



Inspiring new ways

Brand South Africa

Annual Performance Plan

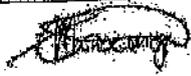
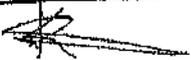
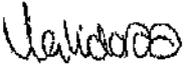
2022-2023

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of Brand South Africa under the guidance of the Board of Trustees.
- Considers all the relevant policies, legislation, and other mandates for which Brand South Africa is responsible.
- Accurately reflects the Impact, Outcomes, and Outputs, which Brand South Africa will endeavour to achieve over the period 2022/23-2024/25.

Recommended by:

No.	Title of Official	Name of Official	Signature
1	Director: Corporate Services (Acting)	Ms Lwandile Masango	
2	Chief Financial Officer (Acting)	Mr Kgomotso Seripe	
3	Chief Executive Officer (Acting)	Ms Sithembile Ntombela	
4	Chairperson: Audit and Risk Committee	Ms Rachel Kalidass	
5	Chairperson: Board of Trustees	Ms Thandi Tobias - Pokolo	
6	Deputy Minister in the Presidency	Ms Thembi Siweya	

Approved by:

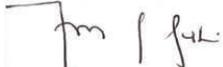
No.	Title of Official	Name of Official	Signature
1	Minister in the Presidency	Mr Mondli Gungubele, MP	

TABLE OF CONTENTS

Official Sign-Off	1
Table of Contents	2
TABLE OF Figures	3
LIST OF Tables	3
List of Acronyms and Terms	4
Foreword from the Minister and the Deputy Minister	8
Foreword from the Chairperson of the Board of Trustees	10
Foreword from the Chief Executive Officer	12
Executive Summary	14
Part A - Our Mandate	17
1. Updates to Legislative and Policy Mandates	17
2. Updates to Institutional Policies and Strategies	20
3. Updates to Relevant Court Rulings	21
Part B - Our Strategic Focus	22
4. Positioning of Brand South Africa Inc.	22
5. Nation Brand Positioning strategy	23
6. Situational Analysis	24
Part C - Measuring our Performance	54
7. Institutional Programme Performance Information	54
8 Part D - Technical Indicator Descriptions	81
8.1 Outcome 1: Improved Reputation of Brand South Africa as an entity	81
8.2 Outcome 2.1: Increased attractiveness and thereby competitiveness of the Nation Brand	87
8.3 Outcome 2.2: Increased Nation Brand advocacy and active citizenship	99
8.4 Outcome 3: Aligned Nation Brand execution and experience domestically and internationally ..	105
9 Annexure A: Risk Framework	111

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TABLE OF FIGURES

Figure 1: The Brand Health Funnel	18
Figure 2: Nation Brand enablers and disablers	24
Figure 3: Global growth assessment	26
Figure 4: South Africa's performance on the IMD WCY	27
Figure 5: NBI Nation Brand Hexagon.....	28
Figure 6: South Africa Good country index performance.....	29
Figure 7: map of South Africa's competitive identity.....	31
Figure 8: Audience and stakeholder map	32
Figure 9: SA Economic growth trends	44
Figure 10: Operating Model Visualisation	47
Figure 11: Budget Analysis per Programme.....	51
Figure 12: Financial Performance.....	52

LIST OF TABLES

Table 1: Alignment to Brand South Africa's Strategic Plan 2020-2025 with NDP and MTSF 20	
Table 2: SA performance against competitors	30
Table 3: Audience and stakeholder engagement guide	33
Table 4: Nation Brand Swot Analysis	45
Table 5: Swot Analysis: Brand South Africa the Organisation.....	53
Table 6: Programme 1: Outcomes and Outputs.....	54
Table 7: Programme 1: Indicators and Targets	56
Table 8: Programme 1: Key Risks	59
Table 9: Programme 2: Outcomes and Outputs.....	60
Table 10: Programme 2: Indicators and Targets.....	66
Table 11: Programme 2: Key Register.....	72
Table 12: Programme 3: Outcomes and Outputs	74
Table 13: Programme 3: Indicators and Targets.....	77
Table 14: Programme 3: Key Risk.....	80

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LIST OF ACRONYMS AND TERMS

ACRONYM	TERM	DEFINITIONS
Article 370		Article 370 of the Indian Constitution gave special status to Jammu and Kashmir allowing it to have a separate constitution, a state flag and autonomy over the internal administration of the state
AFCTA	African Continental Free Trade Area	
AOP	Annual Operating Plan	
ASEAN	Association of Southeast Asian Nations	
AR	Augmented Reality	
BRICS	Brazil, Russia, India, China, South Africa	
CEO	Chief Executive Officer	Refers to the CEO of Brand South Africa
	Collaborative activities	Initiatives with key stakeholders that promote the South African Nation Brand
	Constitutional awareness campaigns	Initiatives to enhance the public's knowledge of the Constitution
DRC	Democratic Republic of Congo	
	Domestic perceptions	How South Africans perceive South Africa
EU	European Union	
FDI	Foreign Direct Investment	
4IR	Fourth Industrial Revolution	
GCIS	Government Communication and Information System	
Gini		In economics, the Gini coefficient, sometimes called Gini Index, or Gini ratio, is a measure of statistical dispersion intended to represent the income or wealth distribution of a nation's residents and is the most commonly used measurement of inequality
	Global perceptions	How the global community perceives South Africa

V.V.

ACRONYM	TERM	DEFINITION
GSA	Global South Africans	Global South Africans refers to South African citizens who reside in countries outside of South Africa or in the diaspora.
GDP	Gross Domestic Profit	
IoT	Internet of Things Marketing campaigns	Marketing initiatives taking place on the ground or off the ground, meaning with an objective of showcasing the brand's strengths, attributes and a value proposition among other things. It refers to above and below the line activities aimed at promoting the attractiveness of the Nation Brand to audiences domestically and internationally i.e., Outdoor, Broadcasting (TV, Radio etc) Print (Magazines, newspapers etc), Direct Mail (catalogues etc), Telemarketing (Phone, text message) etc.
MTSF	Medium Term Strategic Framework	
M&E	Monitoring and Evaluation Nation Brand alignment policy	Nation Brand alignment is a policy document is that will mandate South African institutions to align to consistent Nation Brand messaging towards building a reputable South African Nation Brand.
	Nation Brand Forum	A Nation Brand Forum is a multi-stakeholder meeting or platform where ideas and views about South Africa and issues impacting the country can be exchanged
	Nation Brand performance	Nation Brand performance includes monitoring and commissioning of research indices whereby South Africa is paired among developing and developed economies. It measures competitiveness, reputation and brand health. Some of the pillars that are measured include: investment and immigration, exports, people, culture, and heritage, governance, and tourism
NDP	National Development Plan 2030	

ACRONYM	TERM	DEFINITIONS
NSDF	National Spatial Development Framework	
	Operating model	Visual representation of how an organisation is structured to fulfil its mandate and delivers value to its internal and external customers. The operating model typically consists of structure, functions, staff count, processes, and systems
	Organisational corporate identity	Corporate identity refers to the manner which a corporation, firm or business presents themselves to the public (identity and visually)
	Organisational performance rating	Annual Performance Plan's link to the operational plans, budgets, and the performance of an organisation and how the organisation is meeting those targets
	Policy and Procedure awareness workshops	Internal engagements used to develop knowledge and understanding on organisational policies and procedures.
	Policy governance checklist	A list of items required, things to be done, or points to be considered, used as a reminder
	Reactive communication activities	Communication activities implemented in preparation for an effective and efficient response to a critical issue or threat to the country's reputation
	Reference groups	Reference group includes individuals or groups that influence opinions, beliefs, attitudes, and behaviours, which can be utilised for marketing and positioning insights.
	Retention Strategy	Policies and plans that can be used to reduce employee turnover and ensure that employees are engaged and productive in the long-term
SMME's	Small, Medium and Micro Enterprises	

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ACRONYM	TERM	DEFINITIONS
	South African global reputation (SAGP)	A study which assesses the way in which the South African brand is perceived by audiences globally
SAHPRA	South African Health Products Regulatory Authority	
SARB	South African Reserve Bank	
SONA	State of the Nation Address	
SOEs	State Owned Entities	
	Strategic platforms	Strategic platforms are key events which Brand South Africa can leverage to amplify its messaging
TBE	To Be Estimated	
UK	United Kingdom	
USA	United States of America	
VR	Virtual Reality	
WHO	World Health Organisation	

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FOREWORD FROM THE MINISTER AND THE DEPUTY MINISTER

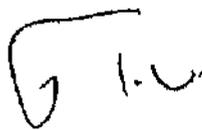
Over the past 27 years, South Africa has established itself as a cohesive and non-sexist democratic society. We need to build on this image to inspire our people and attract investments.

At this time, the world is grappling with uncertainty as it forges a way through the global pandemic that is COVID19. Globally we are uncertain about what the world will look like on the other side of the pandemic. However, what is certain is that the country's brand will be even much stronger, and will remain the anchor for humanity as it has always done given the challenges of the past.

As we implement the Strategic Plan, it will be important for us to make a meaningful impact in the lives of our people. It is a chance for us to play our part by drawing from our diverse sources of knowledge to inspire the kind of change we want to see for the country. The President has called on all of us to join hands and build an inclusive economy and has reaffirmed the NDP Vision 2030 as the guiding torch towards a prosperous South Africa that is free from poverty. The NDP is a product of a process of consultation and participation by all sectors of our society and was adopted by a multiparty parliament before it was signed by the President.

As a country, which is undergoing transformation, it is critical that we find lasting solutions to address the high unemployment rate and incidents of gender-based violence, as these take away from and disrupt energies directed at moving our nation forward. We have a vision for a prosperous future that requires greater efforts from all of us.

To this end, Brand South Africa must be at the forefront of raising awareness of a positive country image and reputation. This means enhancing interventions that will be implemented to keep our country alive, bring to life the consciousness of the South African dream and combat socio economic challenges. This will also include raising awareness against forms of social ills that continue to bedevil our hard-won freedom, particularly gender-based violence. We must focus our resources in ensuring that South Africans unite in their diversity and participate actively in programmes designed to influence, shape and change attitudes that are detrimental to our success as a nation. The ethos of who we are is what has carried our image and reputation over many decades of struggle to both international and domestic audiences.



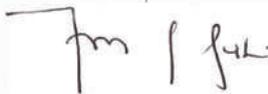
There are many benefits to having a consolidated brand image, with the most important being that a consistent Brand South Africa message creates strategic advantages in terms of trade and tourism for the country in an increasingly competitive marketplace. We continue to encourage ordinary citizens at home and abroad as well as corporate citizens in actively supporting the work of Brand South Africa.

It is important that this Annual Performance Plan 2022/23 has clear indicators of success that will contribute to the impact statements outlined in the strategic plan:

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

The time has come for all of us to revive the hopes and dreams enshrined in the NDP in order for the country and its people to thrive. We must remain a Brand South Africa that is capable of showcasing the potential we have as a people, and our ability to rise up to and be responsive to all challenges faced. We need to ensure that we continue to drive social cohesion, nation building, pride and patriotism.

In the coming years, Brand South Africa's role would be to continue to indirectly contribute towards the four critical NDP pillars on which it was founded, namely: poverty alleviation, economic growth, job creation and social cohesion. The Play Your Part programme will continue to be used to promote nation brand pride and active citizenry.



MR MONDLI GUNGUBELE, MP

MINISTER IN THE PRESIDENCY

DATE: _____

MS THEMBI SIWEYA

DEPUTY MINISTER IN THE PRESIDENCY

DATE: _____

FOREWORD FROM THE CHAIRPERSON OF THE BOARD OF TRUSTEES

It gives me great pleasure to table the Brand South Africa 2022/23 Annual Performance Plan to the Executive Authority. As the current Board of Trustees approaches the third year in the role of Accounting Authority for Brand South Africa, we are excited to provide 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.

It goes without saying that if we do not articulate who we are or what we stand for, the world will define us by our weaknesses. The work of Brand South Africa as the country's official marketing agency tasked with managing the country's reputation in all spheres of society becomes and remains crucial. Perceptions matter because they influence decisions to engage. If we are not perceived to be an attractive destination for business, investment, study and/or travel, then those much-needed investments will not be forthcoming.

The challenges posed by the COVID-19 pandemic such, as increased unemployment and a stagnated economic growth cannot be ignored when assessing the performance of the Nation Brand. Incidents of unrests along with the measures taken to contain the spread of the virus continue to be a strain on the reputation of the country both Internally and externally. Brand South Africa's agenda therefore remains Imperative given the country's current socio-economic challenges and plans to counter these challenges through an aggressive investment and country promotion programme as outlined in the organisation's Annual Performance Plan 2022/23.

During the 2021/2022 financial year, the Board of Trustees hosted a Strategic Review session which was attended by the then Acting Minister in the Presidency, *Ms Khumbudzo Ntshavheni*, who provided input to the organisation's strategy.

The Acting Minister's address and subsequent discussions emphasised several key points including the following:

- The 6th Administration has identified 7 priorities that will fast track South Africa's path to prosperity.
- The importance of discussing the narrative around our country (our response in the country and on the continent to the Covid-19 pandemic; and the Economic Reconstruction and Recovery Plan).
- The original motivation for the creation of Brand South Africa.

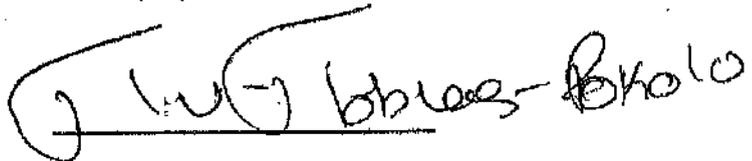
- A South Africa that is fit-for-purpose requires a Brand South Africa that is fit-for-purpose.
- The focus should be on becoming a highly effective and capable entity.
- Brand South Africa must be a centre of excellence that is internationally competitive, respected and internally beneficial.

This Strategic Review session also included the participation of the Board as well as Senior Management. Therefore, the 2022/23 Annual Performance Plan has the support and endorsement of the Board of Trustees.

The Board of Trustees commits itself to ensuring continued oversight of the organisation so that Brand South Africa remains an effective and reliable entity with a good corporate governance standing. The Board intends to work closely with Management to address governance challenges identified in the 2020/2021 AGSA audit, and we are confident that internal control challenges will be addressed.

In response to the outbreak of COVID-19 in South Africa, and the surge in reported cases of gender-based violence during the 2020/21 financial year, Brand South Africa developed and implemented proactive and reactive communications' interventions to support the Governments' efforts to curb the spread of the virus and to call for an end to gender-based violence. True to our values, the organisation will continue to approach challenges with a 'can-do' attitude for the 2022/23 financial year and beyond. We are proud of the entity's achievements to date.

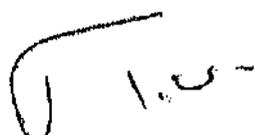
On behalf of the Board of Trustees and the entire Brand South Africa team, I would like to acknowledge the role played by the GCIS, which provides oversight in respect of Brand South Africa. With the support of the GCIS, we commit to continue to build a sustainable, trustworthy, quality and innovative organisation. I believe that if we keep these themes at the heart of how we engage with all stakeholders, we will remain worthy custodians of the Nation Brand. To continue this journey, we must hold each other accountable for delivering on our purpose and ensure that it is reflected in new initiatives and daily decisions.



MS THANDI TOBIAS-POKOLO

CHAIRPERSON OF THE BOARD OF TRUSTEES

DATE: 31/01/2022



FOREWORD FROM THE CHIEF EXECUTIVE OFFICER

The mandate informing Brand South Africa's work is derived from the organisation's Trust Deed, which essentially anchors the organisation as an entity tasked with delivering integrated and coordinated marketing, communications, reputation management solutions and interventions as it markets the South African Nation Brand locally and abroad.

Brand South Africa presents its Annual Performance Plan, for the 2022/23 financial year, during a period when the world is still battling to manage the impact of the COVID-19 pandemic. The coronavirus pandemic has presented South Africa with an unprecedented set of challenges that have strained the country's resources, employment productivity plans as well as the country's health care infrastructure. The South African Nation Brand Reputation and the levels of social cohesion have not been spared from the negative impacts of the pandemic. The current global and domestic climate requires a more focused output from the organisation's Annual Performance Plan in order to influence perceptions; balance the narrative about the country as well as encourage South Africans to rally behind the Nation Brand.

As outlined in the Brand South Africa Strategic Plan 2020/21'-2024/25, the organisation's Strategy is directly aligned to the NDP, the MTSF 2019-24, the priorities of the 6th Administration (within the ambit of its mandate as outlined above), domestic and international environment and more recently the Economic Reconstruction and Recovery Plan. In its planning, the entity considered the successes and challenges experienced in the delivery of its strategic intent in the 2020/21 financial year. Whilst the entity was able to deliver on its plans for the 2020/21 financial year despite a sizable reduction in the entity's budget, this should not continue given the enormous task and mandate entrusted on the organisation.

The 2020/21 financial year also allowed the organisation to adjust its execution model on a number of activities in order to adapt to challenges imposed by the COVID-19 pandemic. These lessons will prove useful in the implementation of the 2022/23 Annual Performance Plan.

