-style-type: none"> Use research insights to engage policymakers, stakeholders that have a role to play in managing negative narratives. Partner with GCIS and relevant strategic stakeholders to address Nation Brand disablers. Influence perceptions and sentiments through content. 	<ul style="list-style-type: none"> Brand South Africa to play a key coordination role in addressing Nation Brand disablers from a reputation management point of view.
Amplify country investment promotion strategy	<ul style="list-style-type: none"> Understand priority sectors and markets. Use endorsement approach and case studies to win investor confidence. Package/ articulate national priorities in an easy-to-understand manner. Identify and partner with relevant third parties for our messages and activities, including academia (institution and talent). 	<ul style="list-style-type: none"> Align strategy to the Seventh Administration priorities. Continue to promote South Africa as an investment destination of choice. Improve investor perceptions. Implement collaborations with academia.
Amplify and strengthen South Africa's role in the region and continent	<ul style="list-style-type: none"> Draw insights on continental perceptions. Showcase and amplify opportunities arising from AfCFTA through collaboration. Identify and partner with relevant media platforms and stakeholders. Collaboration with Nation Brand peers in the promotion of AfCFTA. 	<ul style="list-style-type: none"> Measure impact of collaborations in promoting AfCFTA Increase share of voice on continental media platforms. Assess continental perceptions to inform strategic reputation management interventions.

Focus Area	Priorities for 2023/24 Planning Cycle	Priorities for MTEF (Out to 2025/26)
Strengthening the relationship with the flag carriers	Identify South African global icons and global South African Brands and partner with them to reinforce South Africa as the 'country of origin' of key brands/influencers.	
Adopting a Team South Africa approach	Encourage Team South Africa approach in the management of strategic platforms.	
Grow the footprint of the Play Your Part Programme	Continue to promote Nation Brand advocacy, and the national priorities through the Play Your Part Programme.	Grow the programme and extend it to GSAs.
	Use domestic perceptions insights to inform participation in the Play Your Part Programme.	
Promoting constitutional values	Contribute to Priority 6 through the constitutional awareness campaigns and activations aimed at promoting constitutional values.	
Enhance the Global South Africans Programme	GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets.	Develop and manage a database of GSAs across the globe. Implement initiatives that will allow GSAs to contribute to the country's growth story.

PART C: MEASURING OUR PERFORMANCE

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

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

Contributing towards the achievement of the impact, the Brand South Africa outcomes reflected in the 2020-2025 Strategic Plan are unpacked into the Annual Performance Plan for 2023/24.

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

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

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

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

1.1. PROGRAMME 1: ADMINISTRATION

1.1.1. PROGRAMME 1: PURPOSE

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

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

Outcome 1: Improved reputation of Brand South Africa as an entity.

The 2023/24 performance plan of Programme 1 is reflected in the log frame tables below:

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

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
1. Improved Reputation of Brand South Africa as an entity	1.1. Unqualified audit outcome obtained	1.1.1. Unqualified audit outcome	Unqualified audit opinion on financial information	An unqualified audit opinion in financial statements and other matters	An unqualified audit outcome	An unqualified audit outcome	An unqualified audit outcome	An unqualified audit outcome	An unqualified audit outcome
	1.2. Payments made to suppliers within 30 days	1.2.1. Percentage of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	New indicator	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% payments made on valid supplier invoices within 30 days from the date of receipt of an invoice
	1.3. B-BBEE scorecard rating	1.3.1. B-BBEE scorecard rating level	New indicator	New indicator	New indicator	Level 6 B-BBEE scorecard rating level	Level 5 B-BBEE scorecard rating level	Level 4 B-BBEE scorecard rating level	Level 4 B-BBEE scorecard rating level
	1.4. Vacancy rate	1.4.1. Vacancy rate of no more than 10% against the approved organisational structure maintained	New indicator	14.04% vacancy rate	26% vacancy rate	10% vacancy rate	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained
	1.5. Organisational performance	1.5.1. Overall percentage rating on organisational performance	90% overall organisational performance rating	86% overall organisational performance rating	92% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	1.6. IT security and systems availability	1.6.1. Number of reports on IT security and systems availability	98, 73%. % availability of all IT systems	Approved IT Strategy	98% system availability at the DR Site, with planned downtime	98% availability of all IT systems	4x reports on IT security and systems availability	4x reports on IT security and systems availability	4x reports on IT security and systems availability

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

OUTPUT	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2023	Q2 Jul - Sep 2023	Q3 Oct - Dec 2023	Q4 Jan - Mar 2024
1.1. Unqualified audit outcome obtained	1.1.1. An unqualified audit outcome	An unqualified audit outcome	Internal Audit satisfactory report on financial statements and performance information	An unqualified audit outcome for the 2022/23 financial year	Internal Audit satisfactory report on financial statements and performance information	Internal Audit satisfactory report on financial statements and performance information
1.2. Payments made to suppliers within 30 days	1.2.1. Percentage of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% payments made to valid supplier invoices within 30 days from the date of receipt of an invoice	100% payments made to valid supplier invoices within 30 days from the date of receipt of an invoice	100% payments made to valid supplier invoices within 30 days from the date of receipt of an invoice	100% payments made to valid supplier invoices within 30 days from the date of receipt of an invoice
1.3. B-BBEE scorecard rating	1.3.1. B-BBEE scorecard rating level	Level 5 B-BBEE scorecard rating level	B – BBEE annual strategy approved	-	-	Level 5 B-BBEE scorecard rating level report
1.4. Vacancy rate	1.4.1. Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	-	-	-	Vacancy rate of no more than 10% against the approved organisational structure maintained

