INSTITUTIONAL FRAMEWORK AND GOVERNANCE
INSTITUTIONAL FRAMEWORK AND GOVERNANCE

• Brand South Africa is registered as a Trust in terms of the Trust Property Control Act No. 57 of 1988;

• The Founder (or Settlor) of the Trust is the President of the Republic of South Africa, and he/she appoints Trustees;

• Other governing legislation: The Public Finance Management Act No. 1 of 1999;

• To further strengthen governance and accountability, the Trust Deed enjoins the entity to apply provisions of the Companies Act No. 71 of 1988, as well as the King Code (i.e. King Report on Corporate Governance in South Africa, 2016); and

• The Protocol on Corporate Governance in the Public Sector (2002), although no longer up-to-date, also applies.
INSTITUTIONAL FRAMEWORK AND GOVERNANCE

The Board

• All Trustees constitute the Board. In terms of the Trust Deed which was amended in November 2015, the maximum number of Trustees should be 15 (fifteen) and the minimum 11 (eleven). This is a reduction from the maximum of 30 (thirty) trustees and a minimum 20 (twenty) stipulated in the previous Trust Deed;

• All Trustees are non-executive except the CEO who is an ex officio executive trustee. The Board meets quarterly. It has established 3 (three) committees to assist it in the discharge of its duties. The 3 Committees are as follows:
  • The Human Capital/Remuneration and Social & Ethics Committee (HCRSEC);
  • The Audit and Risk Committee (ARCO); and
  • The Marketing Committee (MARCO).

• Trustees are remunerated for the performance of their duties as Trustees in accordance with the Board Remuneration Policy, which is informed by the National Treasury’s Regulations.
ABOUT BRAND SOUTH AFRICA
STRATEGIC INTENT - THE HOUSE

- Brand South Africa was established with the ultimate aim to "make a contribution to economic growth, job creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism and trade through the promotion of Brand South Africa".

- 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".

As per Trust deed as amended in 2015

Manage the Nation Brand, domestically and internationally

Proactive and coordinated reputation management of the Nation Brand

Proactive and coordinated communication of the Nation Brand

Proactive and coordinated marketing of the Nation Brand

Sound governance and organisational effectiveness and efficiency
In addition to its Mandate, Brand South Africa seeks to:

- Develop and articulate a South Africa National Brand identity that will advance South Africa’s long-term positive reputation and global competitiveness;
- Seek to build individual and institutional alignment to and support for the brand in South Africa and pride and patriotism amongst South Africans;
- Seek to build awareness and the image of the brand in other countries;
- 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; and
- Do whatever the Board considers necessary to achieve the primary object of the Trust.
BRAND SOUTH AFRICA AT A GLANCE

OUR STAKEHOLDER TRUTH
Brand South Africa a necessary partner

OUR PURPOSE
To lead with domestic and global marketing initiative of our Country, thus indirectly contributing towards:
job creation, economy growth, poverty alleviation and social cohesion

WHAT WE DO
The official agency established to market South Africa and manage its Nation Brand reputation.

OUR POINT OF VIEW
South Africa is an admired destination viable for business, tourism and to study

HOW WE DO IT
By implementing proactive and coordinated marketing, reputation and communication strategies.

OUR VALUE PROPOSITION
Nation Brand marketing and reputation expertise
Connect with us:
- Collaborate on strategic platforms
- Content partnerships
- Play Your Part initiative

WHAT WE DO
To improve South Africa’s image and global competitiveness.

BRAND PROMISE
Inspiring new and different ways

WHY WE DO IT
In inspiring and igniting the passion of our citizens to be proud, to celebrate our beautiful country to live with the spirit of Ubuntu.

BRAND SOUTH AFRICA’S PROPERTIES AND PRODUCTS
Play Your Part initiative
South African Competitiveness Forum (SACF)
Nation Brand Forum
Brand South Africa masterclass
Global South Africans
Reputation programme (Team SA)
STRATEGIC OVERVIEW
## Activities in Context of Strategic Goals

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Link to Why Brand South Africa exists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhanced awareness of the Nation Brand performance : (Research)</td>
<td>Indirectly educating stakeholders to be good country ambassadors/messengers, thereby attracting awareness and interest on South Africa</td>
</tr>
<tr>
<td>Improved Nation Brand reputation and perceptions amongst South Africans (Constitutional awareness and Play Your Part)</td>
<td>Indirectly linked to active citizenship, social cohesion, nation building, job creation through entrepreneurship and poverty alleviation.</td>
</tr>
<tr>
<td>Improved Nation Brand reputation and perceptions domestically and internationally</td>
<td>Indirectly linked to improved country perceptions and coverage thereby attracting inward investment. The positive outlook of the country correlates with increased pride and patriotism.</td>
</tr>
<tr>
<td>Enhanced awareness of the Nation Brand identity, image, and competitiveness and Nation Brand value proposition</td>
<td>Indirectly linked to improved country perceptions through showcasing Nation Brand achievements and strengths thereby attracting inward investment. The positive outlook of the country correlates with increased pride and patriotism</td>
</tr>
<tr>
<td>A cohesive approach when promoting and marketing the Nation Brand amongst targeted stakeholders</td>
<td>When all stakeholders promote a Nation Brand in a unified manner, it enhances the reputation and image of the country thereby attracting tourists, students, and investors.</td>
</tr>
<tr>
<td>Strengthened Nation Brand advocacy, domestically and amongst South Africans living abroad</td>
<td>Utilising SA expats to advocate positively for the Nation Brand thereby attracting tourists, investors, and students.</td>
</tr>
<tr>
<td>Enhanced relations with Stakeholders towards the promotion of the Nation Brand reputation, domestically and internationally</td>
<td>Stakeholder message alignment and enhancement assist in amplifying Brand South Africa initiatives and strategic objectives.</td>
</tr>
</tbody>
</table>
FOCUS AREAS

Reputation Management
- Proactive and Coordinated Reputation Management of the Nation Brand

Communication
- Proactive and Coordinated Communication of the Nation Brand

Marketing
- Proactive and Coordinated Marketing of the Nation Brand
INTEGRATED STRATEGIC GOALS

- Four Integrated Strategic Goals Geared Towards...