In the coming year, Brand South Africa will focus its activities on the continent to leverage and amplify on the AFCTA opportunity; will focus on positively improving South Africa's brand image and reputation internationally. The entity will continue to be the authority on



the Nation Brand through implementing integrated marketing, communications and reputation strategies in support of key strategic global activities. The entity will further achieve this by developing and articulating a South African Nation Brand identity that will advance South Africa's long-term positive reputation and global competitiveness. This will be achieved through the following outcomes:

- i. Improved Reputation of Brand South Africa as an entity;
- ii. Increased attractiveness and thereby competitiveness of the Nation Brand;
- iii. Increased Nation Brand advocacy and active citizenship; and
- iv. Aligned Nation Brand execution and experience domestically and internationally.

The above outcomes should thus translate into activities aimed at:

- enhancing the understanding of the Nation Brand performance among stakeholders;
- contributing towards improved Nation Brand reputation and perceptions domestically and internationally (through the Play Your Part programme and media activities);
- utilising the domestic and international platforms, to enhance the awareness of the Nation Brand identity, image and competitiveness including the value proposition of the Nation Brand;
- building a cohesive approach when marketing the Nation Brand among targeted stakeholders; and
- strengthening Nation Brand advocacy domestically and among GSAs.

Equally important are measures of success to the strategies and plans put in place. Monitoring and evaluation will play a crucial role in ensuring that impact is achieved.

I would like to take this opportunity to express Brand South Africa's commitment to building a cohesive Nation Brand image and reputation through a focused implementation of this Annual Performance Plan.



MS SITHEMBILE NTOMBELA

ACTING CHIEF EXECUTIVE OFFICER

DATE: 27/01/2022



EXECUTIVE SUMMARY

Brand South Africa, previously known as the International Marketing Council of South Africa (IMC), is governed by the Brand South Africa Trust Deed in terms of the Trust Property Control Act (No.57 of 1988, as amended), and the Public Finance Management Act (No.1 of 1999, as amended) (PFMA) in terms of which it is listed as a Schedule 3A Public Entity.

The organisation reports to The Presidency, with the Minister in The Presidency as the Executive Authority, and receives its budget through the GCIS. There is a crucial need to leverage our position in The Presidency by positioning Brand South Africa as a leader, not just a messenger/advisor in terms of its mandate to promote and enhance the Nation Brand and reputation. Brand South Africa has to own and control the way the Nation Brand story is told as well as the narrative. This is to ensure a cohesive and a coherent brand image is achieved. To achieve this, Brand South Africa must strengthen the partnership and collaboration with the GCIS to leverage the platforms and interaction with stakeholders who drive the global agenda.

Brand South Africa's Annual Performance Plan 2022 /2023 is outcome based and outlines our objectives, goals, outcome indicators, initiatives and risks, including a plan in place to mitigate the risks.

The country continues to face challenges, which include global economic pressures, the COVID-19 pandemic challenges, a substantial variation in growth trends in Asia and Western Europe, continued tensions driven by trade and political developments across key markets, and even more aggressive competition among destinations for inward investment and the world's travellers. The Annual Performance Plan considers these factors and will enable us to continue to maximise the return on investment of Brand South Africa's marketing efforts. Within this global context, the South African environment is characterised by an unsustainable economic trajectory: with a stagnating economic growth, rising unemployment and income inequality. This plan takes into consideration domestic and international environments.

To reinforce South Africa's Nation Brand positioning and value proposition, it remains imperative to win investor confidence by constantly disseminating messaging that will assure investors that South Africa is a country filled with possibilities, has governance and regulations in place to protect investors. At the centre of this Annual Performance Plan is the President's Economic Recovery and Reconstruction Plan and a need to refocus interventions towards improving the Nation Brand image and reputation among the

international audience. The continent remains a key area of focus, a market that boasts 1, 3 billion people who are capable of turning around Africa's economic and social outlook. This will be realised through leveraging on the African Continental Free Trade Area (AfCFTA).

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. Integrated marketing, communication and reputation interventions are important in telling a South African story that will advance the country's reputation, image and competitiveness.

Building a Nation Brand is therefore a collective national effort. It 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. This Annual Performance Plan further contextualises the targeted markets and audiences, and articulates the position and posture of messaging.

In this rapidly evolving environment, Brand South Africa must discharge its mandate of positively influencing and enhancing the perception of our Nation Brand. The strategy therefore seeks to deliver on a prosperous Nation Brand while contributing towards patriotism and social cohesion within the nation.

In delivering the Strategy, thereby creating the impact set out, the following key responses must be pursued:

- Brand building activities and campaigns: Campaigns based on sound insights, which are executed with partners for clear objectives, and outcomes that enhance our Nation Brand as well as measures of success.
- Reputation Management (domestic and international): To retain a consistent and an attractive image of the country.
- Nation Brand advocacy Internationally: Promoting Play Your Part, Global South Africans, Pride and Patriotism programmes.
- Strengthen and shift the brand association away from previously dominant focus areas (e.g., Mining), towards more relevant focus areas (e.g., Technology and Manufacturing).
- Ensure consistent messaging, positioning and consensus on:
 - Key elements of the Nation Brand; and
 - Brand South Africa's mandate, functions and responsibilities.

Finally, from an operational perspective, the strategic activities required include:

- **Research and analytically driven insights:** Targeted programmes and interventions require data driven insights on resource allocation, trends, opportunities, threats and required outcomes; and
- **Fostering and leveraging key partnerships and alliances:** Intra-governmental partners, local communities, civil society and individual citizens are all necessary partners in delivering a consistent brand experience.

In discharging its mandate, Brand South Africa will engage in a number of strategic initiatives that will elevate and enhance the Nation Brand and disseminate content around government initiatives (e.g. state visits, strategic international platforms, ministerial outreach programmes), key organisational programmes and reputation management initiatives.

U.T.V.

PART A - OUR MANDATE

The mandate of Brand South Africa is:

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

Brand South Africa is an entity of the State, which derives its mandate from the Constitution of the Republic of South Africa, 1996 and relevant legislative and policy frameworks.

1. Updates to Legislative and Policy Mandates

Brand South Africa was established in 2002 in terms of the Trust Property Control Act No. 57 of 1988 and is listed as a Schedule 3A Public Entity in terms of the Public Finance Management Act No. 1 of 1999.

As outlined in the Trust Deed, “the primary object of the Trust is to develop and implement pro-active and coordinated marketing, communication, and reputation management strategies for South Africa”. It is also guided by the country’s National Development Plan as launched in 2013 as well as key priorities set by government. The aim is to contribute towards economic growth, job-creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism and trade through the promotion of the Nation Brand.

In line with the object of the Trust, its mandate is: **To build South Africa’s Nation Brand reputation to improve South Africa’s global competitiveness.”**

The Trust Deed further guides the organisation to achieve this through:

1. Developing and articulating a South African Nation Brand identity that will advance South Africa’s long-term positive reputation and global competitiveness.
2. Build individual and institutional Nation Brand alignment in South Africa to contribute towards pride and patriotism among South Africans.
3. Seek to build awareness and the image of the brand in other countries.
4. 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.

1.1. Delivering the Organisation's Mandate

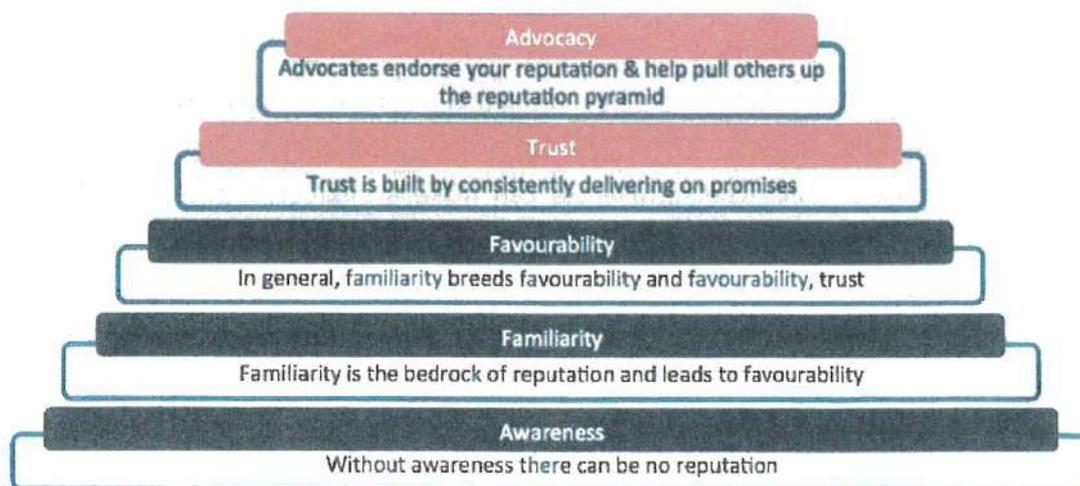
1.1.1. Reputation Management and the Role of Brand South Africa

Reputation is the collective assessments of a country's past actions and its ability to deliver on improving business results to multiple stakeholders over time, including financial soundness, quality management, products and services and market competitiveness.

A good country reputation has many benefits: it can increase investment, inspire investor confidence, provide more equity and market share, secure loyalty, make media less inclined to focus on negative aspects of the brand and increase tourism, among others.

To illustrate, a key component of Brand South Africa's International Investor Perception research is the Country Brand Health Funnel, which measures the country's reputation according to levels of awareness, familiarity, favourability, trust and advocacy. The figure below illustrates the logic behind measuring these attributes and the way in which they contribute to overall reputation management:

Figure 1: The Brand Health Funnel



Brand South Africa's mandate to manage 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. As the custodian of the Nation Brand, our job is to promote our competitive strengths as well as how we address challenges to its reputation.

J.T.W.

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 which are 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.

1.1.2. Key considerations for the 2022/23 Financial Year

Brand South Africa is the entity tasked with delivering integrated marketing, communications, reputation management solutions and interventions as it markets the South African Nation Brand locally and abroad. Furthermore, Brand South Africa exist in order to indirectly contribute towards national objectives of economic recovery, job creation, poverty alleviation and social cohesion as informed by the NDP and this inform the organisation's strategy formulation and execution.

South Africa's national strategy is driven and monitored through the Presidency, and the Nation Brand Strategy needs to be an integral part of this to ensure alignment. Nation Branding to increase global competitiveness can make a vital contribution to the key priorities of the country. South Africa's value-proposition and positioning must reflect the country's Vision 2030: and thus, the benefits of a close connection are evident.

Key considerations for the 2022/23 financial year include:

- Trends in the Nation Brand space
- President Cyril Ramaphosa's priorities:
 - to win the fight against the coronavirus pandemic;
 - accelerate economic recovery;
 - implement economic reforms to create sustainable jobs and drive inclusive growth; fight corruption and strengthen the State;
- The COVID-19 pandemic impact;
- Increased polarity and divisiveness within the South African society, which leads to decreased pride and social cohesion levels;

- A similar increase in polarity and divisiveness globally, where vaccine protectionism and trade tensions will impact the competitiveness and attractiveness of the Nation Brand;
- Domestic social issues, such as the unrest in July 2021, that may pose a threat to the reputation of the country if they resurface; and
- Guidance from the Executive Authority which highlighted the following:
 - The original motivation for the creation of Brand South Africa in 2001 was in response to the need for the country to be positioned globally as an investment destination, partner in global governance and to leverage a coherent and integrated Nation Brand to enable delivery on national strategic objectives.
 - Brand South Africa plays a strategic role that is required to support national objectives and the Presidential Investment Drive.

2. Updates to Institutional Policies and Strategies

The policy and strategy mandate informing the strategic posture and intent of Brand South Africa is guided by the below considerations.

Table 1: Alignment to Brand South Africa's Strategic Plan 2020-2025 with NDP and MTSF

Policy / Strategy	Key Considerations
NDP	<p>Chapter 7: Positioning South Africa in the World</p> <p>Brand South Africa implements integrated marketing communications and reputation management strategies with and through stakeholders in positioning South Africa favourably among targeted audiences.</p>
NDP	<p>Chapter 15: Transforming Society and Uniting the Country</p> <p>Brand South Africa implements three key programmes towards this objective: namely the Play Your Part (PYP) initiative, the Constitutional Awareness as well as the GSA</p>
MTSF	<p>Priority 6: Social cohesion and safe communities</p> <p>Brand South Africa is a delivery partner for Priority 6. The entity is tasked with promoting awareness of the values enshrined in the Constitution and promoting active citizenship through the PYP and GSA programmes. The entity also provides insights on the following indices:</p>

Policy / Strategy	Key Considerations
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social cohesion, active citizenship and national pride through its domestic perceptions research study.

MTSF

Priority 7: A better Africa and World

- Brand South Africa will leverage on AfCFTA to strengthen relations with continental partners.
- Brand South Africa develops and implements a Nation Brand strategy that promotes the country's reputation, image and competitiveness.
- Work with and through key stakeholders in the public, private and non-governmental sectors, Brand South Africa strives to create an environment conducive to increased investment, trade, tourism, attracting skills and major global events.

3. Updates to Relevant Court Rulings

There were no court rulings impacting Brand South Africa's strategic context

PART B - OUR STRATEGIC FOCUS

4. 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 re-named 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 marketspace is more critical, than ever.

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

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



5. Nation Brand Positioning strategy

For the 2022/23 FY, Brand South Africa seeks to reposition the Nation Brand value proposition by articulating the South African story that builds on new brand associations. This will be informed by research insights and implemented in partnership with strategic stakeholders domestically and internationally.

This strategy will be cognisant of environmental developments and trends in the domestically and internationally.

The positioning will build on brand associations of the country and underpin them with the brand proposition of “Inspiring New Ways”.

Brand South Africa employs a holistic approach to communicate on Nation Brand strengths and contextualise government policy and initiatives within comprehensive inclusive framework of dissemination tools and activities

The 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.

6.1.4

6. Situational Analysis

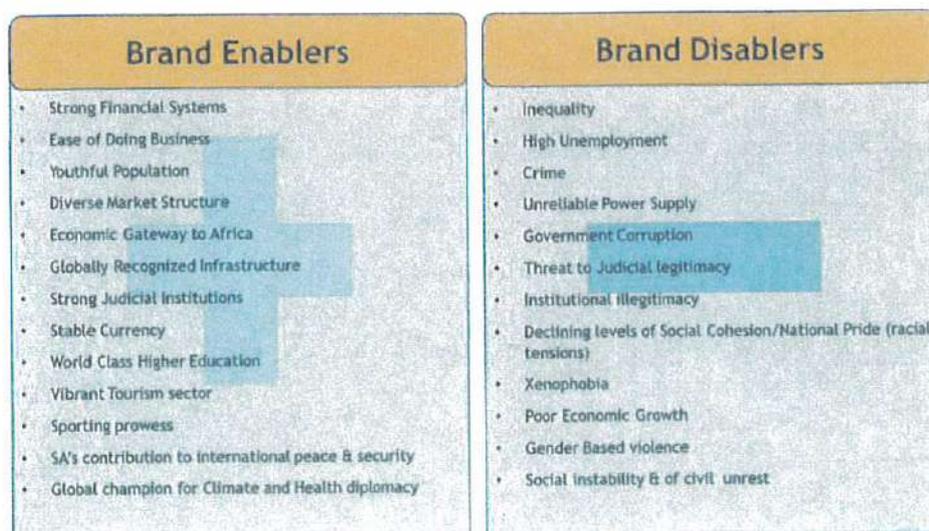
The situational analysis considers both the external and internal environments providing context for developing the strategy of the organisation.

The COVID-19 pandemic has challenged countries around the world to perform beyond measure in effort to keep their economies afloat. With economies having crashed, businesses closing down and unemployment being on the rise like in South Africa. The world has been under scrutiny. It is in this case that the year 2022 will be measured by the continuing recovery of the global economy, although the growth will be slow. It is evident through the management of the pandemic- in 2022 a number of sectors will be revived, with unemployment rates continuing to drop and government lessening stringent measures.

From the success of managing the pandemic, global cities will emerge (regain their strength) through being competitive in the world. However, with the use of digital tools as the world experienced a rapid move into the digital age. Additionally, it is not doubt that climate action will continue to shape business agendas in the year to come.

The Brand South Africa annual performance plan will require the organisation to be fully cognisant of the key issues in the global, regional and domestic environment that impact the performance of the Nation Brand. Brand South Africa will have to take advantage of Nation Brand enablers to position the country favourably. As the custodian of the Nation Brand, the organisation will be required to engage with stakeholder that have a key role to play in addressing the brand disablers.

Figure 2: Nation Brand enablers and disablers



6.1. Global Landscape

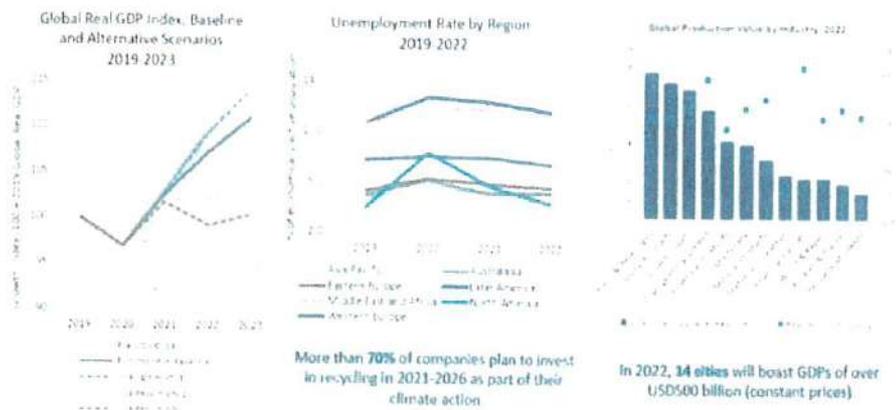
In 2021, the global economy was estimated to rebound by 5.5%, with 2022 being projected to 4.1% - reflecting on the continued COVID-19 flare-ups, lingering supply bottlenecks and diminished fiscal support. Outputs and investments in advanced nations were projected to return to pre-pandemic trends in 2022 - remaining below in emerging markets and developing economies, owing lower vaccination rates, more fear towards the pandemic and tighter fiscal and monetary policies.