OUTPUT	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2023	Q2 Jul - Sep 2023	Q3 Oct - Dec 2023	Q4 Jan - Mar 2024
1.5. Organisational performance	1.5.1. Overall percentage rating on organisational performance	90% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating
1.6. IT security and systems availability	1.6.1. Number of reports on IT security and systems availability	4x reports on IT security and systems availability	1x report on IT security and systems availability	1x report on IT security and systems availability	1x report on IT security and systems availability	1x report on IT security and systems availability

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

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

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

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

Unpacking the rationale for the indicators:

- 1) Brand South Africa is tracking the overall organisational performance rating to set the industry best practice for performance in the current realities of COVID-19. Each department is to develop creative solutions to meet performance. With a gradual increase each year, Brand South Africa is targeting a 100% overall organisational performance rating in the long term.
- 2) Assessment for the output indicator, *“Number of reports on IT security and systems availability”* is documented in a portfolio of evidence with various reports describing the challenges faced by the IT Department and how these have been managed to reduce any strategic-related risks.

1.1.5. PROGRAMME 1: RESOURCE CONSIDERATIONS

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

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

1.2. PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT

1.2.1. PROGRAMME 2: PURPOSE

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

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

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

Outcome 3: Increased Nation Brand advocacy and active citizenship.

The 2023/24 performance plan of Programme 2 is reflected in the log frame tables below:

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

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
2. Increased attractiveness and thereby competitiveness of the Nation Brand	2.1. Marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically	2.1.1. Number of marketing campaigns aimed at positioning South Africa as a preferred destination per year	New indicator	12x marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic and international audiences	8x Number of marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic and international audiences	8x marketing campaigns aimed at positioning South Africa as a preferred destination to domestic and international audiences	8x Marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically	8x Marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically	8x Marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically
	2.2. Global Strategic platforms leveraged	2.2.1. Number of global strategic platforms leveraged to position South Africa	8x international strategic platforms supported through integrated reputation and communication activities	7x domestic and international strategic platforms supported through integrated reputation and communication activities	10x domestic and international strategic platforms supported through integrated reputation and communication activities	10x domestic and international strategic platforms supported through integrated reputation and communication activities	15x global strategic platforms leveraged to position South Africa	15x global strategic platforms leveraged to position South Africa	15x global strategic platforms leveraged to position South Africa
	2.3. South African Global Reputation Study conducted	2.3.1. Number of reports that track South Africa's global reputation and brand familiarity	New indicator	Initiate development, and procurement of SAGP study	15x South African global reputation reports produced	19x reports that track South Africa's global reputation and brand familiarity	19x reports that track South Africa's global reputation and brand familiarity	19x reports that track South Africa's global reputation and brand familiarity	19x reports that track South Africa's global reputation and brand familiarity.

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
2. Increased attractiveness and thereby competitiveness of the Nation Brand	2.4 Communication interventions	2.4.1. Number of registers of communication interventions produced as part of the Implementation of the reputation management strategy internationally, regionally and domestically	New indicator	New indicator	New indicator	New indicator	4x registers of communication interventions produced as part of the Implementation of the reputation management strategy internationally, regionally and domestically	4x registers of communication interventions produced as part of the Implementation of the reputation management strategy internationally, regionally and domestically	4x registers of communication interventions produced as part of the Implementation of the reputation management strategy internationally, regionally and domestically
		2.4.2 Number of media monitoring analysis reports	New indicator	New indicator	New indicator	New indicator	12x Monthly (1 per month) media monitoring analysis reports	12x Monthly (1 per month) media monitoring analysis reports	12x Monthly (1 per month) media monitoring analysis reports
		2.4.3 Number of media engagements aimed at management of relations with international and domestic media	New indicator	New indicator	New indicator	New indicator	8x media engagements aimed at management of relations with international and domestic media	8x media engagements aimed at management of relations with international and domestic media	8x media engagements aimed at management of relations with international and domestic media
		2.4.4 Number of reports on implemented international and domestic media partnerships	New indicator	New indicator	New indicator	New indicator	8x reports on implemented international and domestic media partnerships	8x reports on implemented international and domestic media partnerships	8x reports on implemented international and domestic media partnerships