① Proactive and coordinated reputation management of the Nation Brand

② Proactive and coordinated marketing of the Nation Brand and the Nation Brand Identity

③ Enhanced relations with Stakeholders towards the promotion of the Nation Brand reputation

④ Proactive and coordinated communication of the Nation Brand value system and value proposition
Brand South Africa research aims to from a domestic and international perspective focused on Reputation & Competitiveness.

To this end Brand South Africa’s research tracks a wide variety of competitiveness, reputation, and related global studies and indices.

The goal is to monitor and evaluate over-all country performance in a highly competitive and uncertain global economy.

Brand South Africa analysis to be better ambassadors of the Nation Brand and to respond appropriately in relation to environment.
**Nation Brand Performance Analysis**

- Brand South Africa uses an eclectic approach in understanding the performance of the Nation Brand.

- Research analysis and engagements with stakeholders are critical processes used to assess the performance of the Nation Brand and to develop strategies to address challenges.

<table>
<thead>
<tr>
<th>Domestic Perceptions</th>
<th>✓ Domestic Perceptions Research</th>
</tr>
</thead>
</table>
| **Nation Brand Reputation** | ✓ Roper GfK. Nation Brand Index  
| ✓ Roper GfK. City Brands Index  
| ✓ Brand SA - Fieldwork in African markets |
| **Global Competitiveness** | ✓ World Economic Forum - Global Competitiveness Index  
| ✓ IMD - Competitiveness Yearbook  
| ✓ Mo Ibrahim Index on African Governance  
| ✓ World Bank Doing Business Index |
| **Investor Perceptions** | ✓ Brand SA International Investor Perceptions Research  
| ✓ SA Inc’ research |
The Marketing unit is responsible for the development and implementation of proactive marketing strategies that aim to market South Africa as a well as promote amongst South Africans.

The aim is to contribute towards creating and domestically and internationally.

The marking programme promotes through the Play Your Part Ambassador programme.
Play Your Part Programme

• Play Your Part is a nationwide movement created to inspire, empower and celebrate active citizenship in South Africa.

• Its objective is to lift the spirit of our nation by inspiring all South Africans to contribute to positive change, become involved and start doing - because a nation of people who care deeply for one another and the environment in which they live is good for everyone.

• Play Your Part is aimed at all South Africans - from corporates to individuals, NGOs to government, churches to schools, young to not so young. It aims to encourage South Africans to use some of their time, money, skills or goods to contribute to a better future for all.

• There are numerous opportunities, big and small, for each and every South African to make a positive difference in the communities in which they live and operate. Play Your Part encourages them to act on these opportunities.
Play Your Part Ambassador Programme

- Brand South Africa has recruited Play Your Part (PYP) Ambassadors who are ordinary South Africans, currently playing their part as active citizens in their various respective communities.

- Once recruited into the PYP programme, Brand South Africa partners with these partners on collaborative initiatives.

About Our Ambassador:
Sandiso is an entrepreneur who employs innovative business models and has founded Born To Succeed that helps to curb the Youth unemployment rate in South Africa, through education mentorship and forming Private Sector Alliances.

Playing Her Part:
Identifies young woman from peri urban rural areas, who have passed grade 12, are unemployed and thus imparts skills to them in order to assist them to gain necessary skills to secure meaningful employment.

About Our Ambassador:
Rianette is an example of aligning passion with purpose. A Communication Specialist and Cyber Safety activist who speaks about the art of navigating relationships within digital environment.

Playing Her Part:
She has been sharing the cyber safety message at schools, conferences and corporates with the aim to save lives by creating awareness for responsible digital citizenship.
The Nation Brand Forum is an annual engagement platform aimed at bringing various stakeholders to share their insights on how to collectively promote a cohesive approach when marketing South Africa internationally, and advancing long-term reputation and image of the Nation Brand.

Launched in 2016, the Nation Brand Forum has been central in enhancing the Nation Brand image and competitiveness, as well as driving enhanced awareness.
NATION BRAND FORUM

• Brand South Africa has developed and introduced the Brand South Africa Nation Brand Masterclass as a tool to educate stakeholders on the importance of presenting a cohesive and common message when marketing the country internationally.

• The Masterclass targets stakeholders (mainly government) that do international promotion or destination marketing abroad.

• The Masterclass is supported by an on-line toolkit that can be downloaded by stakeholders through an application process.
CONSTITUTIONAL AWARENESS

• As part of its contribution to Outcome 14 of the National Development Plan, Brand South Africa has developed a stakeholder and marketing campaign to build Constitutional Awareness amongst South Africans.

• The campaign is aimed at creating awareness of the Constitution amongst South Africans and to foster Constitutional Values.

• Key pillars from the constitution were selected to guide the communication for the campaign.
The Communications Unit is tasked with managing issues in the environment that impact on the Nation Brand both positively and negatively including PR activities, media monitoring, content development and dissemination related to profiling the work of the organisation.

The Unit implements both proactive and reactive reputation management strategies to ensure positive positioning of the Nation Brand domestically and internationally.

Brand South Africa leverages media relations, partnerships and opportunities with various media houses and journalist bodies, domestically and internationally, to positively position the Nation Brand.

The Communications team also works with identified influential cross sector stakeholders who have a positive outlook and narrative on the Nation Brand, and advocate positively for the Nation Brand.
# THE COMMUNICATIONS PROGRAMME

## Media Relations Management
- Leverage relations with various media to communicate on the work of the organisation, profile its leadership while managing issues related to the reputation of the nation brand.
- Proactively engage with members of the media through bilateral discussions aimed at contextualising the role of Brand South Africa and perceptions/reputation around South Africa Inc.
- Host media to showcase identified programmes which position the country positively.

## Public Relations
- The communication team develops all content for use on public platforms. This includes opinion pieces, media statements, speaking notes, key messages, speeches, and others.
- The team also co-ordinates all interviews on issues related to the work of the organisation.
- The team also identifies third party endorsers as messengers.
- The communication programme has earned approximately R148 million in AVE over the past year.