The following pointers are the key trends analysed for the year 2022:

- According to Euromonitor International's baseline forecast, due to continued medical improvements and the consumption boost from pent-up demand -the fastest pace of recovery has slightly decreased- the global economy is expected to expand by 4.6% (down from 5.7% in 2021).
- It is important to note that the COVID-19 pandemic will continue to pose a great risk to global economic growth in 2022 as the insufficiency of vaccinations in both advanced countries; especially developing economies and new waves normally lead to tightened restrictions of social distancing and the unwanted closure of businesses.
- The continuation of supply chain disruptions and high inflationary pressures in 2022 will have a large negative impact on global production and consumption, which will ultimately undermine the overall global economic recovery.
- However, The Euromonitor International's pessimistic scenario projects the global real GDP growth to be stagnant in 2022 and only see growth in 2023.

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Figure 3: Global growth assessment



Source: Euromonitor International Macro Model/Voice of the Industry: COVID-19 survey, 2021; ILO/National statistics/ Eurostat/UN/OECD

Global growth is set to slow sharply, as the initial rebound in consumption and investment fades and macroeconomic support is withdrawn. Much of the global slowdown over the forecast horizon is accounted for by major economies, which will also weigh on demand in emerging market and developing economies.

In contrast to the well-known advanced nations, most emerging markets are projected to suffer from the continuing fear to output from the pandemic, with adversities that pose a great risk to the return of investment or output pre-pandemic trends over the forecast horizon of 2022-23.

The rebound in global activities coupled with the supply chain disruptions mentioned in the section above, higher food and energy prices have compelled a pushed-up headline inflation across a number of countries. It is evident through the data in global trends reports that more than half of inflation-targeting emerging markets and developing economies experienced above target inflation in the year 2021- shifting a higher focus to central banks towards the increase of policy rates. Therefore, consensus forecasts anticipate median global inflation to remain elevated in 2022.

Emerging market and developing economies (EMDEs) are experiencing a weaker recovery than advanced economies, owing to slower vaccination progress, more muted policy support, and more pronounced scarring effects from the pandemic. Vaccine access remains unequal, with very low rates in low-income countries. After surprising to the upside in 2021, global inflation is expected to remain above its pre-pandemic rate this year. Investment is

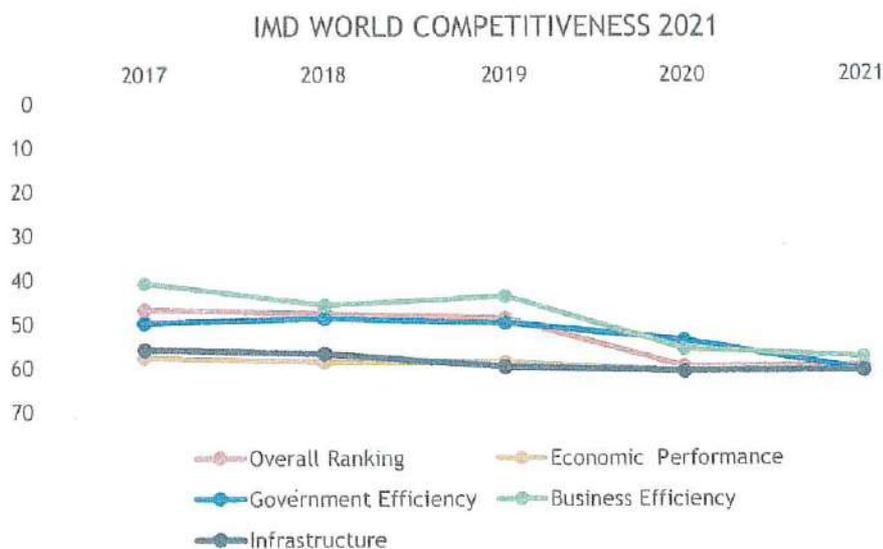
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expected to be sharply more subdued in EMDEs than in advanced economies. In 2023, per capita incomes in nearly 40 percent of EMDEs will remain below their 2019 levels. Omicron-related economic disruptions could substantially reduce growth in 2022¹.

6.2. Competitive Environment

In the 2019 edition of the Global Competitiveness Report (WEF GCI), South Africa was ranked as the 60th most competitive nation in the world out of 140 countries. The country slipped in the IMD 2021 World Competitiveness Yearbook (WCY) where it was ranked 62 out of 64 countries.

Figure 4: South Africa's performance on the IMD WCY



South Africa competes with other developing nations and for the longest time, the country was considered as a gateway to Africa. However, with recent activities and competition from challenger brands on the continent, the country's competitive advantage and positioning is no longer sustainable. The recent drop in both the WEF GCI and the IMD WCY highlight the effects of the challenges that have been faced by the country and other competitors' determination to address their individual challenges and improve their brand appeal.

¹ <https://openknowledge.worldbank.org/bitstream/handle/10986/36519/9781464817601.pdf>

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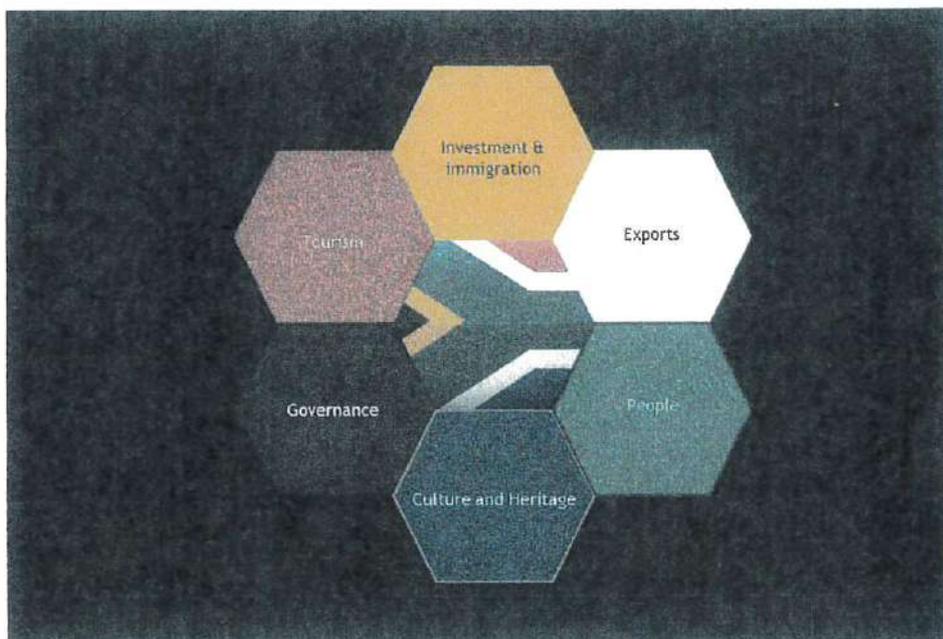
The IMD WCY highlights South Africa's challenges as:

- Deteriorating headline and youth unemployment.
- Rising public debt levels amid a shrinking fiscal space.
- Lack of decisive plans to revive the struggling economy.
- Ongoing electricity supply problems and rolling blackouts.
- Slow vaccination rates to fast track the post COVID-19 recovery.

The above list can however be expanded on to include Nation Brand disablers such crime, inequality, gender-based violence, racial tension and hostility towards foreign nationals.

The Anholt-Ipsos Nation Brand Index (NBI) is another long-standing and influential global study that focuses on the reputation of nation brands. The NBI measures six core attributes to ascertain the level of impact a nation brand has on global audiences. The NBI is based on a hexagon as outlined below, which is further used to unpack the South Africa's South Africa's competitive identity below.

Figure 5: NBI Nation Brand Hexagon



If all the factors are taken into consideration it is clear that a Nation Brand's strategic basis, or source of content and influence is linked to economic, governance, people & culture, trade aspects.

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South Africa country's Competitive edge as a middle-income country is defined by its attractive investment environment, world-class financial infrastructure, vibrant culture and tourism sector. As the COVID-19 Pandemic continues to unfold, South Africa and its income peers are fighting for greater visibility, voice and reputation anchors.

In the 2021, NBI South Africa dropped from a ranking of 40 in 2020 to 44 out of 60 nationsⁱⁱⁱ. This drop cannot necessarily be attributed to South Africa regressing, however, as previously mentioned; other countries have put extra effort in improving their brand appeal.

South Africa continues to find its way through the changing value chain landscape and has positioned itself as the market of choice for innovation, agility, and sustainability. According to Simon Anholt, global Nation Brand expert, the Nation Brands of the future are those who poise their brands as Nations of Purpose, Global Change, Meaningful Impact and Cross-Cultural Influence. Countries with better global images contributed more to the greater good of the world and traded at a premium, while those whose images were negative suffered "structural deficit".

South Africa ranks 41st on the 2020 Good Country Index^{iv}, which is only three spots below the United States and above Brazil and India. It is the highest-ranking African country.

Figure 6: South Africa Good country index performance



At the 2021 Nation Brand Forum, Simon Anholt emphasised that recovery must be underpinned by deeds not words. As South Africa navigates its way through the uncertain post-COVID-19 World, it emerges as a middle-income Country that has firmly placed itself as a Country Committed to championing Continental objectives, while also highlighting multilateral engagements.

As a middle-income Country, South Africa's affiliation to the likes of BRICS, and its successful lobbying of TRIPS has firmly placed our country as one which has a Foreign Policy that is stepped on Health and Climate Diplomacy.

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6.2.1. South Africa's Key Market Competitors

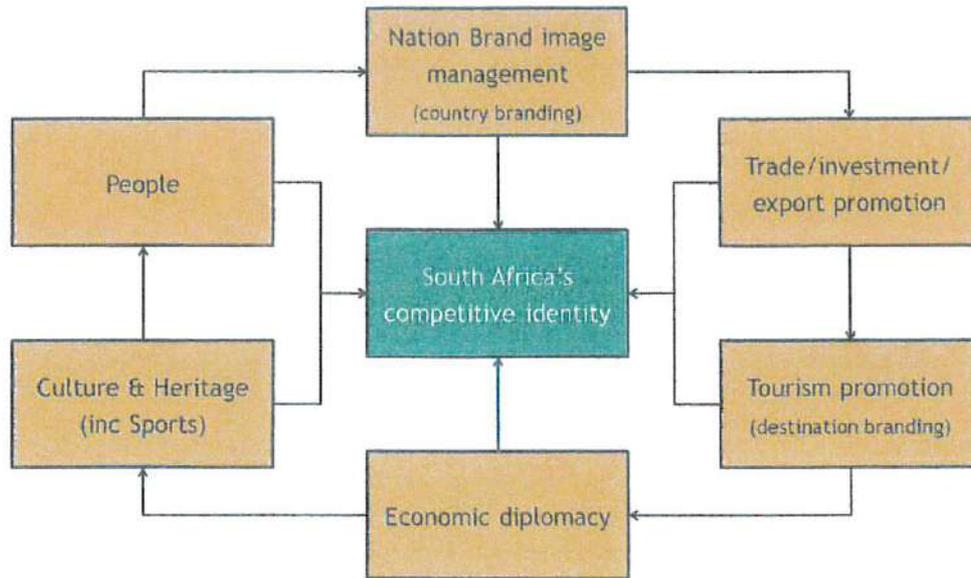
Below is a list of South Africa's key market competitors from a middle-income and continental perspective and each country's performance on the WEF GCI; IMD WCY; NBI and Good Country Index.

Table 2: SA performance against competitors

Index / Report	WEF GCI 2019	IMD 2021	NBI 2021	Good Country
Country	Rank/141	Rank/64	Rank/100	Rank/153
Algeria	89/141	N/A	58/100	122/153
Argentina	83/141	63/64	49/100	73/153
Botswana	91/141	61/64	100/100	81/153
Brazil	71/141	57/64	21/100	55/153
China	12/141	16/64	2/100	69/153
Egypt	93/141	N/A	45/100	96/153
Ghana	111/141	N/A	69/100	95/153
India	68/141	43/64	7/100	74/153
Kenya	95/141	N/A	60/100	71/153
Mauritius	52/141	N/A	N/A	48/153
Mexico	48/141	55/64	20/100	75/153
Morocco	75/141	N/A	61/100	58/153
Namibia	94/141	N/A	N/A	104/153
New Zealand	19/141	20/64	42/100	22/153
Nigeria	116/141	N/A	38/100	126/153
Russia	43/141	45/64	16/100	47/153
Rwanda	100/141	N/A	N/A	76/153
South Africa	60/141	62/64	50/100	41/153
South Korea	N/A	23/64	10/100	N/A
Tanzania	117/141	N/A	80/100	79/153
Turkey	61/141	51/64	32/100	56/153
Zimbabwe	127/141	N/A	N/A	111/153

From a Nation Brand Management perspective, Brand South Africa will have to ensure that the country's competitive identity such as attractive investment environment, world-class financial system, vibrant culture and tourism sector, and 'good country' standing are strategically profiled with the objective to contribute towards achieving *Impact Statement 1: A Prosperous Nation Brand* in the Annual Performance Plan.

Figure 7: map of South Africa's competitive identity



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. Programmes that are aligned towards contributing to *Impact Statement 2: A patriotic and socially cohesive nation*, in the Annual Performance plan, are also aimed at addressing the identified Nation Brand disablers, which weaken the Nation Brand's performance when compared to some of its peers.

6.2.2. Key selling features of the Nation Brand

The above gives context to our competitive environment whilst this section highlights the country messaging used to position the country's Nation Brand. South Africa is a country with developed first-world economic infrastructure and a growing emerging market. The investment potential lies in its diversity of sectors and industries. South Africa is also a major trading nation, exporting and importing billions worth of goods globally every year. It also remains a gateway into the various regions of African markets.

The key messages, marketing and communications tools that will be used in the execution of the 2022/23 performance plan will aim to:

- Position South Africa as a globally relevant player and partner in trade and investment that can compete with the best in the world.
- Showcase South Africa's capabilities and strategic importance in the region.

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- Profile the country’s economic recovery strategy & implementation.
- Reinforce South Africa’s position as an attractive business, investment and tourism destination.
- Showcase investment opportunities that will transform the economy and create more employment opportunities.
- Highlight South Africa’s commitment to having zero tolerance for and fighting corruption in all sectors of society.
- Promote advocacy, active citizenship and social cohesion.
- Encourage a collective approach to address Nation Brand Disablers.
- Strengthening and promoting regional trading (continent)

6.3. Stakeholders and Target Audiences

In order to 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.

Figure 8: Audience and stakeholder map



A key outcome of the current organisational strategy is the *Aligned Nation Brand execution and experience domestically and internationally*. Research studies devoted to identifying the reputational standings of nations, or Nation Brands, typically measure the reputation of

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a nation on various elements some of which will be beyond the direct influence of the Nation Brand Management agency. Building a Nation Brand is therefore a collective national effort and requires that a broad spectrum of stakeholders.

The below table provides a high-level overview of the work that must be done to strengthen relationships with stakeholders and reach wider audiences in the process of implementing the annual plan.

Table 3: Audience and stakeholder engagement guide

Key Audience / Stakeholders	What will be done to reach and influence this audience
Centre of Government (Presidency / GCIS)	<ul style="list-style-type: none"> ▪ Leverage Brand South Africa's location with Presidency/GCIS as centerpiece - strategically placed to tap into stakeholder platforms in terms of the Hexagon. ▪ Shape narrative, shape perceptions nationally. ▪ Establish policy guideline for cohesive messaging and coordination, including provinces, local sphere, and departments.
Stakeholders who drive global agenda in terms of Brand enablers (eg SAT; InvestSA; DIRCO, DSAC)	<ul style="list-style-type: none"> ▪ Position Brand South Africa as the leader of activities, coordinator and message shaper. ▪ Intentional and proactive in engagement with brand owners in terms of the 6 pillars of the Hexagon. ▪ Work with the GCIS to leverage the platforms and interaction with the stakeholders who drive the global agenda. ▪ Utilise new platforms for engagement - digital platforms.
Business associations, chambers, corporates	<ul style="list-style-type: none"> ▪ Increased awareness of Brand South Africa's value proposition amongst business. ▪ Strengthen partnerships with business formations - leverage information craft story/reasons to believe in South African competitiveness (they have a wealth of information). ▪ Business voice is trusted - win with business to support our agenda. ▪ Empower business with tools that promote South Africa's Nation Brand e.g. messaging, Masterclass and toolkit. ▪ Increase collaboration. ▪ 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.

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Key/Audience/ Stakeholders	What Media/Program/Initiative/ Collaboration and the why
	<ul style="list-style-type: none"> ▪ Build groundswell of supporters to tell positive stories. ▪ Our people must believe in South Africa and live the brand. Whilst implementing activities that will position the country as a preferred investment destination.
Domestic and Global Media - with large global audiences	<ul style="list-style-type: none"> ▪ Strengthen relationship with key influential communicators (business & GSA's) of our stories - ▪ Strengthen relations with media/ news agencies. ▪ Develop an integrated global media platform approach. ▪ Proactive packaging of content such as research indices for positive positioning of the country. ▪ Strategic targeting of relevant and important regional media partners.