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		2.4.5 Number of reports on the promotion of the Nation Brand through the Digital programme	New indicator	New indicator	New indicator	New indicator	4x reports on the promotion of the Nation Brand through the Digital programme	4x reports on the promotion of the Nation Brand through the Digital programme	4x reports on the promotion of the Nation Brand through the Digital programme
3. Increased Nation Brand advocacy and active citizenship	3.1. Promote active citizenry through the Play Your Part Programme	3.1.1. Number of activities that promote active citizenry and advocacy through the Play Your Part Programme	73x PYP activities implemented	96x provincial PYP activities implemented	89x Play Your Part activities implemented	25x activities that promote active citizenry and advocacy through the Play Your Part Programme	25x activities that promote active citizenry and advocacy through the Play Your Part Programme	25x activities that promote active citizenry and advocacy through the Play Your Part Programme	25x activities that promote active citizenry and advocacy through the Play Your Part Programme
	3.2. Constitutional awareness activities aimed at promoting constitutional values and social cohesion	3.2. 1. Number of constitutional awareness activities aimed at promoting constitutional values and social cohesion	29x marketing platforms utilised for the constitutional awareness campaign and activations	13x constitutional awareness campaigns and activations	14x constitutional awareness campaigns and activations	14x constitutional awareness campaigns and activations aimed at promoting constitutional values.	14x constitutional awareness activities aimed at promoting constitutional values and social cohesion	14x constitutional awareness activities aimed at promoting constitutional values and social cohesion.	14x constitutional awareness activities aimed at promoting constitutional values and social cohesion
	3.3. Implementation of Global South Africans (GSA) activities	3.3.1. Number of GSA activities aimed at promoting active citizenry and advocacy to South Africans living abroad implemented in key markets	15x Brand SA led GSA activations	19 x Global South Africans activations implemented	17x Global South Africans activities implemented in key markets	17x GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets	20x GSA activities aimed at promoting active citizenry and advocacy to South Africans living abroad implemented in key markets	20x GSA activities aimed at promoting active citizenry and advocacy to South Africans living abroad implemented in key markets	20x GSA activities aimed at promoting active citizenry and advocacy to South Africans living abroad implemented in key markets.

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
3. Increased Nation Brand advocacy and active citizenship	3.4. Domestic perceptions research study	3.4.1. Number of domestic perceptions research study conducted per year	4x quarterly domestic perceptions research reports produced	1x domestic perceptions research report produced.	4x domestic perceptions research reports produced	4x domestic perceptions research reports produced	8x domestic perceptions research study conducted	8x domestic perceptions research study conducted	8x domestic perceptions research study conducted

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

OUTPUT	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2023	Q2 Jul - Sep 2023	Q3 Oct - Dec 2023	Q4 Jan - Mar 2024
2.1. Marketing campaigns aimed at positioning South Africa as a preferred destination	2.1.1. Number of Marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically	8x Marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically	2x marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically	2x marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically	2x marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically	2x marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically
2.2. Global Strategic platforms leveraged supported	2.2.1. Number of global strategic platforms leveraged to position South Africa	15x global strategic platforms leveraged to position South Africa	4x global strategic platforms leveraged to position South Africa	4x global strategic platforms leveraged to position South Africa	3x global strategic platforms leveraged to position South Africa	4x global strategic platforms leveraged to position South Africa
2.3. South African Global Reputation Study conducted	2.3.1. Number of reports that track South Africa's global reputation and brand familiarity.	19x reports that track South Africa's global reputation and brand familiarity	3x reports that track South Africa's global reputation and brand familiarity	5x reports that track South Africa's global reputation and brand familiarity	5x reports that track South Africa's global reputation and brand familiarity	6x reports that track South Africa's global reputation and brand familiarity

OUTPUT	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2023	Q2 Jul - Sep 2023	Q3 Oct - Dec 2023	Q4 Jan - Mar 2024
2.4. Communication interventions	2.4.1 . Number of registers of communication interventions produced as part of the Implementation of the reputation management strategy internationally, regionally and domestically	4x registers of communication interventions produced as part of the Implementation of the reputation management strategy internationally, regionally and domestically	1x register of communication interventions produced as part of the Implementation of the reputation management strategy internationally, regionally and domestically	1x register of communication interventions produced as part of the Implementation of the reputation management strategy internationally, regionally and domestically	1x register of communication interventions produced as part of the Implementation of the reputation management strategy internationally, regionally and domestically	1x registers of communication interventions produced as part of the Implementation of the reputation management strategy internationally, regionally and domestically.
	2.4.2 Number of media monitoring analysis reports	12x Monthly (1 per month) media monitoring analysis reports	3x Monthly (1 per month) media monitoring analysis reports	3x Monthly (1 per month) media monitoring analysis reports	3x Monthly (1 per month) media monitoring analysis reports	3x Monthly (1 per month) media monitoring analysis reports
	2.4.3 Number of media engagements aimed at management of relations with international and domestic media	8x media engagements aimed at management of relations with international and domestic media	2x media engagements aimed at management of relations with international and domestic media	2x media engagements aimed at management of relations with international and domestic media	2x media engagements aimed at management of relations with international and domestic media	2x media engagements aimed at management of relations with international and domestic media
	2.4.4 Number of reports on implemented international and domestic media partnerships	8x reports on implemented international and domestic media partnerships	2x reports on implemented international and domestic media partnerships	2x reports on implemented international and domestic media partnerships	2x reports on implemented international and domestic media partnerships	2x reports on implemented international and domestic media partnerships
	2.4.5 Number of reports on the promotion of the Nation Brand through the Digital programme	4x reports on the promotion of the Nation Brand through the Digital programme	1x report on the promotion of the Nation Brand through the Digital programme	1x report on the promotion of the Nation Brand through the Digital programme	1x report on the promotion of the Nation Brand through the Digital programme	1x report on the promotion of the Nation Brand through the Digital programme
3.1. Promote active citizenry through the Play Your Part Programme	3.1.1. Number of activities that promote active citizenry and advocacy through the Play Your Part Programme	25x activities that promote active citizenry and advocacy through the Play Your Part Programme	6x activities that promote active citizenry and advocacy through the Play Your Part Programme	7x activities that promote active citizenry and advocacy through the Play Your Part Programme	6x activities that promote active citizenry and advocacy through the Play Your Part Programme	6x activities that promote active citizenry and advocacy through the Play Your Part Programme