## Country Messaging
- Brand South Africa is responsible for developing a messaging framework to position South Africa positively internationally and domestically.
- A framework has been developed in consultation with a range of identified stakeholders from government and business.
- The messaging is built around the country brand: “Inspiring New Ways” and is aligned to the pillars of the nation brand hexagon and the National Development Plan.

## Digital and Social Media Programme
- Brand South Africa digital team develops and implement a proactive and reactive digital and social media programme.
- The programme is aimed at encouraging positive conversations and engagement on issues related to the Nation Brand.
- Digital and social media platforms are leveraged to share positive content about the country and information on Brand South Africa programmes.

## International Reputation Management
- Brand South Africa implements an international reputation management programme in the targeted markets.
- Brand South Africa intends to seek more support from South African representatives based in identified international markets to manage issues related to the country while also positively profiling the country.
- Brand South Africa regularly engages with the foreign correspondent corps based in South Africa.
STAKEHOLDER RELATIONS

- Brand South Africa works with and through stakeholders to effect its mandate.

- Brand South Africa’s key stakeholders are identified as people who are affected by Brand SA’s work, those who have influence and power to champion the cause, and those who have a direct interest in the successful delivery of South Africa’s brand.
  - groups or organisations that have an interest and or influence in the performance nation brand,
  - can contribute in the form of knowledge, support or funding.
  - can impact on or be affected by, Brand South Africa’s work or outcomes.

- Brand South Africa’s stakeholders are clustered into three sectors:
  - Government;
  - Business; and
  - Civil Society
## Stakeholders are Integral to the Execution of the Mandate

- The organisation targets three key stakeholder groupings when identifying relevant partners to collaborate.

- Brand South Africa seeks the **involvement and cooperation** of various stakeholders in building awareness and image of the Nation Brand domestically and internationally.

<table>
<thead>
<tr>
<th>Stakeholder Grouping</th>
<th>State Institutions</th>
<th>Private Sector</th>
<th>Civil Society</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Institutions</strong></td>
<td>• Ensure message alignment.</td>
<td>• Ensure message alignment.</td>
<td>• Partner &amp; drive domestic mobilisation programmes.</td>
</tr>
<tr>
<td></td>
<td>• Partner to have a full understanding of the role that government plays in the perception &amp; reputation of SA as a competitive destination for inward investment.</td>
<td>• Participation in Brand South Africa media programmes.</td>
<td>• Partner &amp; drive joint domestic mobilisation programmes, and relevant platforms.</td>
</tr>
<tr>
<td></td>
<td>• Partner to help promote the NDP and active citizenship through own platforms</td>
<td>• Joint funding of relevant activities.</td>
<td>• Access to mass audiences.</td>
</tr>
</tbody>
</table>
The Global Markets programme focusses on the following:

**Communication and Reputation management:** proactive and reactive management of issues in the media environment that may affect the Nation Brand internationally.

**Marketing:** identification of relevant platforms to profile and positively position the Nation Brand in the continent and the world.

**Stakeholder Relations:** working with and through stakeholders to enhance in market programmes (for example SA missions).

**Global South African (GSA)’s programme:** advocacy programme with South Africans living abroad.
GLOBAL MARKETS PROGRAMMES

• Brand South Africa has offices in the following countries which are managed by Country Heads:
  • the United Kingdom;
  • the United States of America
  • China (vacant)

• Brand South Africa understands the importance of maintaining a relationship with South Africans living abroad.

• GSA’s programme is key in building advocacy programme with South Africans living abroad.

• Through the GSA’s programme Brand South Africa holds engagements with expats with the aim to build a relationship and Nation Brand Advocacy amongst specific individuals.
STRATEGIC AND ANNUAL PERFORMANCE PLANS
2020/2021 TO 2024/2025 STRATEGIC PLAN AND 2020/2021 ANNUAL PERFORMANCE PLAN

STRATEGIC FOCUS

• Build investor confidence and contribute to attraction of global investors and tourists, as well as South African goods and services.

• Enhance South Africa’s stature in the community of nations in the continent and the world.

• Create and disseminate messages that effectively tell the South African story and positively promote the country.

• Inspire pride, patriotism, social cohesion, nation building and positive change in South Africa.

• Inspire loyalty and advocacy in expatriate South Africans.
STRATEGIC FOCUS - Continued....

• Counter negative messages and impressions of the country.

• Showcase achievements of the National Development Plan (NDP).

• Assist various government and private sector entities in aligning their communications strategies to country messaging.

• Leverage on strategic global events to bring the brand story to life and build brand moments.
THE 2020/2021 PLANNING PROCESS
The 2020/2021 PLANNING PROCESS

The Brand SA strategic planning process was iterative and included a series of engagement sessions:

1) Board Strategic Planning Session was held on 16 August 2019 wherein the draft Brand South Africa 2020/2021 to 2024/2025 Strategic Plan was developed;

2) Staff Strategic Planning Session was held from 12 to 13 September 2019 wherein the draft Brand South Africa 2020/2021 Annual Performance Plan (APP) was developed;

3) Presentation of the draft Brand South Africa 2020/2021 to 2024/2025 Strategic Plan and draft Brand South Africa 2020/2021 Annual Performance Plan (APP) was on 30 October 2019;

4) Submission of the draft Brand South Africa 2020/2021 to 2024/2025 Strategic Plan and draft Brand South Africa 2020/2021 Annual Performance Plan (APP) to The Presidency and GCIS on 31 October 2019.