6.4. External Environment Analysis

Brand South Africa's operating environment is broad and influenced by many factors including, but not limited to, areas of economics and trade, politics, tourism, demographics and socio-cultural matters. Several challenges and opportunities exist in the present operating environment; however, the 2022/23 financial year may require the organisation to be innovative and adaptable whilst it creates awareness and responds to various macro-trends.

6.4.1. Global Risks

According to the 2022, World Economic Forum (WEF) Global Risks Report the year under review will be increasingly defined by the evolving impact of COVID-19, which is cited to have both economic and social consequences that pose a critical threat to the world. Some of these consequences of this has been the worsening levels of inequality that have been further accelerated by Vaccine inequality and resulted in uneven economic recovery, which has risked compounding social fractures and geopolitical tensions. The report paints a bleak picture of a post-pandemic world in which by 2024, developing economies such as South Africa (excluding China) will have fallen 5.5% below their pre-pandemic expected GDP

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growth, while advanced economies will have surpassed it by 0.9%—widening the global income gap².

In the reports, 2021 edition major trends identified in the Global landscape, which were present prior to the COVID-19 pandemic, yet were further accelerated by it. Some of these trends were related to Supply chain disruptions, inflation, debt to GDP ratios, labour market disruptions, protectionism and educational disparities. These dynamics have had an impact on both rapidly and slowly recovering countries alike, which all now face the increasing challenge of restoring social cohesion, boosting employment and recreating the structures of their national economies to thrive in an uncertain future. The unintended consequence of this has been that emerging risks related to climate change, cyber security threats, de-globalisation and the race for Global dominance amongst the USA, China and Russia have been slightly ignored.

As the future remains largely uncertain, the following key Global trends are likely to define the next five to ten years.

- **Rising levels of Income Inequality**

Economic, political, technological, educational and intergenerational inequality were already challenging societies even before income disparities were escalated by the pandemic. These disparities are expected to further widen as the World Bank estimates that the richest 20% of the world's population will have recovered half their losses in 2021, while the poorest 20% will have lost 5% more of their income. It further states that by 2030, 51 million more people are projected to live in extreme poverty compared to pre-pandemic trends. This is likely to culminate in income disparities that will be exacerbated by uneven economic recovery, which risks increasing polarization and dwindling levels of social cohesion.

- **Digital Inequality**

COVID-19 created an unprecedented shift towards digitalization, however given the uneven levels of digital access and technological advancements, the shift occurred at varying extents across the world. This leap towards hyper connectivity as stated by WEF has further widened the income gap between advanced and developing nations as others have become

² https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2022.pdf

more competitive, while others have remained unchanged in a pre-pandemic analogue economy. Cited as digital inequality, this is a short-term risk in both Latin America and Sub-Saharan Africa. Which are largely considered to be the regions that will grow the least in 2022 and beyond. This increasing pressure to digitise has placed both financial and infrastructure strains on developing nations, who in their quest for post pandemic recovery face an uncertain future in how they will restructure their economies to meet the demands of a digital world. This risk must also be viewed in relation to the growing threat of digitisation to existing labour market dynamics, with more and more developing nations facing the often-difficult decision of technological advancement at the cost of traditional employment. As the next to ten years draw nearer developing countries who had made gains in the pre pandemic period will regress significantly as the rate of digitization, labour market sophistication and digital inclusion will continue to pose barriers to their ability to adequately compete.

- **Uneven Economic Recovery**

Growth among emerging market and developing economies (excluding China) is anticipated to unfold at a modest rate of 4.4%. This is largely attributed to the unsustainable demand for commodities in the Global market, rendering it short term in nature and insufficient to restore economic growth and performance to pre-pandemic levels. Overall, the outlook for emerging markets and developing economies will likely be dampened by the lasting legacies of the pandemic - erosion of skills from lost work and schooling; a sharp drop in investment; higher debt burdens; and greater financial vulnerabilities. Growth among this group of economies is forecast to moderate to 4.7% in 2022 as governments gradually withdraw policy support³. According to the World Bank low-income economies, where vaccination has lagged, growth has been revised lower to 2.9%, indicating the slowest pace of growth in the last two decades. The group's output level in 2022 is projected to be 4.9% lower than pre-pandemic projections. Fragile and conflict-affected low-income economies have been the hardest hit by the pandemic, and per capita income gains have been set back by at least a decade⁴. Large differences in vaccination rates between countries are also adding to the unevenness

³ <https://www.worldbank.org/en/news/feature/2021/06/08/the-global-economy-on-track-for-strong-but-uneven-growth-as-covid-19-still-weighs>

⁴ <https://www.worldbank.org/en/news/feature/2021/06/08/the-global-economy-on-track-for-strong-but-uneven-growth-as-covid-19-still-weighs>



of the recovery as renewed outbreaks of the virus are forcing some countries to restrict activities, resulting in bottlenecks and adding to supply shortages⁵.

- **Uncertain Geo-Political Landscape**

China and the USA's continued tussle for Global dominance is projected to dominate many aspects of the global geopolitical landscape. This is important to note as geopolitical dynamics and more importantly geopolitical risks indicate the growing fragility of relations between nations. The increasing political, economic, military, and cultural/ideological tensions between China and USA pose a risk to the overall stability of the Global order. In the next five to ten years, China and the USA will seek to counter each other's dominance in the areas of Technology, Economics, Geospatial arrangements and development finance. China's Belt and Road Initiative to expand an interdependent market for China as well as grow its economic and political power across the Globe has become one of the biggest threats to the USA's dominance. As a result, the USA has significantly increased its defence budget by looking to counter China's presence in strategic geospatial zones that are key to its strategy for economic, political and military expansion. The consequence of this is that the world is likely to be pushed into a bipolar Global order that resembles that of the Cold War period, increasing pressure for nations to pick a side or risk being collateral damage. COVID-19 has further intensified tensions and it is projected that while direct military confrontations may be unlikely, proxy wars on the fronts of economic exclusion/inclusion and cyber warfare/technological competition are likely to define the period ahead. For the developing world, this is likely to take the form of increased economic support from both powers; however, this will carry a number of obligations. In addition to this, the Global political landscape will be increasingly defined by political polarization and fragmentation that will make it increasingly difficult for stable governments to be formed and to remain in power in many parts of the world. Conflict risk will remain dangerously high in many parts of Africa, the Middle East, Central Asia and East Europe in 2022.

- **Climate Change**

According to the 2022, WEF Global Risks Report Climate change is already manifesting rapidly in the form of droughts, fires, floods, resource scarcity and species loss, among other impacts. Governments, businesses and societies are facing increasing pressure to mitigate the worst consequences. However, these efforts are being hampered by a disorderly climate transition characterized by divergent trajectories worldwide and across sectors that risk

⁵ <https://www.imf.org/en/Publications/WEO/Issues/2021/03/23/world-economic-outlook-april-2021>



further driving apart countries, while also dividing societies creating barriers to cooperation.

Countries like South Africa are continuing down the path of reliance on carbon-intensive sectors risk losing competitive advantage through a higher cost of carbon, reduced resilience, failure to keep up with technological innovation and limited leverage in trade agreements. However, like many developing countries, South Africa faces the difficult task of shifting away from carbon-intense industries just as coal power stations, which currently employ millions of workers. The consequence of a hasty transition is likely to trigger economic volatility, deepen unemployment and increase societal and geopolitical tensions. Adopting hasty environmental policies will also have unintended consequences for nature—there are still many unknown risks from deploying untested biotechnical and geoenvironmental technologies—while lack of public support for land use transitions or new pricing schemes will create political complications that further slow action. A transition that fails to account for societal implications will exacerbate inequalities within and between countries further heightening the possibility of geopolitical frictions.

6.4.2. Global Economic Trends

“Slowbalisation”, the slowdown in globalisation as an economic and social trend has been identified by the Economist. This is shown through falling trade numbers as a portion of global GDP, falling global profits for multinationals and FDI levels dropping from 3.5% in 2007 to 1.3% in 2018. This phenomenon is likely a residual effect from the Global Financial Crisis in 2008, as well as radical policy shifts in the USA regarding the US-China trade war, as well as an increasingly isolationist policy manifestations in so-called advanced markets. Additionally, South Africa is adversely impacted by the 15.1% decrease in FDI inflows in South Africa 2019. However, the global flows of FDI are under severe pressure this year as a result of the COVID-19 pandemic⁶.

Slowbalisation may be a result of another trend: “Reshoring.” Manufacturing economies like Germany and Japan are moving their production out of value chains in developing countries back to their home countries through robotic and automation improvements, to production lines in country. This is a threat to South Africa’s competitiveness and Nation Brand, where countries like Germany and Japan have production lines (e.g., the auto-industry) invested

⁶ <https://santandertrade.com/en/portal/establish-overseas/south-africa/foreign-investment>

in South Africa. It is important to adapt to the expectations of these countries in order to maintain their business interests.

The 4th Industrial revolution technologies, facilitated by an increase in centrally stored information, connected through telecommunication networks, are driving the advances behind this trend. Elements such as A.I, IoT, machine learning, predictive analytics, automation, and improvements to robots have allowed new forms of production and new methods of creating value. This has caused major disruption to long-established industries, from media and manufacturing to tourism and finance.

Finally, an important and international factor that is impacting socio-political, economic and technological shifts is the continued global impact of climate change. It is predicted that in 2025, average global temperatures will have increased by 2 degrees exacerbating extreme weather conditions and raising costs from natural disasters. This will create changed behaviours of consumers and create further economic costs impacting tourism levels.

The rapidly shifting global dynamics will impact South Africa. Positioning of South Africa's Nation Brand requires a clear movement away from industries and sectors where strong current perceptions may negatively influence the Nation Brand. This includes industries such as mining & quarrying, fossil fuels and so on - industries where socio-political discourse has been turned against due to environmental and other concerns.

6.4.3. Regional Outlook

Moving forward, saving lives from COVID-19 must continue to take precedence. Keeping a close watch on the emergence of more transmissible and lethal variants, at home and abroad, and responding with swift action must be a priority. Faster and more fair distribution of global vaccine supplies, expansion of local vaccine manufacturing, improvements in the distribution infrastructure and measures to combat vaccine hesitancy are necessary to control the pandemic in Africa and avoid stop-and-go economic processes. For the medium term, the single most viable route to inclusive and sustainable development in Africa is through advancing the structural transformation of economies and building productive capacities. A key focus for many countries will be services and manufacturing-driven industrialization with formal and decent employment. The industrialization of agriculture and minerals processing could be avenues for progress, as recognized in several

national development plans. Another key area is to speed the digital revolution. This entails deploying new technologies in areas such as revenue collection and anti-corruption efforts, improving 3G and 4G network coverage, and advancing 5G networks, including beyond major cities. Firms stand to profit from new market opportunities, enhanced supply-chain efficiency and resilience as well as productivity increases. Consumers should see more product choices and learning opportunities through digital transformation.

Trading under the African Continental Free Trade Agreement (AfCFTA) in January 2021. The agreement is likely to be a big boost to South African exports as it finds new markets for its products. This is an important consideration for Brand South Africa. Other positive developments in the African region are a pickup in average growth rates at 3.6% in 2019, with that number expected to grow. However, depending on the sector of interest, it is key for Brand South Africa to consider levels of disposable income to identify markets of interest both globally and regionally as disposable income may be a stronger indicator for investment and tourism flows. Economic diversity and complementarity might be a better indicator for trade flows.

6.4.4. Domestic Environment

Economic transformation in terms of B-BBEE and poverty alleviation is enabled by strong and consistent economic growth. Thus, economic growth is a high priority outcome that has achieved consistent focus in terms of the NDP, although performance has been lacking due to various local and international factors. The debt to GDP ratio of the country has grown significantly over the past decade as underperforming SOEs have placed an increasing burden on the fiscus. SOEs play a critical role in advancing the agenda of a developmental state - like South Africa. To this end, an improved reputation (and governance) of South African SOEs stand to have a major positive impact on the over-all reputation of the Nation Brand.

As indicated, South Africa is currently navigating critical socio-economic challenges. Nation Brand disablers such as crime, inequality, gender-based violence, racial tension and hostility towards foreign nationals are fuelled by existing socio-economic challenges and simultaneously can exacerbate these challenges.

To address and respond to these trends Brand South Africa's Programme 2 has developed various interventions by implementing global reputation studies, activities that reach various geographic regions and that illustrates the attractiveness of the Nation Brand to international audiences. Programme 2 also has initiatives to drive the PYP programmes and

support individual PYP ambassadors; and promotes constitutional awareness. These programmes promote active citizenry and social cohesion amongst South Africans.

The public discourse around these challenges has become increasingly polarised. South Africans are losing their trust in government: perceptions of compromised governance particularly highlighted by the Commission of Inquiry into State Capture, frequent reports of government corruption, declining levels of trust in the judiciary as well as rising level of unemployment and inequality. The next five to ten years for South Africa are likely to be challenging as discontent mounts due to increased pressure placed by a decade of single digit economic growth, which has been further exacerbated by the COVID-19 pandemic. The challenge for Brand South Africa will be to remind South Africans about the continued promise the country holds, while also reminding the world of South Africa's recovery progress and potential.

The South African Economic Reconstruction and Recovery Plan (ERRP) builds on the common ground established by the social partners - government, labour, business and community organisations. First tabled at the height of the Pandemic in October 2020, the ERRP formed part of measures taken by the government to restore the economy for inclusive growth following the devastation caused by the COVID-19. The work that government has embarked upon to rebuild the economy after the devastation of COVID-19 is guided by the vision to 2030 of the NDP and the programme that was outlined at the beginning of the sixth democratic administration, where government set out the key priorities to drive change and transformation in South Africa.

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: Energy Security, Increase Industrial base for job creation, Mass public employment programme, Infrastructure development, Macroeconomic development, Investing in the Green Economy, Increasing Food Security and Reviving the Tourism Sector.



The ERRP aims to achieve its plans in the priority areas through the following four priority interventions:

FIRST PRIORITY INTERVENTION: INFRASTRUCTURE

Government is embarking on a massive rollout of infrastructure throughout the country; there will be an increased focus on critical network infrastructure such as ports, roads and rail that are key to the economy's competitiveness. Infrastructure is also a core construct of the ERRP due to its potential to stimulate investment and growth as well as to develop other economic sectors and create sustainable employment both directly and indirectly.

To ensure that there is active implementation of the infrastructure build programme, government has established Infrastructure SA and the Infrastructure Fund with the capacity to prepare and package projects. This approach is already encouraging private investors to help government build capability for infrastructure delivery within the State and to develop blended financing models. The Infrastructure Fund will provide R100 billion in catalytic finance over the next decade, leveraging as much as R1 trillion in new investment for strategic infrastructure projects.

SECOND PRIORITY INTERVENTION: ENERGY GENERATION

The second priority intervention is to rapidly expand energy generation capacity. Government is accelerating the implementation of the Integrated Resource Plan to provide a substantial increase in the contribution of renewable energy sources, battery storage and gas technology.

The current regulatory framework is said to be adapted to facilitate new generation projects while protecting the integrity of the national grid. The work of restructuring Eskom into separate entities for generation, transmission and distribution continues and will enhance competition and ensure the sustainability of independent power producers going forward. To achieve this, a long-term solution to Eskom's debt burden will be finalised, building on the Social Compact on Energy Security recently agreed to by social partners. Through these measures, government aims to achieve sufficient, secure and reliable energy supply capacity.



THIRD PRIORITY INTERVENTION: EMPLOYEMENT

The latest unemployment rate according to Statistics South Africa is 34.9%, with the largest group of the unemployed falling within the youth segment at a record high of 66.5%. These unemployment rates have been further compounded by the economic impact of COVID-19 and the successive lockdowns. As result, the ERRP recognises that there is an unemployment crisis in the country and has thus made the third intervention to target unemployment through an employment stimulus to create jobs and support livelihoods. This intervention seeks to be large-scale job interventions driven by the State and its social partners to commit R100 billion over the next three years to create jobs through public and social employment.

The employment stimulus is focused on those interventions that can be rolled out most quickly and have the greatest impact on economic recovery. At the heart of the employment stimulus is a new, innovative approach to public employment, which harnesses the energies and capabilities of the wider society.

FOURTH PRIORITY INTERVENTION: REINDUSTRALISING THE ECONOMY

The fourth key intervention is a drive for industrial growth. This is in the context of a steady decline of the manufacturing base over many years. To place the economy on a new trajectory, government will support a massive growth in local production and make South African exports much more competitive. Government will build on the work that was being done in several areas before the pandemic struck. Through the first two South African investment conferences, government managed to secure pledges of around R664 billion in new investment. To date, just under R170 billion of capital expenditure committed during those investment conferences has been invested in projects for construction and buying equipment that is essential to mining, manufacturing, telecommunications and agriculture.