OUTPUT	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2023	Q2 Jul - Sep 2023	Q3 Oct - Dec 2023	Q4 Jan - Mar 2024
3.2. Constitutional awareness activities aimed at promoting constitutional values and social cohesion	3.2. 1. Number of constitutional awareness activities aimed at promoting constitutional values and social cohesion	14x constitutional awareness activities aimed at promoting constitutional values and social cohesion	4x constitutional awareness activities aimed at promoting constitutional values and social cohesion	4x constitutional awareness activities aimed at promoting constitutional values and social cohesion	3x constitutional awareness activities aimed at promoting constitutional values and social cohesion	3x constitutional awareness activities aimed at promoting constitutional values and social cohesion
3.3. Implementation of Global South Africans activities	3.3.1. Number of GSA activities aimed at promoting active citizenry and advocacy to South Africans living abroad implemented in key markets	20x GSA activities aimed at promoting active citizenry and advocacy to South Africans living abroad implemented in key markets	4x GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets	7x GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets	4x GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets	5x GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets
3.4. Domestic perceptions research study	3.4.1. Number of domestic perceptions research study conducted per year	8x domestic perceptions research study conducted	2x domestic perceptions research study conducted	2x domestic perceptions research study conducted	2x domestic perceptions research study conducted	2x domestic perceptions research study conducted

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

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

The outputs within the first outcome are focused around promoting understanding of the Nation Brand to domestic and international audiences. Key thematic areas for outputs consist of showcasing the Nation Brand’s strengths, and attractiveness domestically and internationally thereby improving brand reputation. Research is an important and strategic function as it assists with providing insights and substantive evidence for buy-in into the attractiveness story of the Nation Brand leading to enhanced brand positioning. These outputs all directly and collectively contribute to the outcome *“increasing attractiveness and thereby competitiveness of the Nation Brand.”* This, in turn, contributes directly to achieving impact: *“A prosperous Nation Brand.”*

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

Unpacking the rationale for the indicators:

- 1) Brand South Africa will take the initiative to implement marketing campaigns that illustrate the attractiveness of the Nation Brand to both domestic and international audiences.
- 2) The adjustment of the strategic platforms indicator and target is to ensure that the targets are SMART and aligned to the mandate of the organisation. The target has also been increased to ensure that the organisation supports state visits and the upcoming BRICS and IBSA summits.
- 3) Operational outputs, such as “number of content pieces published”, have been replaced with more relevant targets that will still allow for the recording and tracking of interventions.
- 4) With respect to the activities that promote active citizenry and advocacy through the Play Your Part Programme, the activities are planned to be continued and aligned to national priorities. Currently, the campaign(s) and the activities are implemented through contact activities as the country transitions from COVID-19 restrictions. This is amplified through radio, NGO, and other local partnerships. Brand South Africa's partnerships and media platforms implementation can be rolled out digitally to ensure good coverage and impact in each session. Planning of the activations may be conducted with multiple provinces (if possible), or with a single province.
- 5) National priorities will continue to be amplified through PYP ambassador engagements. There is operational alignment with ambassadors among Programmes 2 and 3 where the

objective is to monitor, support, and nurture relations with the PYP ambassadors. Brand South Africa's involvement varies on the type of ambassador and the activities that they are involved in. These could be by availing a communication platform, inviting them to be a feature/speaker at an activity that Brand South Africa is organising, or to be a spokesperson for a Brand South Africa activity, or collateral, among others.

- 6) The number of constitutional awareness campaigns is not driven by the days of significance. Rather the themes relating to days of significance are sometimes incorporated to the Constitution Awareness Campaign, where necessary. However, the primary focus is on the Constitution and how it impacts on the lives of ordinary South Africans, while also responding to issues on the reputation of the Nation Brand (e.g., GBVF, racism, etc.).
- 7) To ensure targeted promotion of Nation Brand pride and advocacy in international markets, Brand South Africa will implement the activities related to the GSA Programme in key markets.
- 8) Brand South Africa supports the implementation GBVF Pillar 2, which is the "Prevention and Restoration of Social Fabric", as outlined in the NSP. One of the key activities is communication and advocacy campaigns to address GBVF. This initiative began in April 2020 and is to be continued until March 2024.

1.2.5. PROGRAMME 2: RESOURCE CONSIDERATIONS

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

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

The entity aims to have a wider reach on PYP movement by expanding the rollout of this programme to the international and strategic platforms through the entity's offices based outside the country, i.e., USA and UK. The entity also aims to strengthen the use of strategic platforms to engage with the media and business influencers on matters that have a negative impact on the South African Nation Brand and investment drive.