LINK TO THE NATIONAL PRIORITIES
LINK TO THE NATIONAL PRIORITIES

- The strategy considers links to the National Priorities, and our context - both global and local

Vision 2030, New Growth Plan, IPAP

The Five Year NDP Implementation Plan

Pillar 1: Inclusive Economic Growth
Pillar 2: Capabilities of South Africans
Pillar 3: Capable State

President Cyril Ramaphosa’s 7-Point Plan

- Economic transformation and job creation
- Education, skills and health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration, human settlements and local government
- Social cohesion and safe communities
- A capable, ethical and developmental state
- A better Africa and World

Cross-cutting priorities

- Youth Empowerment
- Gender Equity
- 4th Industrial Revolution
- Environmental sustainability (climate change)
- National Spatial Development Plan (NSDF)

Impact Statement

Outcome | Outcome Indicator | Baseline | 5-Year Target
--- | --- | --- | ---

Output | Output Indicator | Baseline | Annual and Quarterly Targets
--- | --- | --- | ---

Strategy

APP
CHALLENGING THE GLOBAL AND LOCAL OPERATING ENVIRONMENT
CHALLENGING THE GLOBAL AND LOCAL OPERATING OPERATING ENVIRONMENT

Critical uncertainty issues

• Demographic shift
• Technology Change; 4IR
• Geopolitical Tensions
• Slowbalisation
• Climate Change
• Brand Similarity to other African countries
• Negative International Perceptions
• Perception of South Africa as “Un-African” by other African countries
• Economic growth, debt levels
• Exchange rates
• Public Discourse
• Corruption

Action priorities

Globally

• Improved Data & Research
• Trend Analysis
• Increase brand competitiveness

Africa

• Regional integration
• Africa connectivity
• Brand Building

South Africa

• Increased Nation Brand advocacy
• Increased Active Citizenship
• Alignment of Nation Brand internally and between all stakeholders

Four key strategic consideration in 2020-2025:

1. **Research & Analytics** - Targeted interventions require data-driven insights on resource allocation, trends, opportunities, threats and required outcomes

2. **Leveraging Key Partnerships** - Leverage partners to maximize reach, gain consensus, drive credibility and support and optimise gov. resources

3. **Brand Building Campaigns** - Campaigns based on sound insights, executed with partners for clear objectives and outcomes that enhance our Nation Brand

4. **Active Citizenship & Brand Advocacy** - increase pride amongst South Africans and increased advocacy and participation in the Nation Brand Project
NATION BRAND SPHERES OF INFLUENCE

1. Commercial and cultural products and sporting prowess
   - e.g.: Ndebele art; international marketing of SA companies; international marketing of SA products

2. Skills and openness
   - e.g.: Creating awareness of unique skills and quality of South Africans, heightening desire to interact with South Africans by international community

3. Level of satisfaction with country’s products and services
   - e.g.: Creating awareness of products, new markets, services, and promoting their international reputation

4. Competency fair governance, human rights, international contribution
   - e.g.: Good news stories of SA governance, strong human Rights record, continued international contribution

5. Potential attractiveness and economical contribution
   - e.g.: Awareness of tourism opportunities, trends, prices, investment opportunities, base with SA Tourism

6. Investment Potential and attractiveness to Outsiders
   - e.g.: Creating awareness of new products, new markets, services, market potential, consumer trends, legal guides
SITUATIONAL ANALYSIS
**SITUATIONAL ANALYSIS**

- **Strategic success is dependent on the organisation’s efficacy and resolving some pressing organisational issues**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand South Africa has a passionate staff who exhibit high levels of engagement at work</td>
<td>Leadership churn</td>
</tr>
<tr>
<td>Brand South Africa’s Brand Awareness is at peak levels</td>
<td>Administrative processes to be strengthened</td>
</tr>
<tr>
<td>Play Your Part Programme’s Public Awareness is at peak levels</td>
<td>Technology &amp; Systems particularly transfer to a new system</td>
</tr>
<tr>
<td>Diverse staff in terms of gender and race</td>
<td>Operational considerations particularly in overseas offices that impact service delivery</td>
</tr>
<tr>
<td>The Nation Brand has a “Strong” A+ ranking from Brand Finance and a 2018 rank of 49th</td>
<td>Delayed appointment of Board of Trustees</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Africa has a unique position as an African nation, with strong links to Western countries (US, UK, EU, Australia and New Zealand), strong links to Asia through BRICS (China, Russia, India) and to Brazil and South America.</td>
<td>Geopolitical ruptures</td>
</tr>
<tr>
<td>4IR</td>
<td>Economic difficulties</td>
</tr>
<tr>
<td>Digital platforms and technologies</td>
<td>Negative Public discourse - governance, controversy, corruption, poor governance</td>
</tr>
<tr>
<td>Favourable Exchange Rates</td>
<td>Unfavourable Exchange Rate</td>
</tr>
<tr>
<td>Shifting perceptions of African countries to be more positive</td>
<td>Increasing competition between countries for limited inflows of investment, ODA, tourism etc.</td>
</tr>
<tr>
<td>Persistent negative perceptions of African countries</td>
<td></td>
</tr>
</tbody>
</table>
PERCEPTION OF THE NATION BRAND
COORDINATED RESPONSES THAT POSITIVELY INFLUENCE AND ENHANCE THE PERCEPTION OF THE NATION BRAND

Our Challenges

- Increasing competition amongst middle income countries for tourism, FDI
- Increasingly constrained domestic economic environment (GDP, Unemployment, Debt)
- Inconsistent Nation Brand messaging amongst KEY stakeholders
- Constraints to operational efficacy, resources & governance

NBI Rank

<table>
<thead>
<tr>
<th>Year</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>36</td>
</tr>
<tr>
<td>2013</td>
<td>36</td>
</tr>
<tr>
<td>2014</td>
<td>37</td>
</tr>
<tr>
<td>2015</td>
<td>38</td>
</tr>
<tr>
<td>2016</td>
<td>35</td>
</tr>
<tr>
<td>2017</td>
<td>38</td>
</tr>
</tbody>
</table>

Our Response

1. Insights
   - Targeting international markets through programmes like Global South Africans and strengthening partnerships

2. Partners & Alliances
   - Segmented and analytically driven interventions, aligned to National Priorities, that enhances the Nation Brand
   - Aligning stakeholders to consistent messaging and branding

3. Marketing
   - Raising levels of awareness of Brand South Africa domestically

Our Strategic Impact is enabled by (1) research and analytically driven insights, (2) fostering and leveraging key partnerships and (3) brand building activities / campaigns

Targeted interventions requires data and research driven insights on resource allocation, trends, opportunities, threats and required outcomes

Leverage partners such as embassies to maximise reach, gain consensus, drive credibility and support and optimise gov. resources

Impactful campaigns based on sound insights, executed with partners for clear objectives and outcomes that enhances our Nation Brand
Our Strategy seeks to create a prosperous Nation Brand, while promoting a patriotic and socially cohesive nation...