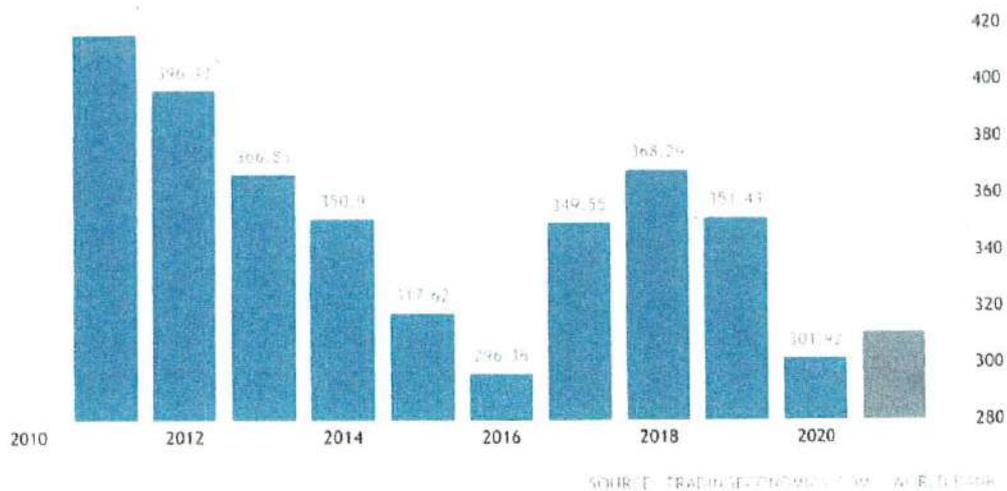
South Africa currently imports around R1.1 trillion of goods, excluding oil, each year. If the country were to manufacture just 10% of these goods locally, it is estimated that it could add two percentage points to the annual GDP. The rest of Africa currently imports R2.9 trillion worth of manufactured goods from outside the continent each year. If South Africa were to supply just 2% of those goods, it would add 1.2 percentage points to the annual GDP, making this the goal of the country's Africa Continental Free Trade Area (AfCFTA) strategy.

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6.4.5. South African Economic Outlook

According to Statistics South Africa, the country's GDP shrank 1.5% on quarter in the three months to September of 2021, after a downwardly revised 1.1% rise in the second quarter and compared with market estimates of a 1.2% decline. This was the first economic contraction after four consecutive quarters of growth. Six out of ten industries recorded a decline in production, with agriculture (-13.6% vs 6.2% in Q2), trade (-5.5% vs 2.2%) and manufacturing (-4.2% vs -1%) the hardest hit, amid the twin impact of social unrest during July and tighter lockdown restrictions. The transport and communications industry also shrank (-2.2% vs 6.9%), as road freight transport into and out of KwaZulu-Natal was severely disrupted by the violence, and several domestic airlines recorded flight cancellations following travel restrictions imposed by the Alert Level 4 lockdown. Year-on-year, the economy advanced by 2.9%, slowing from a record 19.1% growth in the prior period and below market forecasts of a 3.5% rise.

Figure 9: SA Economic growth trends



South Africa's recovery has faced headwinds due to a sluggish vaccine rollout and damaging civil unrest during the summer of 2021. Its economy grew by an estimated 3.8 per cent in 2021, not enough to compensate for the 7 per cent drop in 2020. With the outbreak of the Omicron variant spelling dire economic troubles for the country, especially for tourism, prospects are largely uncertain. However, the South African tourism industry appeared to be sustained by regional and domestic tourism. This will be a key growth area for the country going forward as opportunities to attract more regional leisure and business travelers will ensure that the industry reduces its reliance on traditional markets of Europe, UK and Asia. Overall, growth is forecast at only 2.3 per cent in 2022, this is attributed to frequent power

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outages, high unemployment, inequality and corruption will continue to weigh on productivity growth.

6.5. Swot Analysis of the Nation Brand

Table 4: Nation Brand Swot Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • High rankings in Africa in multiple Nation Brand and Nation reputation indexes (usually first or second) • Numerous international achievements and ambassadors on the world stage • Strong infrastructure • Compelling and unique Nation Brand Story • Strong foreign direct investment • Relatively low political risk • Vibrant and diverse population with largest immigrant community in Africa • Second highest nominal GDP in Africa 	<ul style="list-style-type: none"> • Economic recession and threat of slow recovery • High rate of Crime and Violence, particularly against women • Lack of clear overarching message and tone of voice across past brand communications • Pessimism, low ranking on happiness index • High unemployment rate
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Build a strategic and messaging platform that speaks to culture, economics and politics all at once • South Africans have a clear misperception about the reality of our situation, while we have reason to be concerned we have just as much reason to be optimistic. Focus on optimism and reasons to believe. • Positive post-pandemic tourism outlook • More partnerships with industry and influencer marketing. • Celebrate South African moments. 	<ul style="list-style-type: none"> • Increasing competitiveness in Africa in the Nation Brand space. • Uncertain economic outlook • Cultural strength of competitors • Increasing debt in relation to GDP

6.6. Internal Environment Analysis

Brand South Africa focuses on managing South Africa's Nation Brand reputation in order to improve the country's global attractiveness and competitiveness, and to build patriotism amongst South Africans. The vacancy rate for Brand South Africa is at 23%, which is above the organisational target of below 10% vacancy rate on the approved structure. The current Employment Equity stats of Brand South Africa depicts that there is no representation of

people living with disability, White, Indian, Coloured male/females and an under representation on African male within the organisation. This is due to a moratorium that was imposed on the organization on the filling of permanent positions in October 2020 due to the envisaged re-configuration process with South African Tourism. The organization subsequently received a partial upliftment to fill critical positions for a period of 24 months.

As a result of the above, the impact has been:

- High turnover
- In ability to review organisational structure
- Negative impact on employee wellbeing

The next 5 years of research will explore the following:

- Focus in the continent
- Enhance interventions aimed at shaping South Africa's Nation Brand reputation and image

6.6.1. Leadership

A quorate and fully functioning Board of Trustees is in place. It is active in its duties and its term ends in November 2022, which is during the 2022/23 financial year. It is hoped that some of the Trustees will be reappointed for a further term in order to ensure continuity in line with good corporate governance practice. As part of short-term intervention, vacant executive and senior management positions have been somewhat capacitated with acting appointments made by the Board and Management as per delegated authority.

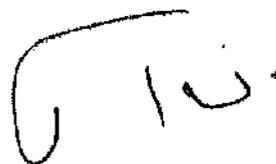
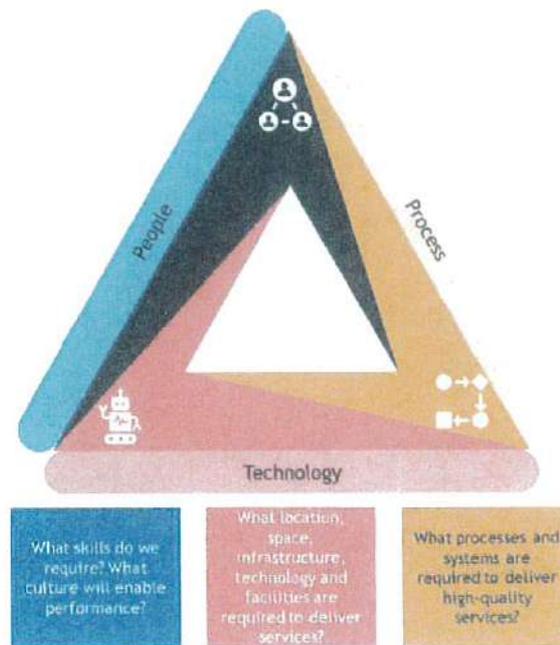


Figure 10: Operating Model Visualisation



6.6.2. Operating Model (People, Process, Technology)

Brand South Africa’s operating model comprises of three components: People, Process and Technology, which determine the organisation’s capacity to action its business processes thereby achieving the Strategy. Strong, well-defined business processes create a well-functioning organisation.

- **People**

With respect to the status of Brand South Africa in responding to interventions relating to women, youth, and persons with disabilities, 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 SA to increase the possibility of recruiting disabled persons.

The Talent Engagement Survey is conducted every two years so that the findings of the survey can be implemented in the following year. The findings of the 2021/2022 Talent Engagement Survey have been implemented in the FY 2022/23. Issues being addressed include the capacity constraints, work overload that results to employees working longer hours which causes to burn outs, staff engagement and internal communication on the moratorium which impact upon staff morale and employee wellbeing. The next Talent

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Engagement Survey will be run in FY 2025/26 to confirm the effectiveness of the initiatives implemented by the Human Capital Management division.

- Process

Brand South Africa aims to improve upon their governance with robust and effective processes. In doing so, and in response to the impact of COVID-19, the organisation has embarked on the route of digitisation. In line with containing costs, a majority of the processes are being automated (i.e., meetings and conferences); as well as using electronic media for internal process. This sequentially leads to the organisation becoming more auditable.

- Technology and Systems

Technology requirements are primarily to resolve issues with systems changes. Furthermore, to facilitate the delivery of the organisation's mandate particularly in the overseas operations, issues with opening bank accounts and business registration issues must be resolved. The organisation has successfully upgraded the Enterprise Resource Planning (ERP) to a cloud solution. The cloud services provides high availability of the ERP over secured channels.

The impact of Covid-19 resulted in a new work dynamic, which is implemented as per the Reviewed IT strategy. Brand South Africa employees experience an expeditious adaptation of IT mechanisms to conduct business as usual, which resulted from a higher dependency on IT. The review of the IT strategy entailed analysing methods to revamping IT support and to ensure business recovery to restore systems if fails, as well as to manage planned and unplanned maintenance on IT systems.

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6.6.3. Organisational Structure

The current structure was last reviewed in 2014. It will be due for a review as soon as the moratorium is lifted.

As described in Figure 8 below, the organisational structure is formed by the Board of Trustees who make up the audit leg/non-executive tier of Brand South Africa, steering the Monitoring & Evaluation (M&E) activities of the organisation. Thereafter, the executive is made up of the CEO and Managers who carry out strategic activities. The Brand South Africa CEO reports to the Board of Trustees. The Heads of Marketing, Finance, Corporate Services and Governance, Legal and the Secretariat report to the CEO. Line management and Operations make up the majority of the organisation.

The Brand South Africa structure, last reviewed by the Board of Trustees in 2014, This has posed challenges to the organisation since there has been changes in terms of Business Direction and Work dynamics over the year since the last review.

There is an urgent need for Brand South Africa to review its structure to ensure integration of the direction, information, people, and technology of the organisation in order to ensure alignment with business strategy. This is to ensure that Brand South Africa matches the organisation as closely as possible to the outcomes that the organisation seeks to achieve.

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6.6.4. Funding and Resource Allocation

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

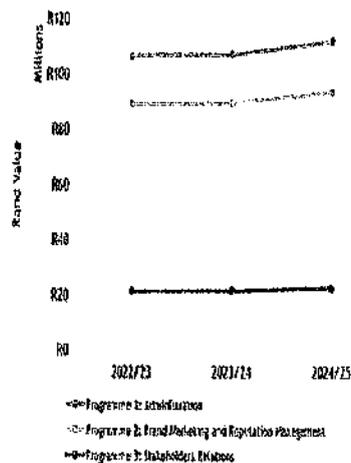
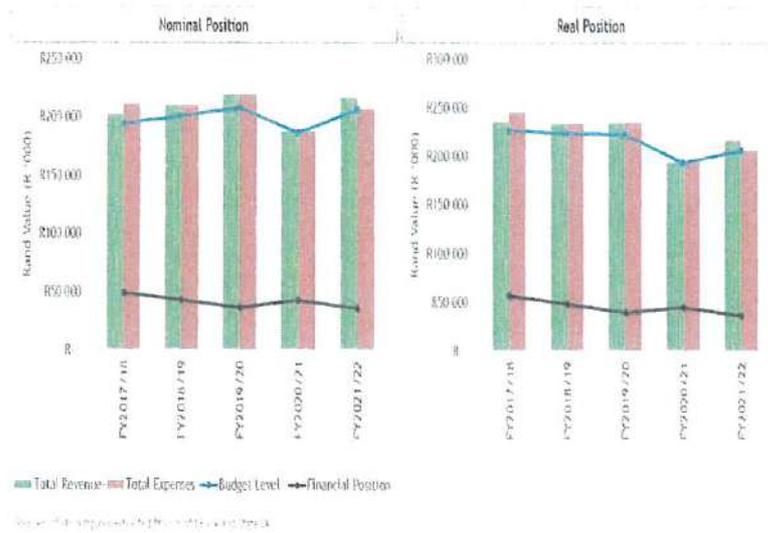


Figure 11: Budget Analysis per Programme

Brand South Africa's 5-Year Financial Performance Analysis from FY2017/18 to FY2021/22 demonstrates that in real terms the budget declined by approximately 9%. The total revenue to total expenses provides an indication of profitability over the years. Brand South Africa's financial performance is displayed in the figure below.

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Figure 12: Financial Performance



6.6.5. Audit Outcomes

Brand South Africa received an Unqualified Audit Opinion with other matters on the Audit of the 2020/2021 financial year by Auditor General. The entity is currently implementing the audit action plan to ensure the entity improves its audit opinion to an unqualified audit with no other matters.

6.7. SWOT analysis of Brand South Africa

The SWOT analysis highlighted below provides a summary of the external and internal environments that provides the context for developing the strategy of the organisation.

Table 5: Swot Analysis: Brand South Africa the Organisation

STRENGTHS	WEAKNESSES
<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 • Strong equity on Brand SA programmes (Play Your Part and Nation Brand Forum) • Global reputation management agency network. • Global South Africans network which has shown growth over the years. • Strong digital content and portals that are in the top 5 search engine. 	<ul style="list-style-type: none"> • Inadequately developed and consumed relations with stakeholders - not institutionalised • Confusion re roles with other entities such as Proudly SA, SAT. • Low knowledge and awareness of Brand SA within other provinces. • Low familiarity and awareness of the organisation Brand SA amongst South Africans and Polarised reputational view of Brand SA • Internal decision-making and project management procedures. • Matters of emphasis in recent audit. • High staff attrition rates leading to lack of institutional memory.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Positioning of Brand SA by the Presidency and the rest of the Cabinet. • Institutionalisation of relations with stakeholders. • To play overarching coordination role in terms of messaging, branding and reputation management for South Africa (Nation Brand policy framework). • To partner with stakeholders/ministries that are responsible for areas/portfolio driving brand disablers. • To influence national messaging frameworks re factors impacting on brand and reputation (brand disablers) • Domestic focus - to leverage all regions in SA - internal branding and alignment to brand values • Institutionalisation and systematisation of crisis management on Nation Brand matters. • Encourage and increase engagement levels on Brand SA content on social media and digital platforms. • Develop a clear and impactful strategy focused on strengthening relations in the continent. • Grow Global South Africans community • Leveraging SA Ambassadors and other international representatives. • Potential to strengthen the Africa and Middle East growth opportunities for SA. • Leverage the role and function of embassies. • Retain institutional memory through internal recognition and growth opportunities. 	<ul style="list-style-type: none"> • Fragmentation of efforts/lack of coordination of nation-building and nation-branding activities by government and private sector role players. • Envisaged merger of two entities that have different mandates may destroy disrupt what has been built over 20years. • Ineffective operation of country offices due to operational challenges. • Maintain and sustain stakeholder relationships - no continuity. • Continued budget cuts and yet the mandate and expectations continues to grow.

PART C - MEASURING OUR PERFORMANCE

21

7. Institutional Programme Performance Information

7.1. Programme 1: Administration

Purpose: 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.

The table below outlines the Outcomes, Outputs, Performance Indicators and Targets.

Table 6: Programme 1: Outcomes and Outputs

OUTCOME	OUTPUT	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE	ESTIMATED PERFORMANCE	MTEF PERIOD				
1.1. Improved Reputation of Brand South Africa as an entity	1.1.1. Unqualified audit opinion outcome obtained	1.1.1.1. An unqualified audit outcome obtained annually	TARGET (2018/19) Qualified audit opinion on financial information	TARGET (2019/20) Unqualified audit opinion on financial information	TARGET (2020/21) An unqualified audit opinion in financial statements and other matters	TARGET (2021/22) An unqualified audit outcome	TARGET (2022/23) An unqualified audit outcome, with no other matters	TARGET (2023/24) An unqualified audit outcome, with no other matters	TARGET (2024/25) An unqualified audit outcome, with no other matters

		ANNUAL TARGETS				AUDITED/ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE		MTEF PERIOD	
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)		
	1.2.1. Payments made to suppliers within 30 days	1.2.1.1. Percentage of valid payments made to suppliers within 30 days from the date of receipt of an invoice	New indicator	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% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice		
	1.3.1. B-BBEE scorecard rating	1.3.1.1. B-BBEE scorecard rating level	New indicator	New indicator	68% spend on B-BBEE level 1 Suppliers	30% spend on B-BBEE designated group suppliers	Level 6 B-BBEE score card rating level	Level 5 B-BBEE score card rating level	Level 4 B-BBEE score card rating level		
	1.4.1. Vacancy rate	1.4.1.1. Percentage of vacancy rate	New indicator	New indicator	14.04% vacancy rate	10% vacancy	10% vacancy rate	10% vacancy rate	10% vacancy rate		
	1.5.1. Organisational performance	1.5.1.1 Overall percentage rating on organisational performance	97% overall organisational performance rating	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		

210

		ANNUAL TARGETS		AUDITED/ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE		MTEF PERIOD	
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)
	1.6.1 IT systems availability	1.6.1.1. Percentage availability of all IT systems	98% availability of all IT systems	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	98% availability of all IT systems	98% availability of all IT systems

The table below outlines the Indicators, Annual and Quarterly Targets for the FY22/23

Table 7: Programme 1: Indicators and Targets

OUTPUT INDICATORS		ANNUAL TARGET (2022/23)	Q1	Q2	Q3	Q4
1.1.1.1. An unqualified audit outcome obtained annually	An unqualified audit outcome, with no other matters	Internal Audit satisfactory report on financial statements and performance information	Internal Audit satisfactory report on financial statements and performance information	Internal Audit satisfactory report on financial statements and performance information	Internal Audit satisfactory report on financial statements and performance information	An unqualified audit outcome, with no other matters
1.2.1.1. Percentage of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	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% 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
1.3.1.1. B-BBEE scorecard rating level	Level 6 B-BBEE scorecard rating level	Approved B-BBEE Strategy	B-BBEE scorecard rating level report	B-BBEE scorecard rating level report	B-BBEE scorecard rating level report	Level 6 B-BBEE scorecard rating level report

OUTPUT INDICATORS	ANNUAL TARGET (2022/23)	Q1	Q2	Q3	Q4
1.4.1.1. Percentage of vacancy rate	10% vacancy rate				
1.5.1.1. Overall percentage rating on organisational performance	90% overall organisational performance rating				
1.6.1.1. Percentage availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems

7.1.1 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 internally is provided with support to effectively deliver on its mandate, which is to market the Nation Brand of South Africa domestically and internationally. The only 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”.