1.3. PROGRAMME 3: STAKEHOLDER RELATIONSHIPS

1.3.1. PROGRAMME PURPOSE

The Stakeholder Relationships Programme seeks to build and leverage collaborative partnerships, to integrate and coordinate efforts and approaches to market the Nation Brand identity and promote the nation's value proposition, and to interface meaningfully with stakeholders who drive or influence the Nation Brand and its reputation. The table below outlines the outcomes, outputs, performance indicators and targets.

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

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

The 2023/24 performance plan of Programme 3 is reflected in the log frame tables below:

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

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
4. Aligned Nation Brand execution and experience domestically and internationally	4.1. Nation Brand Forums aimed at positioning the country positively targeting domestic and international audiences	4.1.1. Number of Nation Brand Forums aimed at positioning the country positively targeting domestic and international audiences implemented	New indicator	New indicator	1x Nation Brand Forum implemented	1x Nation Brand Forum implemented	1x Nation Brand Forum aimed at positioning the country positively targeting domestic and international audiences implemented	1x Nation Brand Forum aimed at positioning the country positively targeting domestic and international audiences implemented	1x Nation Brand Forum aimed at positioning the country positively targeting domestic and international audiences implemented
	4.2. Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically	4.2.1. Number of coordinated stakeholder activities implemented	91x coordinated activities implemented in partnership with stakeholders	82x coordinated activities Implemented in partnership with stakeholders	82x coordinated activities implemented domestically and internationally.	20x coordinated activities implemented domestically and internationally.	57x coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically.	57x coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically.	57x activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically.

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

OUTPUT	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2023	Q2 Jul - Sep 2023	Q3 Oct - Dec 2023	Q4 Jan - Mar 2024
4.1. Nation Brand Forums aimed at positioning the country positively targeting domestic and international audiences	4.1.1. Number of Nation Brand Forums aimed at positioning the country positively targeting domestic and international audiences implemented	1x Nation Brand Forum aimed at positioning the country positively targeting domestic and international audiences implemented	-	-	1x Nation Brand Forum aimed at positioning the country positively targeting domestic and international audiences implemented	-
4.2. Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically	4.2.1. Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically	57x Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically.	15 x Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically.	15x Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically	13x Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically	14x Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically

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

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

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

Unpacking the rationale for the indicators:

- 1) The Nation Brand Master Class format and tool has been reworked. An online version of the Master Class has been developed to ensure wider access. The benefit of virtual implementation is that the class can be conducted at the user's own pace, selecting specific modules.
- 2) Research insights are shared on various platforms, for example, business round-table discussions.
- 3) To ensure the development of strategic partnerships with the public sector, business and industry, and civil society stakeholders in order to promote the South African Nation Brand domestically, a number of collaborative activities have been defined as output indicators, including the Nation Brand Forum.

1.3.5. PROGRAMME 3: RESOURCE CONSIDERATIONS

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

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

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

2. UPDATED KEY RISKS AND MITIGATIONS FROM THE STRATEGIC PLAN

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

Outcome	Key Risk	Risk Mitigation
1. Improved reputation of brand South Africa as an entity	Possible merger with SAT and impact on organisational stability	<ul style="list-style-type: none"> Regular communication to staff on organisational matters Engagement with the Executive Authority through GCIS and the Board of Trustees Development of a counter proposal for the envisaged merger with SAT
	Legal status of the Brand South Africa country offices	<ul style="list-style-type: none"> The regularisation of the legal presence of the country offices in three jurisdictions through the engagement with the Executive Authority and consultations with legal advisors Execute market activities through a shuttle mission programme where required
	Moratorium placed on filling of permanent positions due to the envisaged merger	<ul style="list-style-type: none"> Implementation of the Retention Strategy Conducting employee wellness sessions Staff engagement surveys conducted. Partial upliftment to fill critical positions for a period of twenty-four months
2. Increased attractiveness and thereby competitiveness of the Nation Brand	Reliance on external stakeholders for content and information	<ul style="list-style-type: none"> Strengthened relationships with stakeholders, including GSAs. Consistent and relevant access to influential platforms Improve mechanism of communication
	External incidents and events that are beyond our control (political unrest, climate change, and fake news)	<ul style="list-style-type: none"> Position Brand South Africa and amplify positive Nation Brand messaging that will shift perceptions about the country. Regularly engage and meet with identified media stakeholders. Brand South Africa to improve their social media platform to amplify messaging. Media partnerships targeting key influential multimedia platforms internationally.
3. Increased Nation Brand advocacy and active citizenship	Reliance on external stakeholders	<ul style="list-style-type: none"> Promoting Big Brand SA platforms, campaigns (like Nation Brand), etc. Different methods for feedback, M&E, insight
	Race relations, xenophobia, and	<ul style="list-style-type: none"> Target, at a granular level, influential groups (through data analytics) to improve overall

Outcome	Key Risk	Risk Mitigation
	persistent inequality dynamics within South Africa	advocacy and sentiments, e.g., young, optimistic, and caring South Africans using a Segmentation Model Mechanism
	Tainted PYP ambassadors who may impede advocacy initiatives	<ul style="list-style-type: none"> Improved screening and vetting process of appointed PYP ambassadors
4. Aligned Nation Brand execution and experience domestically and internationally	Diversity of opinions within public discourse	<ul style="list-style-type: none"> Unique value mechanism to influence perceptions of stakeholders locally and globally by leveraging behavioural science proposition. Continued training engagements with brand ambassadors on the rules of engagement in being a good brand ambassador
	Lack of a Nation Brand Alignment Policy	<ul style="list-style-type: none"> Monitoring the compliance to the guidelines to Nation Brand alignment Discussion paper on Nation Brand Alignment Policy submitted to Executive Authority and approved at an organisation level

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

3. PUBLIC ENTITIES

Brand South Africa does not have any Public Entities.