Impact Statement

Outcome | Outcome Indicator | Baseline | 5-Year Target
--- | --- | --- | ---

Impact 1: A Prosperous Nation Brand

- Outcome 1.1: Increased attractiveness and thereby competitiveness of the Nation Brand
- Outcome 1.2: Aligned Nation Brand execution and experience domestically and internationally
- Outcome 1.3: Improved Reputation of Brand South Africa as an entity

Impact 2: A Patriotic and Socially Cohesive Nation

- Outcome 2.1: Increased Nation Brand Advocacy and Active Citizenship

2020/2021

5 Years

1 Year 1 Year 1 Year 1 Year 1 Year

ANNUAL OPS PLAN

2024/2025

South Africa

Inspiring new ways
STRATEGIC PLAN OUTPUTS
## STRATEGIC PLAN OUTPUTS

### Impact Statement 1

**A Prosperous Nation Brand**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Outcome Indicators</th>
<th>Baseline</th>
<th>5-Year Target</th>
<th>Risks</th>
</tr>
</thead>
</table>
| 1.1. Increased attractiveness and thereby competitiveness of the Nation Brand | 1. Enhanced Understanding of the Nation Brand                                     | 37       | 47            | 1. Reliance on external stakeholders  
2. Resource constraints  
3. External incidents and events that are beyond our control (political unrest, climate change)  
4. Declining manufacturing capability  
5. Governance and Governmental vertical alignment  
6. Fake News  
7. Public discourse within local media landscape  
8. Regional challenges within neighbouring countries                       |
| 1.2. Aligned Nation Brand execution and experience domestically and internationally | 1. Improved consistency in Nation Brand messaging by different stakeholders       | 500      | 800           | 1. Lack of Stakeholder buy-in in adopting cohesive brand message  
2. Coordination challenges between different governmental stakeholders (i.e. National, Provincial, Local) |
| 1.3. Improved Reputation of Brand South Africa as an entity               | 1. Positive perception of Brand South Africa as an entity, internally and externally. | To Be Established | 60%+          | 1. Governance challenges (Board of trustees needs to be appointed and reporting line of the organisation must be finalised)  
2. Diversity of opinions within public discourse  
3. Tainted brand advocates who may detract from the Nation Brand            |

Accomplishing this impact requires alignment from numerous stakeholders as well governance structures to be established.
## Impact Statement 2

A patriotic and socially cohesive nation

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Outcome Indicators</th>
<th>Baseline</th>
<th>5-Year Target</th>
<th>Risks</th>
</tr>
</thead>
</table>
| 2.1. Increased Nation Brand Advocacy and Active Citizenship | 1. Levels of Awareness of the Play Your Part programme. | 40% | 44% | 1. Reliance on external stakeholders  
2. Perceptions of Transformation process by non-South Africans  
3. Public discourse on the land reform debate  
4. Misdirected active citizenship leading to undesired outcomes  
5. Persistent inequality  
6. Race relations dynamics within South Africa  
7. Tainted brand advocates who may impede advocacy initiatives |
| | 2. Measurement of Active Citizenship Index | 60.6 | 65 | |
| | 3. Levels of Awareness of the Global South Africans (GSA) programme. | To Be Established | To Be Established | |
ANNUAL PERFORMANCE PLAN
OUTPUTS
### STRATEGIC DIRECTION FOR THE DEVELOPMENT OF THE ANNUAL PERFORMANCE PLAN

<table>
<thead>
<tr>
<th>Impact</th>
<th>Outcome</th>
<th>Outcome indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact 1: A prosperous nation brand</strong></td>
<td><strong>1.1.</strong> Increased attractiveness and thereby competitiveness of the Nation Brand</td>
<td><strong>1.1.1.</strong> Enhanced Understanding of the Nation Brand</td>
</tr>
<tr>
<td></td>
<td><strong>1.2.</strong> Aligned Nation Brand execution and experience domestically and internationally</td>
<td><strong>1.2.1.</strong> Improved consistency in Nation Brand messaging by different stakeholders</td>
</tr>
<tr>
<td></td>
<td><strong>1.3.</strong> Improved Reputation of Brand South Africa as an entity</td>
<td><strong>1.3.1.</strong> Positive perception of Brand South Africa as an entity, internally and externally</td>
</tr>
<tr>
<td><strong>Impact 2: A patriotic and socially cohesive nation</strong></td>
<td><strong>2.1.</strong> Increased Nation Brand advocacy and active citizenship</td>
<td><strong>2.1.1.</strong> Levels of Awareness of the Play Your Part programme</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>2.1.2.</strong> Measurement of Active Citizenship Index</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>2.1.3.</strong> Levels of Awareness of the Global South Africans (GSA) programme.</td>
</tr>
</tbody>
</table>
ANNUAL PERFORMANCE PLAN OUTPUTS

- PROGRAMME 1: ADMINISTRATION (Pages 46 - 47)

<table>
<thead>
<tr>
<th>Output Indicators</th>
<th>Annual Target</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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</thead>
<tbody>
<tr>
<td>Approved organisational corporate identity</td>
<td>Approved organisational corporate identity</td>
<td>Completed review of organisational corporate identity work to date recommended by ExCo</td>
<td>Consultation of reviewed design with ExCo and MarCo</td>
<td>Consultation of reviewed design with and Board of Trustees</td>
<td>Organisation CI submitted to Board of Trustees for approval</td>
</tr>
<tr>
<td>Number of Board meetings in compliance with corporate governance principles</td>
<td>4x quorate Board meetings</td>
<td>1x quorate Board meeting</td>
<td>1x quorate Board meeting</td>
<td>1x quorate Board meeting</td>
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### ANNUAL PERFORMANCE PLAN OUTPUTS