7.1.1.4 Unpacking the rationale for particular indicator(s):

- 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.
- Assessment for the Output Indicator, "Percentage of IT 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.

7.1.1.5 Programme Recourse Considerations

Programme	Budget Allocation for Programmes
Programme 1: Administration	R106,879,780

The main objective of the programme 1 is to provide human, financial and legal support to be an enabler to Programme 2 and 3. The funding for this programme is R106, 879,780 geared towards the support for employee costs, capital and general expenditure.

Expenditure for Programme 1: Administration in 2022/23 is expected to maintain the expenditure to provide Human Capital, Information Technology to Programme 2 and Programme 3.

21
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7.1.2 Key Risks

The table of key risks (strategic risks) includes probability ranking, impact ranking and the resultant risk ranking for the recently added risks.

Table 8: Programme 1: Key Risks

OUTCOME	KEY RISK	RISK MITIGATION	Probability Ranking (1-5)	Impact Ranking (1-5)	Risk Ranking
1.1 Improved Reputation of Brand South Africa as an entity	1.1.1 COVID-19 pandemic impacting on the business operations of the entity	1. Employee Assistance Programme in place to assist colleagues to deal with health and wellness matters.	4	4	16
		2. COVID-19 protocols implemented in the building. Employees educated in terms of maintaining COVID-19 safety protocols.			
	1.1.2 Discussed merger with SAT and impact on organisational stability	3. Occupational Health and Safety (OHS) Committee in place	4	5	20
		4. Regular communication to staff on COVID - 19 related matters			
		5. Staff working remotely where possible			
	1.1.3 Compliance to B-BBEE requirements	6. Virtual execution of activities where practicable	4	5	20
7. Engagement with the Executive Authority through GJIs and the Board of Trustees					
1.1.5 Legal status of the Brand South Africa country offices	2. Development of a counter proposal for the envisaged merger with SAT	1. 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	3	3	9
		2. Execute market activities through a shuttle mission programme where required			
1.1.6 Moratorium placed on filling of permanent positions due to the envisaged merger.		3. Staff engagement surveys conducted	5	5	25
		4. Partial upliftment to fill critical positions for a period of 24 months			

See Annexure A for risk framework describing the probability ranking and impact ranking, where risk-ranking probability is the product of both.

7.2 Programme 2: Brand, Marketing and Reputation Management

Purpose: 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 proactively and reactively communicate the country's value proposition, values and highlight progress being made.

The table below outlines the Outcomes, Outputs, Performance Indicators and Targets

Table 9: Programme 2: Outcomes and Outputs

OUTCOME		ANNUAL TARGETS		ESTIMATED PERFORMANCE	MTEF PERIOD	TARGET			
		AUDITED/ACTUAL PERFORMANCE							
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)
2.1. Increased attractiveness and thereby competitiveness of the Nation Brand	2.1.1. Marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences	2.1.1.1. Number of marketing campaigns aimed at positioning SA as a preferred destination to domestic audiences	New indicator	New indicator	6x marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences	4x Number of marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences	4x marketing campaigns aimed at positioning SA as a preferred destination to domestic audiences	4x marketing campaigns aimed at positioning SA as a preferred destination to domestic audiences	4x marketing campaigns aimed at positioning SA as a preferred destination to domestic audiences

		ANNUAL TARGETS					AUDITED/ACTUAL PERFORMANCE					ESTIMATED PERFORMANCE					MTEF PERIOD				
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)					
	2.1.2. Marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	2.1.2.1. Number of marketing campaigns aimed at positioning SA as a preferred investment destination to international audiences	New indicator	New indicator	6x marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	4x marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	4x marketing campaigns aimed at positioning SA as a preferred investment destination to international audiences	4x marketing campaigns aimed at positioning SA as a preferred investment destination to international audiences	4x marketing campaigns aimed at positioning SA as a preferred investment destination to international audiences												
	2.1.3. Integrated Nation Brand reputation programmes implemented for strategic platforms domestically	2.1.3.1. Number of integrated reputation & communication activities implemented for strategic platforms domestically	New indicator	New indicator	3x integrated reputation & communication activities implemented for strategic platforms domestically	2x integrated reputation & communication activities implemented for strategic platforms domestically	2x integrated reputation & communication activities implemented for strategic platforms domestically	2x integrated reputation & communication activities implemented for strategic platforms domestically	2x integrated reputation & communication activities implemented for strategic platforms domestically												
	2.1.4. Integrated Nation Brand reputation programmes implemented for strategic platforms internationally	2.1.4.1. Number of integrated reputation & communication activities implemented for strategic platforms internationally	7x activities implemented at strategic platforms	8x activities implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events	4x integrated reputation & communication activities implemented for strategic platforms internationally	8x integrated reputation & communication activities implemented for strategic platforms internationally	8x integrated reputation & communication activities implemented for strategic platforms internationally	8x integrated reputation & communication activities implemented for strategic platforms internationally	8x integrated reputation & communication activities implemented for strategic platforms internationally												

		ANNUAL TARGETS				ESTIMATED PERFORMANCE		MTEF PERIOD	
		AUDITED/ACTUAL PERFORMANCE							
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)
	2.1.5. Nation Brand performance monitoring	2.1.5.1. Number global reputation and competitiveness indices analysed for Nation Brand performance monitoring	12x Nation Brand Performance activities	x12 Nation Brand Performance activities	13x internal analysis pieces produced	15x Nation Brand performance analysis produced	15x global reputation and competitiveness indices analysed for Nation Brand performance monitoring	15x global reputation and competitiveness indices analysed for Nation Brand performance monitoring	15x global reputation and competitiveness indices analysed for Nation Brand performance monitoring
	2.1.6. South African global reputation study conducted	2.1.6.1. Number of reports that track South Africa's global reputation and brand familiarity	New indicator	New indicator	Initiate development, and procurement of SAGP study	4x South African Global Reputation reports produced	4x reports that track South Africa's global reputation and brand familiarity	4x reports that track South Africa's global reputation and brand familiarity	4x reports that track South Africa's global reputation and brand familiarity
	2.1.7. Research reference groups conducted	2.1.7.1. Number of research reference groups conducted	New indicator	New indicator	4x research reference groups conducted	3x research reference groups conducted	4x research reference groups conducted	4x research reference groups conducted	4x research reference groups conducted
	2.1.8. Communication pieces	2.1.8.1. Number of communication pieces that position the country positively globally	16x positive communication pieces published	34x positive communication pieces published	68x positive communication pieces published	60x communication pieces published	60x communication pieces that position the country positively globally	60x communication pieces that position the country positively globally	60x communication pieces that position the country positively globally

25

ANNUAL TARGETS

AUDITED/ACTUAL PERFORMANCE

ESTIMATED PERFORMANCE

MTEF PERIOD

OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)
	2.1.9. Thought leadership pieces	2.1.9.1. Number of thought leadership pieces that position the country positively published	New indicator	New indicator	10x thought leadership pieces published	8x thought leadership published pieces	8x thought leadership pieces that position the country positively published	8x thought leadership pieces that position the country positively published	8x thought leadership pieces that position the country positively published
	2.1.10. Content pieces emanating from media engagements published	2.1.10.1. Number of content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published	New indicator	New indicator	10x content pieces published emanating from media engagement	11x content pieces published emanating from media engagement	11x content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published	11x content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published	11x content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published
	2.1.11. Nation Brand messaging on Brand South Africa's digital platforms	2.1.11.1. Number of content pieces published on Brand South Africa's digital platforms	New indicator	6.8% increase in users who engage with Brand SA content on its digital platforms	15% growth in user engagement on social media platforms	96x content pieces posted on website 150 content pieces posted on PYP social media platforms (FB & Twitter)	120x content pieces published on Brand South Africa website. 250x content pieces published on PYP social	120x content pieces published on Brand South Africa website. 250x content pieces published on PYP social	120x content pieces published on Brand South Africa website. 250x content pieces published on PYP social

		ANNUAL TARGETS			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE			MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)				
	2.2.1. Activities that promote active citizenry through the Play Your Part programme	2.2.1.1. Number of activities that promote active citizenry through the Play Your Part programme	9x PYP activities implemented	10x PYP activities implemented	16x provincial PYP activities implemented	9x Play Your Part activities implemented	9x activities that promote active citizenry and advocacy through the Play Your Part programme	9x activities that promote active citizenry and advocacy through the Play Your Part programme	9x activities that promote active citizenry and advocacy through the Play Your Part programme				
	2.2.2. PYP ambassador engagements to amplify national priority pillars	2.2.2.1. Number of national priority pillars amplified through PYP ambassador engagements implemented	200x new PYP ambassadors registered	63x PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand	80x PYP ambassador engagement activities implemented with civil society, government, business & PYP Ambassadors	80x PYP ambassador engagements supported	16x national priority pillars amplified through PYP ambassador engagements implemented	16x national priority pillars amplified through PYP ambassador engagements implemented	16x national priority pillars amplified through PYP ambassador engagements implemented				
2.2. Increased Nation Brand advocacy and active citizenship	2.2.3. Constitutional awareness campaigns aimed at promoting constitutional values	2.2.3.1. Number of constitutional awareness campaigns aimed at promoting constitutional values	16x marketing platforms utilised for the constitutional awareness campaign	16x marketing platforms utilised for the constitutional awareness campaign	3x constitutional awareness campaigns	4x constitutional awareness campaigns	4x constitutional awareness campaigns aimed at promoting constitutional values	4x constitutional awareness campaigns aimed at promoting constitutional values	4x constitutional awareness campaigns aimed at promoting constitutional values				

215

ANNUAL TARGETS									
AUDITED/ACTUAL PERFORMANCE									
ESTIMATED PERFORMANCE									
MTEF PERIOD									
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)
	2.2.4. Constitutional awareness activations	2.2.4.1. Number of constitutional awareness activations to promote constitutional values	10x activations utilised to promote constitutional awareness	13x activations utilised to promote constitutional awareness	10x constitutional awareness activations	10x constitutional awareness activations	10x constitutional awareness activations to promote constitutional values	10x constitutional awareness activations to promote constitutional values	10x constitutional awareness activations to promote constitutional values
	2.2.5. Implementation of Global South Africans activities	2.2.5.1. Number of GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets	17 x GSA activations	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	17x GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets	17x GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets
	2.2.6. Domestic perceptions research study	2.2.6.1. Number of domestic perceptions research study	4x quarterly domestic perceptions research conducted, including Online Survey, Focus Group.	4x quarterly domestic perceptions research conducted	1x domestic perceptions research study conducted	4x domestic perceptions research reports	4x domestic perceptions research reports	4x domestic perceptions research reports	4x domestic perceptions research reports

2.1

Table 10: Programme 2: Indicators and Targets

OUTPUT INDICATORS	ANNUAL TARGET (2022/23)			
	Q1	Q2	Q3	Q4
2.1.1.1. Number of marketing campaigns aimed at positioning SA as a preferred destination to domestic audiences	4x marketing campaigns aimed at positioning SA as a preferred destination to domestic audiences	1x marketing campaigns aimed at positioning SA as a preferred destination to domestic audiences	1x marketing campaigns aimed at positioning SA as a preferred destination to domestic audiences	1x marketing campaigns aimed at positioning SA as a preferred destination to domestic audiences
2.1.2.1. Number of marketing campaigns aimed at positioning SA as a preferred investment destination to international audiences	4x marketing campaigns aimed at positioning SA as a preferred investment destination to international audiences	1x marketing campaigns aimed at positioning SA as a preferred investment destination to international audiences	1x marketing campaigns aimed at positioning SA as a preferred investment destination to international audiences	1x marketing campaigns aimed at positioning SA as a preferred investment destination to international audiences
2.1.3.1. Number of integrated reputation & communication activities implemented for strategic platforms domestically	2x integrated reputation & communication activities implemented for strategic platforms domestically	N/A	N/A	1x integrated reputation & communication activities implemented for strategic platforms domestically
2.1.4.1. Number of integrated reputation & communication activities implemented for strategic platforms internationally	8x integrated reputation & communication activities implemented for strategic platforms internationally	2x integrated reputation & communication activities implemented for strategic platforms internationally	3x integrated reputation & communication activities implemented for strategic platforms internationally	2x integrated reputation & communication activities implemented for strategic platforms internationally

OUTPUT INDICATORS	ANNUAL TARGET (2022/23)	Q1	Q2	Q3	Q4
2.1.5.1. Number global reputation and competitiveness indices analysed for Nation Brand performance monitoring	15x global reputation and competitiveness indices analysed for Nation Brand performance monitoring	2x global reputation and competitiveness indices analysed for Nation Brand performance monitoring	4x global reputation and competitiveness indices analysed for Nation Brand performance monitoring	4x global reputation and competitiveness indices analysed for Nation Brand performance monitoring	5x global reputation and competitiveness indices analysed for Nation Brand performance monitoring
2.1.6.1. Number of reports that track South Africa's global reputation and brand familiarity	4x reports that track South Africa's global reputation and brand familiarity	1x report that tracks South Africa's global reputation and brand familiarity	1x report that tracks South Africa's global reputation and brand familiarity	1x report that tracks South Africa's global reputation and brand familiarity	1x report that tracks South Africa's global reputation and brand familiarity
2.1.7.1. Number of research reference groups conducted	4x research reference groups conducted	1x research reference group conducted			
2.1.8.1. Number communication pieces that position the country positively globally	60x communication pieces that position the country positively globally	15x communication pieces that position the country positively globally	15x communication pieces that position the country positively globally	15x communication pieces that position the country positively globally	15x communication pieces that position the country positively globally
2.1.9.1. Number of thought leadership pieces that position the country positively published	8x thought leadership pieces that position the country positively published	2x thought leadership pieces that position the country positively published	2x thought leadership pieces that position the country positively published	2x thought leadership pieces that position the country positively published	2x thought leadership pieces that position the country positively published

51

OUTPUT INDICATORS	ANNUAL TARGET (2022/23)	Q1	Q2	Q3	Q4
2.1.10.1. Number of content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published	11x content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published	3x content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published	3x content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published	3x content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published	2x content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published
2.1.11.1. Number of content pieces published on Brand South Africa's digital platforms	120x content pieces published on Brand South Africa website. 250x content pieces published on PYP social media platforms	<ul style="list-style-type: none"> 30x content pieces published on Brand South Africa website. 60x content pieces published on PYP social media platforms 	<ul style="list-style-type: none"> 30x content pieces published on Brand South Africa website. 60x content pieces published on PYP social media platforms 	<ul style="list-style-type: none"> 20x content pieces published on Brand South Africa website. 50x content pieces published on PYP social media platforms 	<ul style="list-style-type: none"> 40x content pieces published on Brand South Africa website. 80x content pieces published on PYP social media platforms
2.2.1.1. Number of activities that promote active citizenry through the Play Your Part programme	9x activities that promote active citizenry through the Play Your Part programme	2x activities that promote active citizenry through the Play Your Part programme	3x activities that promote active citizenry through the Play Your Part programme	2x activities that promote active citizenry through the Play Your Part programme	2x activities that promote active citizenry through the Play Your Part programme
2.2.2.1. Number of national priority pillars amplified through PYP ambassador engagements implemented	16x national priority pillars amplified through PYP ambassador engagements implemented	4x national priority pillars amplified through PYP ambassador engagements implemented	4x national priority pillars amplified through PYP ambassador engagements implemented	4x national priority pillars amplified through PYP ambassador engagements implemented	4x national priority pillars amplified through PYP ambassador engagements implemented

215

OUTPUT INDICATORS	ANNUAL TARGET (2022/23)	Q1	Q2	Q3	Q4
2.2.3.1. Number of constitutional awareness campaigns aimed at promoting constitutional values	4x constitutional awareness campaigns aimed at promoting constitutional values	1x constitutional awareness campaign aimed at promoting constitutional values	1x constitutional awareness campaign aimed at promoting constitutional values	1x constitutional awareness campaign aimed at promoting constitutional values	1x constitutional awareness campaign aimed at promoting constitutional values
2.2.4.1. Number of constitutional awareness activations to promote constitutional values	10x constitutional awareness activations to promote constitutional values	2x constitutional awareness activations to promote constitutional values	3x constitutional awareness activations to promote constitutional values	2x constitutional awareness activations to promote constitutional values	3x constitutional awareness activations to promote constitutional values
2.2.5.1. Number of GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets	17x 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	4x 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
2.2.6.1. Number of domestic perceptions research study	4x domestic perceptions research reports	1x domestic perceptions research reports	1x domestic perceptions research reports	1x domestic perceptions research reports	1x domestic perceptions research reports

7.2.1 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, attractiveness domestically and internationally thereby improving brand reputation. Research is an important and strategic function as it assists with providing insights and substantiative 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. All of these together 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.