4. INFRASTRUCTURE PROJECTS

Not applicable to Brand South Africa.

5. PUBLIC / PRIVATE PARTNERSHIPS (PPPs)

Not applicable to Brand South Africa at this stage.

PART D: TECHNICAL INDICATOR DESCRIPTIONS

1. PROGRAMME 1: ADMINISTRATION

Indicator Title 1.1.1.	Unqualified audit outcome
Definition	<p>Unqualified audit outcome in pursuit of compliance, sound financial and performance management, and enhanced governance</p> <p>The external audit reflects on:</p> <ol style="list-style-type: none"> 1) Compliance to legislation and policy 2) Financial management 3) Supply chain management 4) ICT governance 5) Performance against predetermined indicators and targets 6) Risk management and controls
Source of Data	Signed Auditor-General Report
Method of Calculation / Assessment	Verification of information contained in the external audit reports
Means of Verification	<ul style="list-style-type: none"> - Signed Auditor-General Report - Updated audit action plan
Assumptions	<p>All stakeholders have access to the audit report.</p> <p>The Audit report is factual and accurate</p>
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Unqualified audit outcome for the 2022/2023 financial year
Indicator Responsibility	Programme 1 – Chief Financial Officer

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

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

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

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

Indicator Title 1.6.1.	Number of reports on IT security and systems availability
Definition	The indicator refers to the number of reports on IT security and systems availability
Source of Data	Reports on IT security and systems availability
Method of Calculation / Assessment	Calculation: Number of reports on IT security and systems availability
Means of Verification	Signed reports on IT security and systems availability
Assumptions	All IT systems available to support business operations
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Availability of IT security and systems
Indicator Responsibility	Programme 1 – Director of Corporate Services

2. PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT

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

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

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

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

Indicator Title 2.4.2.	Number of media monitoring reports to enhance awareness & understanding of perceptions, opportunities & threats.
Definition	The indicator refers to media monitoring reports to enhance awareness & understanding of perceptions, opportunities & threats.
Source of Data	Media Monitoring Reports.
Method of Calculation / Assessment	Simple count of the number of reports
Means of Verification	Signed quarterly Media Monitoring Report
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Produce media monitoring reports to enhance awareness & understanding of perceptions, opportunities & threats.
Indicator Responsibility	Programme 2 – Chief Marketing Officer

Indicator Title 2.4.3.	Number of media engagements aimed at management of relations with international and domestic media
Definition	The indicator refers to media engagements aimed at management of relations with international and domestic media.
Source of Data	Media Engagement Exit Reports.
Method of Calculation / Assessment	Simple count of the number media engagements
Means of Verification	Signed quarterly Media Engagement Exit Reports
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Build enhanced relations with media
Indicator Responsibility	Programme 2 – Chief Marketing Officer

Indicator Title 2.4.4.	Number of reports on implemented international and domestic media partnerships
Definition	The indicator refers to reports on implemented international and domestic media partnerships.
Source of Data	Media Partnership Reports.
Method of Calculation / Assessment	Simple count of the number media engagements
Means of Verification	<ul style="list-style-type: none"> Signed quarterly international Media Partnership Reports Signed quarterly domestic Media Partnerships Reports
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Enhanced visibility of the Nation Brand
Indicator Responsibility	Programme 2 – Chief Marketing Officer

Indicator Title 2.4.5.	Number of reports on the promotion of the Nation Brand through the Digital programme
Definition	The indicator refers to reports on the promotion of the Nation Brand through the Digital programme
Source of Data	Digital programme Reports
Method of Calculation / Assessment	Simple count of the number of Digital programme Reports
Means of Verification	Signed quarterly Digital programme Reports
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Enhanced visibility of the Nation Brand
Indicator Responsibility	Programme 2 – Chief Marketing Officer

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

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

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

Indicator Title 3.4.1.	Number of domestic perceptions research reports produced per year
Definition	The indicator refers to research conducted to attain information on key perception indicators domestically, i.e., social cohesion, active citizenship and national pride.
Source of Data	<ul style="list-style-type: none"> ▪ Domestic perception report ▪ Reference group exit report ▪ One consolidated annual survey report
Method of Calculation / Assessment	Simple count of the number of domestic perceptions research reports produced
Means of Verification	<ul style="list-style-type: none"> ▪ Signed quarterly domestic perceptions exit report. ▪ Signed quarterly reference group exit report. ▪ Signed consolidated annual survey
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Implement reference groups as well as measure domestic perceptions and track social cohesion, active citizenship and national pride.
Indicator Responsibility	Programme 2 – Chief Marketing Officer