**PROGRAMME 1: ADMINISTRATION (Pages 46 - 47)**

<table>
<thead>
<tr>
<th>Output Indicators</th>
<th>Annual Target</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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</thead>
<tbody>
<tr>
<td>Approved Policy governance checklist</td>
<td>Approved Policy governance checklist</td>
<td>Policy governance checklist submitted to Exco for approval</td>
<td>Report to Exco on status of policy governance checklist</td>
<td>Report to HCRSEC and ARCO on status of policy governance checklist</td>
<td>Report to Board of Trustees on status of policy governance checklist for approval</td>
</tr>
<tr>
<td>Number of awareness of organizational policies and procedures workshops conducted</td>
<td>8x organizational policies and procedures workshops</td>
<td>2x organizational policies and procedures workshops</td>
<td>2x organizational policies and procedures workshops</td>
<td>2x organizational policies and procedures workshops</td>
<td>2x organizational policies and procedures workshops</td>
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<tr>
<td>Audit outcome on previous year’s financial information</td>
<td>An unqualified audit opinion in financial statements and other matters</td>
<td>1x satisfactory internal audit report in finance and procurement environment</td>
<td>1x satisfactory internal audit report in finance and procurement environment</td>
<td>1x satisfactory internal audit report in finance and procurement environment</td>
<td>1x satisfactory internal audit report and unqualified audit opinion in financial statements</td>
</tr>
<tr>
<td>Percentage of valid payments made to suppliers within 30 days from date of receipt of an invoice</td>
<td>100% of valid payments made to suppliers within 30 days from date of receipt of an invoice</td>
<td>100% of valid payments made to suppliers within 30 days from date of receipt of an invoice</td>
<td>100% of valid payments made to suppliers within 30 days from date of receipt of an invoice</td>
<td>100% of valid payments made to suppliers within 30 days from date of receipt of an invoice</td>
<td>100% of valid payments made to suppliers within 30 days from date of receipt of an invoice</td>
</tr>
<tr>
<td>Percentage spend on B-BBEE level 1 suppliers</td>
<td>30% spend on B-BBEE level 1 suppliers</td>
<td>30% spend on B-BBEE level 1 suppliers</td>
<td>30% spend on B-BBEE level 1 suppliers</td>
<td>30% spend on B-BBEE level 1 suppliers</td>
<td>30% spend on B-BBEE level 1 suppliers</td>
</tr>
<tr>
<td>Percentage achievement of SCM compliance checklist</td>
<td>100% achievement of SCM compliance checklist</td>
<td>Administrative and procedural review report</td>
<td>Administrative and procedural review report</td>
<td>Administrative and procedural review report</td>
<td>100% achievement of SCM compliance checklist</td>
</tr>
<tr>
<td>Compliance to the risk management framework</td>
<td>3x quarterly risk management reports</td>
<td>Consolidated risk management report 2019/20 submitted to ARCO</td>
<td>Quarter 1 risk management report submitted to ARCO and the Board of Trustees</td>
<td>Quarter 2 risk management report submitted to ARCO and the Board of Trustees</td>
<td>Risk management progress report submitted to the Board of Trustees</td>
</tr>
</tbody>
</table>
### ANNUAL PERFORMANCE PLAN OUTPUTS

#### PROGRAMME 1: ADMINISTRATION (Pages 46 - 47)

<table>
<thead>
<tr>
<th>Output Indicators</th>
<th>Annual Target</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved operating model</td>
<td>Approved operating model</td>
<td>Draft consulted at Manco</td>
<td>Draft recommended by Exco</td>
<td>Draft recommended by HCRSEC</td>
<td>Submission of operating model to the Board of Trustees for approval</td>
</tr>
<tr>
<td>Approved retention strategy</td>
<td>Approved retention strategy</td>
<td>Retention strategy consulted at Manco</td>
<td>Retention strategy recommended by Exco</td>
<td>Retention strategy recommended by HCRSEC</td>
<td>Submission of retention strategy to the Board of Trustees for approval</td>
</tr>
<tr>
<td>Percentage overall organizational performance rating</td>
<td>91% overall organizational performance rating</td>
<td>91% quarterly organizational performance rating</td>
<td>91% quarterly organizational performance rating</td>
<td>91% quarterly organizational performance rating</td>
<td>91% quarterly organizational performance rating</td>
</tr>
<tr>
<td>Compliance to applicable legislation</td>
<td>4x reports to the Board of Trustees on the applicable legislative framework</td>
<td>1x report to the Board of Trustees</td>
<td>1x report to the Board of Trustees</td>
<td>1x report to the Board of Trustees</td>
<td>1x report to the Board of Trustees</td>
</tr>
</tbody>
</table>
### ANNUAL PERFORMANCE PLAN OUTPUTS

#### PROGRAMME 1: ADMINISTRATION (Pages 46 - 47)

<table>
<thead>
<tr>
<th>Output Indicators</th>
<th>Annual Target</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved IT Strategy</td>
<td>Approved IT Strategy</td>
<td>Recommended draft IT Strategy at Manco</td>
<td>Recommended draft IT Strategy at Exco</td>
<td>Recommended draft IT Strategy at ARCO</td>
<td>Submission of IT strategy to the Board of Trustees for approval</td>
</tr>
<tr>
<td>Compliance to the Risk management framework</td>
<td>3x quarterly risk management reports</td>
<td>Consolidated risk management report 2019/20 submitted to ARCO</td>
<td>Quarter 1 risk management report submitted to ARCO and the Board of Trustees</td>
<td>Quarter 2 risk management report submitted to ARCO and the Board of Trustees</td>
<td>Risk management progress report submitted to the Board of Trustees</td>
</tr>
</tbody>
</table>
## ANNUAL PERFORMANCE PLAN OUTPUTS