7.2.1.4 Unpacking the rationale for particular indicator(s):

- Brand South Africa will take the initiative to deploy marketing campaigns that illustrate the attractiveness of the Nation Brand to both, domestic and international audiences.
- The understanding for the adjustment with the South African global reputation study activities is that it should be conducted through a hybrid solution and with various stakeholder engagements. It is noteworthy that the tender process seems unviable due to the current environmental situation. Hence, an approach for the global reputation analysis report is to be framed and planned and set into the AOP. Reference groups are observed as important in attaining input for research and analysis. Hence, the target has been updated.
- With respect to the activities that promote active citizenry and advocacy through the Play Your Part programme, the activities are planned to be continued each Province (virtually or in person). Currently, the campaign(s) and the activities are implemented digitally due to COVID-19 restrictions (ordinarily, the activations can take various formats). This is amplified through radio / NGO / other local partnerships. Brand South Africa's partnerships and media platforms implementation can be rolled out digitally and get good coverage and impact in each session. Planning of the activations may be conducted with multi-provinces (if possible) or with a single province.
- Number of national priority pillars amplified through PYP ambassador engagements implemented are allocated in Programme 2. 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 support / involvement varies on the type of ambassador and the activities that they are involved in. These could be to avail a

- communication platform, inviting them to be a feature/speaker at an activity that Brand SA is organising, or to be a spokesperson for a Brand SA activity, collateral, organising venues etc.
- The number of constitutional awareness campaigns is not driven by the days of significance. Rather the themes relating to days of significance, which 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.).
- To ensure targeted promotion of the Nation Brand pride and patriotism in the international markets, Brand South Africa will implement the activities related to the GSAs programme in key markets.

Additionally, Brand South Africa is to support the implementation GBVF Pillar 2, which is the Prevention and Restoration of Social Fabric, as outlined in the NSP. One of the key activities to lead this initiative is Communication and Advocacy Campaigns to address GBVF Pillar 2. This initiative had begun in April 2020 and is to be continued until March 2024. The APP FY22/23, with its current Outputs and Output Indicators is agile and flexible to incorporate activities related to GBVF into the AOP. Brand South Africa will allocate activities in their AOP to ensure the following:

Development of a communication toolkit with a list of key messages and targeted sources of the media
 Determine the number of multimedia campaigns to be implemented per quarter and the different sources that are used.

7.2.1.5 Programme Recourse Considerations

Programme	Budget Allocation for Programmes
Programme 2: Brand, Marketing and Reputation Management	R89,430,020

In order to ensure that the outcomes are achieved, this programme would require funding of R89, 430,020 for marketing projects as well as media partnerships.

Expenditure in Programme 2: Brand Marketing in 2022/23 is expected to maintain the expenditure and to have only 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.

7.2.2 Key Risks

The table of key risks includes probability ranking, impact ranking and the resultant risk ranking for the recently added risks.

Table 11: Programme 2: Key Register

#	OUTCOME	#	KEY RISK	RISK MITIGATION	Probability Ranking (1-5)	Impact Ranking (1-5)	Risk Ranking
2.1	Increased attractiveness and thereby competitiveness of the Nation Brand	2.1.1	Reliance on external stakeholders for content and information	<ol style="list-style-type: none"> 1. Strengthened relationships with stakeholders, including GSAs 2. Consistent and relevant access to influential platforms 3. Improve mechanism of communication 	3	3	9
		2.1.2	External incidents and events that are beyond our control (political unrest, climate change and fake news)	<ol style="list-style-type: none"> 1. Position Brand South Africa and amplify positive Nation Brand messaging that will shift perceptions about the country 2. Regularly engage and meet with identified media stakeholders 4. Brand South Africa to improve their social media platform to amplify messaging 5. 8. - Media partnerships targeting key influential multi-media platforms internationally. 	3	5	15
		2.1.3	Resistance to Covid-19 vaccination programme and residual impact of Covid-19	<ol style="list-style-type: none"> 1. Designing marketing and communication strategies to position the country in a positive front 2. Domestically - education 3. Reputation management strategy 	4	5	20

210

#	OUTCOME	#	KEY RISK	RISK MITIGATION	Probability Ranking (1-5)	Impact Ranking (1-5)	Risk Ranking
2.2	Increased Nation Brand Advocacy and Active Citizenship	2.2.1	Reliance on external stakeholders	<ol style="list-style-type: none"> Promoting Big Brand SA platforms, campaigns (like Nation Brand) etc. Different methods for feedback, M&E, insight 	3	3	9
		2.2.2	Race relations, xenophobia and persistent inequality dynamics within South Africa	<ol style="list-style-type: none"> Target, at a granular level, influential groups (through data analytics) to improve overall advocacy and sentiments - e.g.: young, optimistic and caring South Africans using a Segmentation Model Mechanism 	4	5	20
		2.2.3	Tainted PYP ambassadors who may impede advocacy initiatives	<ol style="list-style-type: none"> Improved screening and vetting process of appointed PYP ambassadors 	3	4	12
		2.2.4	Resistance to Covid-19 vaccination programme and residual impact of Covid-19	<ol style="list-style-type: none"> Designing marketing and communication strategies to position the country in a positive front Domestically - education Reputation management strategy 	3	3	9

2.2

7.3 Programme 3: Stakeholder Relations

Purpose: 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 table below outlines the Outcomes, Outputs, Performance Indicators and Targets

The table below outlines the Indicators, Annual and Quarterly Targets for the FY22/23

Table 12: Programme 3: Outcomes and Outputs

OUTCOME	OUTPUT	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD	TARGET	
			TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)
3.1. Aligned Nation Brand Execution and Experience domestically and Internationally	3.1.1. Collaborative activities implemented with local and/or foreign stakeholders domestically	3.1.1.1. Number of collaborative activities implemented with local and/or foreign public sector stakeholders domestically	12x coordinated activities implemented in partnership with state institution stakeholders	17x coordinated activities implemented in partnership with state institution stakeholders in collaboration with Global Markets for International partner	12x coordinated activities implemented in partnership with state institution stakeholders	12x coordinated activities implemented with local and/or foreign civil society	14x collaborative activities implemented with local and/or foreign civil society	14x collaborative activities implemented with local and/or foreign civil society	14x collaborative activities implemented with local and/or foreign civil society
	3.1.2. Collaborative activities implemented with local and/or foreign civil society	3.1.2.1. Number of collaborative activities with local and/or foreign civil society	12x coordinated activities implemented in partnership with civil	15x coordinated activities implemented in partnership with civil	14x collaborative activities implemented in partnerships with civil	14x collaborative activities with local and/or foreign civil society	14x collaborative activities implemented with local and/or foreign civil society	14x collaborative activities implemented with local and/or foreign civil society	14x collaborative activities implemented with local and/or foreign civil society

ANNUAL TARGETS

AUDITED/ACTUAL PERFORMANCE

ESTIMATED PERFORMANCE

MTEF PERIOD

OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)
	stakeholders domestically	stakeholders domestically	sector stakeholders	society stakeholders	society stakeholders domestically	stakeholders domestically	stakeholders domestically	stakeholders domestically	stakeholders domestically
	3.1.3. Collaborative activities implemented with local and/or foreign business stakeholders domestically	3.1.3.1. Number of collaborative activities implemented with local and/or foreign business stakeholders domestically	12x coordinated activities implemented in partnership with private sector stakeholders	17x coordinated activities implemented in partnership with private sector stakeholders	14x collaborative activities implemented in partnerships with business stakeholders domestically	12x collaborative activities implemented in partnerships with business stakeholders domestically	14x collaborative activities implemented with local and/or foreign business stakeholders domestically	14x collaborative activities implemented with local and/or foreign business stakeholders domestically	14x collaborative activities implemented with local and/or foreign business stakeholders domestically
	3.1.4. Nation Brand Forum aimed at positioning the country positively targeting domestic and international audiences implemented	3.1.4.1. Number of Nation Brand Forums aimed at positioning the country positively targeting domestic and international audiences implemented	New indicator	New indicator	N/A	1x Nation Brand Forum aimed at positioning the country positively targeting domestic and international audiences	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

ANNUAL TARGETS

		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE		MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)	TARGET (2024/25)
	3.1.5. Collaborative activities implemented with stakeholders in targeted markets aimed at positioning the country positively internationally	3.1.5.1. Number of collaborative activities implemented with stakeholders in targeted markets aimed at positioning the country positively internationally	48x in - market activities implemented	20x Brand SA led in - market activities implemented	17x collaborative activities implemented in partnerships with public sector, business and/or civil society stakeholders internationally	20x collaborative activities implemented in partnerships with public sector, business and/or civil society stakeholders internationally	20x collaborative activities implemented with stakeholders in targeted markets aimed at positioning the country positively internationally	20x collaborative activities implemented with stakeholders in targeted markets aimed at positioning the country positively internationally	20x collaborative activities implemented with stakeholders in targeted markets aimed at positioning the country positively internationally
	3.1.6. Nation Brand alignment training workshops delivered	3.1.6.1. Number of Nation Brand alignment training workshops delivered	175x institutions reached for Nation Brand alignment training	9x Nation Brand alignment training workshops implemented in provinces (1x per province)	4x Nation Brand alignment training workshops delivered	4x Nation Brand alignment training workshops delivered	4x Nation Brand alignment training workshops delivered	4x Nation Brand alignment training workshops delivered	4x Nation Brand alignment training workshops delivered

210

Table 13: Programme 3: Indicators and Targets

OUTPUT INDICATORS	ANNUAL TARGET (2022/23)			
	Q1	Q2	Q3	Q4
3.1.1.1. Number of collaborative activities implemented with local and/or foreign public sector stakeholders domestically	14x collaborative activities implemented with local and/or foreign public sector stakeholders domestically	4x collaborative activities implemented with local and/or foreign public sector stakeholders domestically	3x collaborative activities implemented with local and/or foreign public sector stakeholders domestically	3x collaborative activities implemented with local and/or foreign public sector stakeholders domestically
3.1.2.1. Number of collaborative activities implemented with local and/or foreign civil society stakeholders domestically	14x collaborative activities implemented with local and/or foreign civil society stakeholders domestically	4x collaborative activities implemented with local and/or foreign civil society stakeholders domestically	3x collaborative activities implemented with local and/or foreign civil society stakeholders domestically	3x collaborative activities implemented with local and/or foreign civil society stakeholders domestically
3.1.3.1. Number of collaborative activities implemented with local and/or foreign business stakeholders domestically	14x collaborative activities implemented with local and/or foreign business stakeholders domestically	4x collaborative activities implemented with local and/or foreign business stakeholders domestically	3x collaborative activities implemented with local and/or foreign business stakeholders domestically	3x collaborative activities implemented with local and/or foreign business stakeholders domestically
3.1.4.1. Number of 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	N/A	N/A

710

OUTPUT INDICATORS	ANNUAL TARGET (2022/23)	Q1	Q2	Q3	Q4
3.1.5.1. Number of collaborative activities implemented with stakeholders in targeted strategic markets aimed at positioning the country positively internationally	20x collaborative activities implemented with stakeholders in targeted strategic markets aimed at positioning the country positively internationally	3x collaborative activities implemented with stakeholders in targeted strategic markets aimed at positioning the country positively internationally	6x collaborative activities implemented with stakeholders in targeted strategic markets aimed at positioning the country positively internationally	6x collaborative activities implemented with stakeholders in targeted strategic markets aimed at positioning the country positively internationally	5x collaborative activities implemented with stakeholders in targeted strategic markets aimed at positioning the country positively internationally
3.1.6.1. Number of Nation Brand alignment training workshops delivered	4x Nation Brand alignment training workshops delivered	1x Nation Brand alignment training workshop delivered			

7.3.1 Explanation of Planned Performance Over the Medium-Term Period

Programme 3 is focussed on stakeholder relations, with the only outcome being “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.

7.3.1.4 Unpacking the rationale for particular indicator(s):

The Nation Brand Master Class format and tool has been re-worked. An online version of the Master Class has been developed to ensure wider availability (and to address current social distancing requirements). In-person presentations can still take place in future, depending on the circumstances / stakeholder. The benefit of the virtual implementation is that the Class can be conducted at the user's own pace, selecting specific modules. Research Insights are shared on various platforms, for example; Business Round-Table Discussions. To ensure the development of strategic partnerships with the public sector; business industry & civil society stakeholders in order to promote the South African Nation Brand domestically, a number of collaborative activities has been defined as output indicators, including the number of Nation Brand Forums.

7.3.1.5 Programme Recourse Considerations

Programme	Budget Allocation for Programmes
Programme 3: Stakeholder Relations	R21,812,200

This programme would require funding of at least R21, 812,200 for stakeholder projects. Due to funding constraints, the Stakeholder Relations' programme would have to form partnerships with other entities to augment the funds required to achieve the set outcome.

Expenditure in Programme 3: Stakeholder Relations in 2022/23 is expected to maintain the expenditure to have only baseline increase in strategic partnerships with the public sector, business and civil society stakeholders. The entity aims to have a wider on its collaborative activities that promote the Nation Brand domestically, including through the Nation Brand Forum.

7.3.2 Key Risks

The table of key risks (strategic risks) includes probability ranking, impact ranking and the resultant risk ranking for the recently added risks.

Table 14: Programme 3: Key Risk

#	OUTCOME	#	KEY RISK	RISK MITIGATION	Probability Ranking (1-5)	Impact Ranking (1-5)	Risk Ranking
3.1	3.1. Aligned Nation Brand execution and experience domestically and internationally	3.1.1	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 	4	3	12
		3.1.2	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 	3	4	12

See Annexure A for risk framework describing the probability ranking and impact ranking, where risk-ranking probability is the product of both.

515

8 Part D - Technical Indicator Descriptions

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

Indicator Title	1.1.1.1. An unqualified audit outcome obtained annually
Definition	The indicator refers to the status on the opinion whether the financial statements fairly present the financial position of auditees at financial year-end and the results of their operations for that financial year
Source of Data	Internal audit report
Method of Calculation/Assessment	Simple count (Internal audit report); and Qualitative measure by audit opinion outcome
Means of verification	Signed audit opinion report
Assumptions	All stakeholders have access to the audit report The Audit report is factual and accurate
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	A satisfactory internal audit report in finance and procurement environment
Indicator Responsibility	Programme 1 - Chief Financial Officer

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Indicator Title	1.2.1.1. Percentage of valid payments made to suppliers within 30 days from the date of receipt of an invoice
Definition	The indicator refers to a measure of the total number of valid payments made 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	Total number of invoices from suppliers honoured within 30 days/ total number of invoices * 100
Measure of verification	Signed consolidated invoices
Assumptions	The accounting books are accurate and up to date.
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation type	Non-cumulative
Report Cycle	Quarterly
Desired Performance	Higher percentage of invoices paid within 30 days
Indicator Responsibility	Programme 1- Chief Financial Officer

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Indicator Title	1.3.1.1. 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	B-BBEE scorecard
Method of Calculation/Assessment	Total amount spent on B-BBEE level 6 suppliers/ total amount spent on overall suppliers * 100
Means of verification	B-BBEE scorecard of supplier
Assumptions	All suppliers seeking to provide services Brand South Africa have an up to date B-BBEE scorecard
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Higher percentage spend on B-BBEE level 6 suppliers
Indicator Responsibility	Programme 1- Chief Financial Officer

Indicator Title	1.4.1.1. Percentage of vacancy
Definition	The number of permanent posts in the establishment which are vacant at the time of reporting
Source of Data	Human Capital Related Reports
Method of Calculation/Assessment	The number of vacant permanent posts / The total number of permanent posts * 100
Means of verification	Proof of noting by the Human Capital, Remuneration, Social and Ethic Committee
Assumptions	Consensus by all stakeholders on the vacancy rate as per the Human Capital Related Reports
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Lower than the stated target within the performance framework
Indicator Responsibility	Programme 1 - Director of Corporate Services

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Indicator Title	1.5.1.1. Percentage overall organisational performance rating
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	Number of performance indicators achieved/Total number of performance indicators * 100
Means of verification	Performance Analysis in the Quarterly Management report
Assumptions	Annual Performance Plans is approved, and no amendments need to be made
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly and Annually
Desired Performance	Higher performance against the Annual Performance Plan
Indicator Responsibility	Programme 1 - Director of Corporate Services

G.T.V.

Indicator Title	1.6.1.1. Percentage availability of all IT systems
Definition	The indicator refers to the percentage time that ICT systems are available and operational
Source of Data	IT Progress Reports
Method of Calculation/Assessment	Percentage availability of all IT systems/Number of servers *100
Means of verification	Signed IT Progress Reports
Assumptions	All IT systems available to support business operations
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Same or higher level of availability
Indicator Responsibility	Programme 1 - Director of Corporate Services

U.T.U.