3. PROGRAMME 3: STAKEHOLDER RELATIONSHIPS

Indicator Title 4.1.1.	Number of Nation Brand Forums aimed at positioning the country positively targeting domestic and international audiences implemented
Definition	The indicator refers to the annual Nation Brand forum aimed at engaging with targeted stakeholders in order to align on the positioning and messaging of the country.
Source of Data	<ul style="list-style-type: none"> ▪ Concept document ▪ Report on the Nation Brand Forum
Method of Calculation / Assessment	Simple count of the number of Nation Brand forum executed
Means of Verification	<ul style="list-style-type: none"> ▪ Signed concept document. ▪ Signed exit report on the Nation Brand Forum
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Host annual Nation Brand Forum
Indicator Responsibility	Programme 3 – Chief Marketing Officer

Indicator Title 4.2.1.	Number of Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically
Definition	The indicator refers to the number of coordinated stakeholder activities implemented (internationally and domestically) in collaboration with public sector, private sector, and civil society stakeholders.
Source of Data	<ul style="list-style-type: none"> Consolidated quarterly concept document per sub - unit. Consolidated Quarterly exit report per sub - unit
Method of Calculation / Assessment	Simple count of the number of coordinated stakeholder activities conducted
Means of Verification	<ul style="list-style-type: none"> Signed consolidated quarterly concept per sub - unit. Signed consolidated exit report per sub - unit
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Implement coordinated stakeholder activities
Indicator Responsibility	Programme 3 – Chief Marketing Officer

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

The process to develop this 2023/24 Annual Performance Plan began with reviewing and confirming the approved 2020-2025 Strategic Plan. This included reflecting on the experience and learnings from the prolonged disruption arising from the COVID-19 related lockdowns and the shifts in the global environment.

The review confirmed that:

- 1) There are no material changes to the mandate information reflected in Part A of the approved strategic plan. Updates to Institutional policies and strategies are reflected in this Annual Performance Plan.
- 2) There are no material changes to the strategic focus information reflected in Part B of the approved strategic plan.
- 3) In Part C of the strategic plan:
 - a) There are no changes the impact statement.
 - b) There are no changes to the outcome's statements, but the outcome's numbering sequence has been adjusted to better align with the Brand South Africa programme structure and to make numbering of the APP easier to work with. As follows:

CHANGES TO OUTCOME NUMBERING AND SEQUENCE		
Numbering in Approved Strategic Plan	New Numbering Sequence in 2023/24 APP	
3	1	Improved reputation of Brand South Africa as an entity
1	2	Increased attractiveness and thereby competitiveness of the Nation Brand
4	3	Increased Nation Brand advocacy and active citizenship
2	4	Aligned Nation Brand execution and experience domestically and internationally

- c) Certain adjustments to outcome indicators and five-year targets, arising from the midterm assessment on progress, are made, as follows:

Amendments to Outcome Indicators and Five-Year Targets

OUTCOME	AMENDMENT TO OUTCOME INDICATORS AND FIVE-YEAR TARGETS			NOTE ON AMENDMENT
	Outcome Indicator	Baseline (2019/20)	Five-Year Target (By March 2025)	
1. Improved reputation of Brand South Africa as an entity	1.1. Disposition towards Brand South Africa as an entity study score	Establish baseline score in 2022/23	Increase from 2022/23 baseline	The indicator is reworded to better align with the study theme. A baseline study will be conducted in 2022/23, with a target to increase from the baseline by 2025
2. Increased attractiveness and thereby competitiveness of the Nation Brand	2.1. Percentage understanding of the Nation Brand	37%	67%	No change to outcome indicator Five-year target is adjusted upwards from 47%, based on performance to date
3. Increased Nation Brand advocacy and active citizenship	3.1. Percentage levels of awareness of the Play Your Part Programme	40%	46%	No change to outcome indicator. Five-year target is adjusted upwards from 44%, based on performance to date
	3.2. Active Citizenship Index	60.6%	65%	No amendment
	3.3. Number of Global South Africans (GSA) subscribed to the GSA Web-based Networking Platform per annum.	699	2000	Changed to assess subscribed and committed GSA members.
4. Aligned Nation Brand execution and experience domestically and internationally	4.1. Number of registrations for toolkit to improve consistency in Nation Brand messaging by different stakeholders	7500	8500	No change to outcome indicator A baseline study will be conducted in 2022/23, with a target to increase from the baseline by 2025

4) In Part D of the strategic plan:

Amendments to Technical Indicator Descriptions (TID's)

Outcome 1: Improved Reputation of Brand South Africa as an entity

Indicator Title	Disposition towards Brand South Africa as an entity study score
Definition	Stakeholder Perception Survey to measure a high-performing organisation through the optimal utilisation of technology, finance, human resources, and sound governance that contributes to the positive perception of Brand South Africa as an organisation internally and externally.
Source of Data	Stakeholder Perception Survey
Method of Calculation/Assessment	Survey
Assumptions	<ul style="list-style-type: none"> • Independent Service Provider • Credible survey participation to have valid data from which to make assumptions. • Financial resources available • Relevant data is available and measurable
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Report Cycle	Annually
Desired Performance	Increased positive perception score: <ul style="list-style-type: none"> • Baseline: To be Established • Target: 60%+
Indicator Responsibility	Programme 1: Director Corporate Services