### PROGRAMME 2: BRAND MARKETING AND REPUTATION (Pages 52 - 53)

<table>
<thead>
<tr>
<th>Output Indicators</th>
<th>Annual Target</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences</td>
<td>4x marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences</td>
<td>1x marketing campaign that illustrate the attractiveness of the Nation Brand to domestic audiences</td>
<td>1x marketing campaign that illustrate the attractiveness of the Nation Brand to domestic audiences</td>
<td>1x marketing campaign that illustrate the attractiveness of the Nation Brand to domestic audiences</td>
<td>1x marketing campaign that illustrate the attractiveness of the Nation Brand to domestic audiences</td>
</tr>
<tr>
<td>Number of marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences</td>
<td>4x marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences</td>
<td>1x marketing campaign that illustrate the attractiveness of the Nation Brand to international audiences</td>
<td>1x marketing campaign that illustrate the attractiveness of the Nation Brand to international audiences</td>
<td>1x marketing campaign that illustrate the attractiveness of the Nation Brand to international audiences</td>
<td>1x marketing campaign that illustrate the attractiveness of the Nation Brand to international audiences</td>
</tr>
<tr>
<td>Number of integrated reputation &amp; communication activities implemented at strategic platforms domestically</td>
<td>6x integrated reputation &amp; communication activities implemented at strategic platforms domestically</td>
<td>1x integrated reputation &amp; communication activities implemented at strategic platforms domestically</td>
<td>2x integrated reputation &amp; communication activities implemented at strategic platforms domestically</td>
<td>2x integrated reputation &amp; communication activities implemented at strategic platforms domestically</td>
<td>1x integrated reputation &amp; communication activities implemented at strategic platforms domestically</td>
</tr>
<tr>
<td>Number of domestic perceptions research activities conducted</td>
<td>1x domestic perceptions research study conducted</td>
<td>• 3x monthly surveys • 3x FGDs</td>
<td>• 3x monthly surveys • 3x FGDs</td>
<td>• 2x monthly surveys • 3x FGDs • National omnibus survey</td>
<td>• 2x monthly surveys • 3x FGDs</td>
</tr>
</tbody>
</table>
### ANNUAL PERFORMANCE PLAN OUTPUTS

#### PROGRAMME 2: BRAND MARKETING AND REPUTATION (Pages 52 - 53)

<table>
<thead>
<tr>
<th>Output Indicators</th>
<th>Annual Target</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Nation Brand performance monitoring activities</td>
<td>15x internal analysis pieces produced</td>
<td>2x internal analysis pieces produced</td>
<td>4x internal analysis pieces produced</td>
<td>4x internal analysis pieces produced</td>
<td>5x internal analysis pieces produced</td>
</tr>
<tr>
<td>Number of South African global reputation study activities</td>
<td>Initiate development of SAGP study</td>
<td>1x Stakeholder consultation</td>
<td>1x Stakeholder consultation</td>
<td>1x Stakeholder consultations SAGP study progress report recommended by ExCO</td>
<td>Review the SAGP study Terms of Reference</td>
</tr>
<tr>
<td>Number of research reference groups conducted</td>
<td>3x research reference groups</td>
<td>Research reference groups planning and inception report</td>
<td>1x research reference groups conducted</td>
<td>1x research reference groups conducted</td>
<td>1x research reference groups conducted</td>
</tr>
<tr>
<td>Approved Reputation Management strategy implemented</td>
<td>Develop Reputation Management strategy</td>
<td>Implement Reputation Management strategy</td>
<td>Implement Reputation Management strategy</td>
<td>Implement Reputation Management strategy</td>
<td>Implement Reputation Management strategy</td>
</tr>
<tr>
<td>Increase in positive tonality for BSA-generated coverage from previous 2-year average baseline</td>
<td>• 60x positive communication pieces • 8x positive thought leadership pieces • 4x positive webinars</td>
<td>• 15x positive communication pieces • 2x positive thought leadership pieces • 1x positive webinar</td>
<td>• 15x positive communication pieces • 2x positive thought leadership pieces • 1x positive webinar</td>
<td>• 15x positive Communication pieces • 2x positive thought leadership pieces • 1x positive webinar</td>
<td>• 15x positive communication pieces • 2x positive thought leadership pieces • 1x positive webinar</td>
</tr>
<tr>
<td>Number of articles produced from media relations tours and engagements</td>
<td>11x content pieces published emanating from media tours and engagements</td>
<td>3x content pieces published emanating from media tours and engagements</td>
<td>3x content pieces published emanating from media tours and engagements</td>
<td>3x content pieces published emanating from media tours and engagements</td>
<td>2x content pieces published emanating from media tours and engagements</td>
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</table>
## ANNUAL PERFORMANCE PLAN OUTPUTS

### PROGRAMME 2: BRAND MARKETING AND REPUTATION (Pages 52 - 53)

<table>
<thead>
<tr>
<th>Output Indicators</th>
<th>Annual Target</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reactive communication activities implemented</td>
<td>Review and respond to relevant issues impacting on the Nation Brand in line with the reputation management strategy</td>
<td>Reputation management report highlighting issues assessed and responded to</td>
<td>Reputation management report highlighting issues assessed and responded to</td>
<td>Reputation management report highlighting issues assessed and responded to</td>
<td>Reputation management report highlighting issues assessed and responded to and recommendations on strategy improvements</td>
</tr>
<tr>
<td>Percentage of amplified Nation Brand messaging through increased user engagement on digital platforms</td>
<td>15% growth in user engagement on social media platforms</td>
<td>2% growth in user engagement on social media platforms</td>
<td>5% growth in user engagement on social media platforms</td>
<td>3% growth in user engagement on social media platform</td>
<td>5% growth in user engagement on social media platforms</td>
</tr>
<tr>
<td>Number of implemented Play Your Part activities in each province</td>
<td>9 x provincial PYP activities implemented</td>
<td>3x PYP provincial activities</td>
<td>3x PYP provincial activities</td>
<td>2x PYP provincial activities</td>
<td>1x PYP provincial activities</td>
</tr>
<tr>
<td>Number of PYP ambassador engagement activities implemented with civil society, government, business &amp; PYP Ambassadors</td>
<td>60x PYP ambassador engagement activities implemented with civil society, government, business &amp; PYP Ambassadors</td>
<td>15x PYP ambassador engagement activities</td>
<td>15x PYP ambassador engagements activities</td>
<td>15x PYP ambassador engagements activities</td>
<td>15x PYP ambassador engagements activities</td>
</tr>
<tr>
<td>Number of constitutional awareness campaigns</td>
<td>4x constitutional awareness campaigns</td>
<td>1x constitutional awareness campaigns</td>
<td>1x constitutional awareness campaigns</td>
<td>1x constitutional awareness campaigns</td>
<td>1x constitutional awareness campaigns</td>
</tr>
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### PROGRAMME 2: BRAND MARKETING AND REPUTATION (Pages 52 - 53)