8.2 Outcome 2.1: Increased attractiveness and thereby competitiveness of the Nation Brand

Indicator Title	2.1.1.1. Number of marketing campaigns aimed at positioning SA as a preferred destination to domestic audiences
Definition	The indicator refers to conducting marketing campaigns that drive attractiveness of the Nation Brand to audiences within South Africa. A marketing campaign is an organised course of action to promote a brand, which in this case is the country's Nation Brand. Domestic marketing campaigns are aimed at promoting local investment, pride, active citizenship, and social cohesion.
Source of Data	Post-campaign reports.
Method of Calculation/Assessment	Quantitative (simple count): Number of campaigns
Means of verification	<ul style="list-style-type: none"> • Signed Quarterly Agency brief • Signed Post-campaign reports
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher attractiveness perception of the Nation Brand to domestic audiences or improved brand associations of attractiveness with the Nation Brand
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.1.2.1. Number of marketing campaigns aimed at positioning SA as a preferred investment destination to international audiences.
Definition	The indicator refers to conducting marketing campaigns that drive and promote the attractiveness of the Nation Brand to audiences outside South Africa. A marketing campaign is an organised course of action to promote a brand, which in this case is the country's Nation Brand. International marketing campaigns are primarily aimed at attracting investments and tourism.
Source of Data	Post-campaign reports
Method of Calculation/Assessment	Quantitative (simple count): Number of campaigns
Means of verification	<ul style="list-style-type: none"> • Signed Quarterly Agency brief • Signed Post-campaign reports
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher attractiveness perception of the Nation Brand to international audience or improved brand associations of attractiveness with the Nation Brand
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.1.3.1. Number of integrated reputation & communication activities implemented for strategic platforms domestically
Definition	The indicator refers to the number of Nation Brand reputation and communication activities implemented by Brand South Africa at strategic platforms. Strategic platforms are key events that Brand South Africa leverages to amplify its Nation Brand and messaging. Strategic platforms will be outlined in the operational plans.
Source of Data	Approved concept document and signed Exit report per project
Method of Calculation/Assessment	Quantitative (simple count): Number of activities at strategic platforms
Means of verification	<ul style="list-style-type: none"> • Signed Concept report per project • Signed Exit report per project
Assumptions	What constitutes strategic platforms is pre-defined in the operational plans
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	To influence perceptions and elevate the Nation Brand reputation and image domestically
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.1.4.1. Number of integrated reputation & communication activities implemented for strategic platforms internationally
Definition	The indicator refers to the number of Nation Brand reputation and communication activities held by Brand South Africa at strategic platforms. Strategic platforms are key events that Brand South Africa leverage to amplify its reputation and message Strategic platforms will be outlined in the operational plans.
Source of Data	Approved concept document and signed Exit report per project
Method of Calculation/Assessment	Quantitative (simple count): Number of activities at strategic platforms
Means of verification	<ul style="list-style-type: none"> • Signed Concept report per project • Signed Exit report per project
Assumptions	What constitutes strategic platforms is defined in the operational plans
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	To influence and elevate the Nation Brand reputation and image
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.5.1. Number of global reputation and competitiveness indices analysed for Nation Brand performance monitoring
Definition	The indicator refers to the number of Nation Brand performance monitoring activities conducted. The Nation Brand performance is monitored via several elements, which include investment and immigration, exports, people, culture, and heritage; governance, and tourism. These key elements inform the reputation of the nation
Source of Data	<ul style="list-style-type: none"> • Third-party indices and reports, containing qualitative and / quantitative data on South Africa's global reputation and competitiveness performance. • Signed internal analysis on selected third-party indices and reports.
Method of Calculation/Assessment	Quantitative (Simple count) Number of internal analysis reports
Means of verification	Signed Internal analysis reports
Assumptions	Third party indices and reports remain available and are published
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of research activities (which is measured quarterly)
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.6.1. Number of reports that track South Africa's global reputation and brand familiarity
Definition	The indicator refers to external reports that 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. It assists Brand South Africa to better understand international perceptions in order to make informed strategic decisions to position the Nation Brand
Source of Data	Signed report that provides information on South Africa's global reputation and brand familiarity
Method of Calculation/Assessment	Quantitative measure (simple count) of number of reports
Means of verification	Signed report that provides information on South Africa's global reputation and brand familiarity
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Implement SAGP and brand familiarity study through completion of key quarterly activities
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.1.7.1. Number of research reference groups conducted
Definition	A reference group includes individuals or groups that influence opinions, beliefs, attitudes and behaviours. Conducting research within reference groups enables Brand South Africa to receive information that will inform how to better position the Nation Brand.
Source of Data	<ul style="list-style-type: none"> • Signed concept document per activity • Signed Research reference groups report per activity • Briefing notes
Method of Calculation/Assessment	Quantitative (Simple count)
Means of verification	<ul style="list-style-type: none"> • Signed concept document • Signed Research reference groups report • Briefing notes
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Annual Target: 4 research reference groups. Higher number desirable
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.1.B.1. Number of communication pieces that position the country positively globally
Definition	The indicator refers to communication pieces aimed at making South Africa's coverage more positive in tone and sentiment globally. This is implemented through producing, developing and publication of positive communication pieces.
Source of Data	<ul style="list-style-type: none"> Signed confirmation of published communication pieces
Method of Calculation/Assessment	Quantitative: Simple count (Number of communication pieces implemented/published)
Means of verification	<ul style="list-style-type: none"> Signed confirmation of published communication pieces
Assumptions	No major fluctuation in exchange rates that may constrain Brand SAs ability to publish on international paid media
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	More positive tonality and sentiment of media coverage.
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.9.1. Number of thought leadership pieces that position the country positively published.
Definition	Positive content pieces that are aimed at influencing conversations and narrative on factors impacting the country's image and reputation. This is implemented through the development and publication of positive thought leadership pieces.
Source of Data	Signed confirmation of published thought leadership pieces
Method of Calculation/Assessment	Quantitative: Simple count (Number of thought leadership pieces published)
Means of verification	Signed confirmation of published thought leadership pieces
Assumptions	Availability of stakeholders to by-line thought leadership pieces
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	More positive tonality and sentiment of Brand SA generated coverage.
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.1.10.1. Number of content pieces aimed at influencing domestic and international media to promote a positive narrative of the Nation Brand published
Definition	A measure of total content pieces produced as a result of engaging the media to generate increased positive coverage. The aim of this indicator is to maximise this coverage by ensuring that content pieces are published post-the media tours and engagements
Source of Data	Signed confirmation of number of content pieces published
Method of Calculation/Assessment	Quantitative (simple count): Number of content pieces published
Means of verification	Signed confirmation of number of content pieces published
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Same or Higher number of published content pieces
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.1.11.1. Number of content pieces published on Brand South Africa's digital platforms
Definition	The indicator measures the number of content pieces developed and posted on Brand South Africa's website and the PYP social media platforms, namely: PYP Facebook and PYP Twitter pages, which are intended to increase and drive positive messaging that positions the country positively and grow its attractiveness and awareness.
Source of Data	<ul style="list-style-type: none"> • Signed confirmation of published content pieces • Signed Reports Brand South Africa's on social media traffic
Method of Calculation/Assessment	Quantitative: (simple count): Number of content pieces published
Means of verification	<ul style="list-style-type: none"> • Signed confirmation of published content pieces • Signed Reports Brand South Africa's on social media traffic
Assumptions	Brand South Africa website and social media accounts are functional
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on the contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (year-end)
Report Cycle	Quarterly
Desired Performance	Same or higher number of content pieces posted on Brand SA website and PYP social media platforms (Facebook & Twitter) to increase Nation Brand awareness & attractiveness
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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8.3 Outcome 2.2: Increased Nation Brand advocacy and active citizenship

Indicator Title	2.2.f.1. Number of activities that promote active citizenry through the PYP programme
Definition	The indicator refers to a measure of the total number of PYP activities conducted.
Source of Data	Signed Quarterly exit reports
Method of Calculation/Assessment	Simple Count
Means of verification	Signed Quarterly exit reports
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Reporting Cycle	Quarterly
Desired Performance	Same or higher number of Play Your Part activities targeted
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.2.2.1. Number of national priority pillars amplified through PYP ambassador engagements implemented
Definition	The indicator refers to a measure of the number of national priority pillars amplified through PYP ambassador engagements within a year.
Source of Data	Signed Quarterly exit reports
Method of Calculation/Assessment	Simple Count
Means of verification	Signed Quarterly exit report
Assumptions	PYP ambassadors that are on-boarded and active in their duties
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Reporting Cycle	Quarterly
Desired Performance	Same or higher number of PYP ambassador activities implemented
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.2.3.1. Number of constitutional awareness campaigns aimed at promoting constitutional values
Definition	The indicator refers to a measure of the knowledge building campaigns about the constitution implemented
Source of Data	Signed Quarterly post campaign report
Method of Calculation/Assessment	Simple Count
Means of verification	Signed Quarterly post campaign report
Assumptions	The initiative remains a MTSF priority over the medium to long-term
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Reporting Cycle	Quarterly
Desired Performance	Same or higher number of constitution awareness campaigns
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.2.4.1. Number of constitutional awareness activations to promote constitutional values
Definition	The indicator refers to a measure of the knowledge building activations about the constitution implemented
Source of Data	Signed quarterly concept document Signed quarterly exit report
Method of Calculation/Assessment	Simple Count
Means of verification	Signed quarterly concept document Signed quarterly exit report
Assumptions	The initiative remains a MTSF priority over the medium to long-term and there is an enabling logistic environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Reporting Cycle	Quarterly
Desired Performance	Same or higher number of constitution awareness activations
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.2.5.1. Number of GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets
Definition	The Indicator refers to a measure of the number of GSA activities implemented in key markets. Key markets are markets that are essential for extending Brand South Africa's market position, its economic growth, and its globalisation in a sustainable way.
Source of Data	Signed Concept document per activity Signed Exit report per activity
Method of Calculation/Assessment	Simple Count
Means of verification	Signed Concept document per activity Signed Exit report per activity
Assumptions	There are willing and present GSAs within our targeted markets
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Same or higher number of global activities implemented in targeted markets
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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Indicator Title	2.2.6.1. Number of domestic perceptions research study
Definition	The indicator refers to research conducted to attain information on key perception indicators domestically, i.e. how South Africans perceive themselves. It assists Brand South Africa to better understand local perceptions in order to make informed strategic decisions to position the Nation Brand
Source of Data	<ul style="list-style-type: none"> • Monthly surveys, focus group discussions summaries • Signed Consolidated quarterly progress report • Signed National omnibus survey
Method of Calculation/Assessment	Quantitative: Simple Count (Number of research)
Means of verification	<ul style="list-style-type: none"> • Monthly surveys, focus group discussions summaries • Signed Consolidated quarterly progress report • Signed National omnibus survey
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of research activities (which is measured quarterly) is desirable
Indicator Responsibility	Programme 2 - Chief Marketing Officer

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8.4 Outcome 3: Aligned Nation Brand execution and experience domestically and internationally

Indicator Title	3.1.1.1. Number of collaborative activities implemented with local and/or foreign public sector stakeholders domestically
Definition	The indicator refers to number of activities conducted with public sector stakeholders in order to promote the South African nation brand domestically
Source of Data	<ul style="list-style-type: none"> • Signed concept document per activity • Signed Quarterly exit report on collaborative activities conducted with public sector stakeholders
Method of Calculation/Assessment	Quantitative (simple count): The total number of collaborative activities conducted per quarter over a 1-year period
Means of verification	<ul style="list-style-type: none"> • Signed concept document per activity • Signed Quarterly exit report on collaborative activities conducted with public sector stakeholders
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of collaborative activities
Indicator Responsibility	Programme 3 - Chief Marketing Officer

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Indicator Title	3.1.2.1. Number of collaborative activities implemented with local and/or foreign civil society stakeholders domestically
Definition	The indicator refers to the number of activities conducted with civil society stakeholders in order to promote the South African Nation Brand domestically
Source of Data	<ul style="list-style-type: none"> • Signed concept document per activity • Signed Quarterly exit report on collaborative activities conducted with civil society stakeholders
Method of Calculation/Assessment	Quantitative (simple count): The total number of collaborative activities conducted per quarter over a 1-year period
Means of verification	<ul style="list-style-type: none"> • Signed concept document per activity • Signed Quarterly exit report on collaborative activities conducted with civil society stakeholders
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of collaborative activities
Indicator Responsibility	Programme 3 - Chief Marketing Officer

OTW

Indicator Title	3.1.3.1. Number of collaborative activities with local and/or foreign business stakeholders domestically
Definition	The indicator refers to the number of activities conducted with business stakeholders in order to promote the South African Nation Brand domestically
Source of Data	<ul style="list-style-type: none"> • Signed concept document per activity • Signed Quarterly exit report on collaborative activities conducted with business stakeholders
Method of Calculation/Assessment	Quantitative (simple count): The total number of collaborative activities conducted per quarter over a 1-year period
Means of verification	<ul style="list-style-type: none"> • Signed concept document per activity • Signed Quarterly exit report on collaborative activities conducted with business stakeholders
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of collaborative activities
Indicator Responsibility	Programme 3 - Chief Marketing Officer

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Indicator Title	3.1.4.1. Number of Nation Brand Forum aimed at positioning the country positively targeting domestic and international audiences Implemented
Definition	The Indicator refers to the number of Nation Brand forums held. A forum is a meeting or medium where ideas and views on a particular issue can be exchanged. In this case, the ideas exchanged will be around the promotion of the South African Nation Brand domestically
Source of Data	<ul style="list-style-type: none"> • Signed concept Document • Signed Report on the Nation Brand Forum
Method of Calculation/Assessment	Quantitative: Simple count (Total number of Nation Brand forums held)
Means of verification	<ul style="list-style-type: none"> • Signed concept Document • Signed Report on the Nation Brand Forum
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on the contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Annual
Desired Performance	Same or higher number of Nation Brand forums held
Indicator Responsibility	Programme 3 - Chief Marketing Officer

U.S.

Indicator Title	3.1.5.1. Number of collaborative activities implemented with stakeholders in targeted strategic markets aimed at positioning the country positively internationally
Definition	The indicator refers to the number of activities conducted with public sector, business and/or civil society stakeholders in order to promote the South African Nation Brand Internationally
Source of Data	<ul style="list-style-type: none"> • Signed concept document per activity • Signed exit report per activity
Method of Calculation/Assessment	Quantitative (simple count): The total number of collaborative activities conducted per quarter over a 1-year period
Means of verification	<ul style="list-style-type: none"> • Signed concept document per activity • Signed exit report per activity
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of collaborative activities
Indicator Responsibility	Programme 3 - Chief Marketing Officer

U.V.

Indicator Title	3.1.6.1. Number of Nation Brand alignment training workshops delivered
Definition	The Indicator refers to the number of Nation Brand alignment trainings conducted by Brand South Africa. Nation brand alignment trainings are required to ensure consistent messaging about the Nation Brand is disseminated by key stakeholders to domestic and international audiences, and in doing so amplifying the impact of the message.
Source of Data	<ul style="list-style-type: none"> • Signed concept document per quarter • Signed exit report per quarter
Method of Calculation/Assessment	Quantitative (simple count): The total number of Nation Brand alignment trainings conducted per quarter over a 1-year period
Means of verification	<ul style="list-style-type: none"> • Signed concept document per quarter • Signed exit report per quarter
Assumptions	There are willing and able participants and an enabling logistical environment.
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number Nation Brand alignment trainings delivered
Indicator Responsibility	Programme 3 - Chief Marketing Officer

6/20

9 Annexure A: Risk Framework

Risk Category	Probability Scale	Occurrence	Description
Low	1	Will almost never occur, 1 out of 10 000 times	Not expected to happen - event would be a surprise
	2	Will seldom occur, 1 out of 1000 times	Low likelihood, but could happen
	3	Could occur sometimes, 1 out of 100 times	Could occur often
	4	More than an even chance of occurring., 1 out of 10 times	More than an even chance of occurring
High	5	The risk is almost certain to occur in the current circumstances	The risk is almost certain to occur in the current circumstances

Risk Category	Impact scale	Impact level Ranking	Meaning
Low	1	Negligible	Requires ongoing monitoring and minor changes
	2	Significant	Requires redesign or intervention in the service/programme
	3	Major	Requires major redesign or intervention in the service/programme
	4	Critical	Requires complete redesign or high-level intervention in the service/programme
High	5	Catastrophic	Total shutdown of the project/programme in question

V.T.U

The product of the probability ranking and impact ranking results in the risk ranking probability, which can be positioned and interpreted as the following:

Risk Ranking Matrix						
	5	5	10	15	20	25
	Catastrophic	Medium	High	Very High	Very High	Very High
	4	4	8	12	16	20
	Critical	Medium	High	Very High	Very High	Very High
	3	3	6	9	12	15
	Serious	Medium	High	High	Very High	Very High
Impact	2	2	4	6	8	10
	Significant	Low	Medium	High	High	High
	1	1	2	3	4	5
	Minor	Low	Low	Medium	Medium	Medium
		1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Almost Certain
	Probability					

ⁱ https://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf

ⁱⁱ <https://www.imd.org/centers/world-competitiveness-center/rankings/world-competitiveness/>

ⁱⁱⁱ <https://www.ipsos.com/en/nation-brands-index-2021>

^{iv} <https://index.goodcountry.org/>

J.T.U.

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