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

Indicator Title	Percentage understanding of the Nation Brand
Definition	The enhanced understanding and reputation of the Nation Brand will be tracked through the Country Reputation Index produced by Brand South Africa which analyses 60 factors across a minimum of 16 countries at a region and market level.
Source of Data	Country Reputation Index (an internal index developed by Brand South Africa).
Method of Calculation/Assessment	<ul style="list-style-type: none"> The Index produces a score on a scale from -100 through to 100. Survey methodology composites the data into an index of 60 factors
Assumptions	<ul style="list-style-type: none"> The survey is already well-established, having been tested for 3 years through the International Investor Perception Study Brand South Africa's Intellectual Property (IP) Risks: SCM, funding
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Report Cycle	2 Years (Bi-annual)
Desired Performance	<p>The indicator performs better than the baseline:</p> <ul style="list-style-type: none"> Baseline: 37/100 5-Year Target: 67/100
Indicator Responsibility	Programme 2: Chief Marketing Officer

Outcome 3: Increased Nation Brand Advocacy and Active Citizenship

Indicator Title	3.1. Percentage levels of Awareness of the Play Your Part programme.
Definition	The % of South African citizens surveyed that are aware of the Play Your Part programme.
Source of Data	Domestic Perceptions Survey, Play Your Part Awareness Indicator: % of people who are aware of the Play Your Part campaign.
Method of Calculation/Assessment	<ul style="list-style-type: none"> • Survey, two questions • Percentage
Assumptions	<ul style="list-style-type: none"> • Independent (SP) • PYP Brand South Africa's signature programme that measures the entity's contribution to active citizenship.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Report Cycle	Annual.
Desired Performance	Increasing pride and advocacy of the Nation Brand. <ul style="list-style-type: none"> • Baseline: 40% • 5-Year Target: 46%
Indicator Responsibility	Programme 2: Chief Marketing Officer

Indicator Title	3.2. Measurement of Active Citizenship Index
Definition	Active Citizenship Index measures the extent of involvement of citizens in community and national activities.
Source of Data	Active Citizen Index (internal by Brand South Africa, domestic perceptions research)
Method of Calculation/Assessment	<ul style="list-style-type: none"> • Annual National Survey • 34 factors in the index, composite • Scale: 0-100
Assumptions	<ul style="list-style-type: none"> • Survey Contract on year 3, to end on year 5 (2 years) • Risk: SCM delays, funding
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Report Cycle	Annual
Desired Performance	A more active society that plays its part in positively contributing to matters of community and country at large: <ul style="list-style-type: none"> • Baseline (2018): 60.6/100 • 5-Year Target: 65/100
Indicator Responsibility	Programme 2: Chief Marketing Officer

Indicator Title	3.3. Number of Global South Africans (GSA) subscribed to the GSA Web-based Networking Platform per annum.
Definition	The number of South African citizens, living abroad, that subscribe to the Global South Africans Web-based Networking Platform
Source of Data	<ul style="list-style-type: none"> GSA Web-based Networking Platform subscription list.
Method of Calculation/Assessment	<ul style="list-style-type: none"> Count the existing subscribers to the Global South Africans Web-based Networking Platform
Assumptions	<ul style="list-style-type: none"> Fully functioning GSA Web-based Networking Platform
Disaggregation of Beneficiaries (where applicable)	N/A.
Spatial Transformation (where applicable)	N/A.
Report Cycle	Every two years (Bi-annually)
Desired Performance	<ul style="list-style-type: none"> Increasing pride and advocacy of the Nation Brand amongst South Africans living abroad GSA Awareness: 699 5-year Target: 2000
Indicator Responsibility	Programme 2: Chief Marketing Officer

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

Indicator Title	Count of number of registrations for toolkit to improve consistency in Nation Brand messaging by different stakeholders
Definition	The indicator measures the adoption rates of the Nation Brand Toolkit by stakeholders from business, government and civil society in order to improve and encourage a cohesive approach in promoting the Nation Brand.
Source of Data	Nation Brand Toolkit Adoption Rates of different entities, from report on Brand South Africa website New Registration 2018/19.
Method of Calculation/Assessment	Count of No. of registrations for Toolkit
Assumptions	<ul style="list-style-type: none"> Independent (SP) Accurate website data
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Report Cycle	Every 2 years (biannually); Year 2 and Year 5
Desired Performance	<p>Improved alignment and buy-in by stakeholders:</p> <p>Baseline: 7500</p> <p>5-Year Target: 8500</p>
Indicator Responsibility	Programme 2: Chief Marketing Officer

ANNEXURE B: CONDITIONAL GRANTS

Not applicable to Brand South Africa.

ANNEXURE C: CONSOLIDATED INDICATORS

Not applicable to Brand South Africa.

ANNEXURE D: DISTRICT DEVELOPMENT MODEL

Not applicable to Brand South Africa.

ⁱ <https://www.statssa.gov.za/?p=14992>