<table>
<thead>
<tr>
<th>Output Indicators</th>
<th>Annual Target</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of constitutional awareness activations</td>
<td>10x constitutional awareness activations</td>
<td>2x constitutional awareness activations</td>
<td>3x constitutional awareness activations</td>
<td>2x constitutional awareness activations</td>
<td>3x constitutional awareness activations</td>
</tr>
<tr>
<td>Number of Global South Africans activations implemented in key markets</td>
<td>17 x Global South Africans activations implemented</td>
<td>3 x Global South Africans activations implemented</td>
<td>5 x Global South Africans activations implemented</td>
<td>5 x Global South Africans activations implemented</td>
<td>4 x Global South Africans activations implemented</td>
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### Annual Performance Plan Outputs

<table>
<thead>
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<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved Stakeholder Relations Strategy</td>
<td>Reviewed and Implemented annual Stakeholder Relations Strategy</td>
<td>Reviewed stakeholder relations strategy recommended by ExCo</td>
<td>Stakeholder relations strategy effectiveness report</td>
<td>Stakeholder relations strategy effectiveness report</td>
<td>Stakeholder relations strategy effectiveness report with recommendations on strategy improvements</td>
</tr>
<tr>
<td>Collaborative activities with public sector stakeholders domestically</td>
<td>14x collaborative activities implemented in partnerships with public sector stakeholders domestically</td>
<td>3x collaborative activities implemented in partnerships with public sector stakeholders domestically</td>
<td>4x collaborative activities implemented in partnerships with public sector stakeholders domestically</td>
<td>3x collaborative activities implemented in partnerships with public sector stakeholders domestically</td>
<td>4x collaborative activities implemented in partnerships with public sector stakeholders domestically</td>
</tr>
<tr>
<td>Collaborative activities with civil society stakeholders domestically</td>
<td>12x collaborative activities implemented in partnerships with civil society stakeholders domestically</td>
<td>3x collaborative activities implemented in partnerships with civil society stakeholders domestically</td>
<td>3x collaborative activities implemented in partnerships with civil society stakeholders domestically</td>
<td>3x collaborative activities implemented in partnerships with civil society stakeholders domestically</td>
<td>3x collaborative activities implemented in partnerships with civil society stakeholders domestically</td>
</tr>
<tr>
<td>Collaborative activities with business stakeholders domestically</td>
<td>12x collaborative activities implemented in partnerships with business stakeholders domestically</td>
<td>3x collaborative activities implemented in partnerships with business stakeholders domestically</td>
<td>3x collaborative activities implemented in partnerships with business stakeholders domestically</td>
<td>3x collaborative activities implemented in partnerships with business stakeholders domestically</td>
<td>3x collaborative activities implemented in partnerships with business stakeholders domestically</td>
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<tr>
<td>Number of Nation Brand Forums/SACF held</td>
<td>1x Nation Brand Forum /SACF held</td>
<td>1x pre Nation Brand Forum engagement</td>
<td>1x pre Nation Brand Forum engagement</td>
<td>1x Nation Brand Forum</td>
<td>Dissemination of Nation Brand Forum outcomes</td>
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</table>
## ANNUAL PERFORMANCE PLAN OUTPUTS

- **PROGRAMME 3: STAKEHOLDER RELATIONSHIPS (Pages 57 - 58)**

<table>
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<tr>
<th>Output Indicators</th>
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<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tbody>
<tr>
<td>Collaborative activities with public sector, business and/or civil society stakeholders</td>
<td>20x collaborative activities implemented in partnerships with public sector, business and/or civil society stakeholders</td>
<td>4x collaborative activities implemented in partnerships with public sector, business and/or civil society stakeholders</td>
<td>6x collaborative activities implemented in partnerships with public sector, business and/or civil society stakeholders</td>
<td>5x collaborative activities implemented in partnerships with public sector, business and/or civil society stakeholders</td>
<td>5x collaborative activities implemented in partnerships with public sector, business and/or civil society stakeholders</td>
</tr>
<tr>
<td>Number of Nation Brand alignment trainings delivered</td>
<td>13x provincial Nation Brand alignment training</td>
<td>3x provincial Nation Brand alignment training</td>
<td>3x provincial Nation Brand alignment training</td>
<td>3x provincial Nation Brand alignment training</td>
<td>4x provincial Nation Brand alignment training</td>
</tr>
</tbody>
</table>
| Assessment of Nation Brand alignment training | 4x stakeholder impact survey | 1x stakeholder impact survey | 1x stakeholder impact survey | 1x stakeholder impact survey | • 1x stakeholder impact assessment  
• Consolidated report on impact of training |
| Approved discussion paper on Nation Brand alignment policy | Approved discussion paper submitted to the Executive Authority for approval | Approved discussion paper by Exco | Approved discussion paper discussion by MarCo | Approved discussion paper approved by the Board of Trustees | Submission of the approved discussion paper to the Executive Authority |
BRAND SOUTH AFRICA
ORGANISATIONAL STRUCTURE
Brand South Africa Organisational Structure as at 01.02.2020

Contract coming to an end in March 2021.
FINANCE
## BUDGET ALLOCATION PER PROGRAMME

<table>
<thead>
<tr>
<th></th>
<th>2020/21</th>
<th>2021/22</th>
<th>2022/23</th>
<th>2023/24</th>
<th>2024/25</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brand Marketing &amp; Reputation management</strong></td>
<td>92,520</td>
<td>97,641</td>
<td>101,299</td>
<td>106,870</td>
<td>112,748</td>
</tr>
<tr>
<td><strong>Stakeholder relations</strong></td>
<td>18,713</td>
<td>19,749</td>
<td>20,489</td>
<td>21,616</td>
<td>22,805</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>104,830</td>
<td>110,632</td>
<td>114,776</td>
<td>121,089</td>
<td>127,749</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>216,064</td>
<td>228,021</td>
<td>236,564</td>
<td>249,575</td>
<td>263,302</td>
</tr>
</tbody>
</table>
Thank You