

Budgetary Review and Recommendations Report (BRRR): Department of Planning, Monitoring and Evaluation (DPME), and Brand South Africa 2020/21 Financial Year, Dated 24 November 2021

1. BACKGROUND

The Portfolio Committee on Public Service and Administration (hereinafter referred to as the Portfolio Committee) having considered the directive of the National Assembly as mandated by Section 5 of the Money Bills Amendment Procedures and Related Matters Act, No. 9 of 2009 to consider and report on the Annual Reports of the Department of Planning, Monitoring and Evaluation (DPME) and Brand South Africa tabled by the Minister of Planning, Monitoring and Evaluation as follows:

2. INTRODUCTION

Parliament derives its mandate from the Constitution of the Republic of South Africa. The strategic objectives of the Portfolio Committee are informed by five strategic goals of Parliament. The functions of the Portfolio Committee on Public Service and Administration as well as Monitoring and Evaluation are as follows:

- Participating and providing strategic direction in the development of the legislation and thereafter passing the laws.
- Conducting oversight over the Executive to ensure accountability to Parliament towards achieving an effective, efficient, developmental and professional public service.
- Conducting public participation and engaging citizens regularly, with the aim to strengthen service delivery; oversee and review all matters of public interest relating to the public sector.
- Monitoring the financial and non-financial aspects of departments and its entities and ensuring regular reporting to the Committee, within the scope of accountability and transparency.
- Supporting and ensuring implementation of the Public Service Commission (PSC) recommendations in the entire public service.
- Participating in international treaties which impact on the work of the Committee.

On November 11, 2021, the Committee considered the Annual Report for 2020/21 financial year of the Department of Planning Monitoring and Evaluation and Brand South Africa for the Budgetary Review and Recommendations reports.

3. PURPOSE OF THE BUDGETARY REVIEW AND RECOMMENDATIONS REPORT

In terms of Section 5 of the Money Bills Amendment Procedures and Related Matters Act, No. 9 of 2009 the National Assembly, through its Committees, must annually compile Budgetary Review and Recommendations reports (BRRR) that assess service delivery and financial performance of departments and may make recommendations on forward use of resources. The BRRR is also a source document for the Committees on Appropriations when considering and making recommendations on the Medium Term Budget.

Moreover, the Money Bills Amendment Procedures and Related Matters Act, section 5 (3) highlights focus areas on the budgetary review and recommendation report as:

- Providing an assessment of the department's service delivery performance given available resources.
- Providing an assessment of the effectiveness and efficiency of the departments' use and forward allocation of available resources; and
- Including recommendations on the forward use of resources.

3.1 Method

The Portfolio Committee on Public Service and Administration compiled the 2018/19 BRRR using the following documents:

- The National Development Plan: Vision for 2030.
- Medium Term Strategic Framework 2019-2024.
- State of the Nation Address 2020.
- Strategic Plans of the DPME and Brand SA.
- National Treasury (2021) 4th Quarter Expenditure Report 2020/21 Financial Year, Pretoria.
- Annual Performance Plans of the DPME and Brand South Africa 2020/21.
- Annual Report of the DPME and Brand South Africa 2020/21.

- Auditor-General South Africa's outcomes of audit findings 2020/21.
- The Portfolio Committee also met with the leadership of the Department and Brand South Africa.

4. NATIONAL DEVELOPMENT PLAN VISION 2030

The Department of Planning, Monitoring and Evaluation supports the National Development Plan's objective of an accountable and transparent government. The Department's focus is on strengthening accountability and improving coordination, and it works with the National Planning Commission to facilitate and monitor the implementation of the National Development Plan. The Department is responsible for mainstreaming the National Development Plan into the work of Government by drafting the Medium Term Strategic Framework to guide Government's programme. The strategic framework includes 14 outcomes, which form the basis of the new performance agreements between the President and individual Members of Cabinet.

5. MANDATE OF THE DEPARTMENT OF PLANNING, MONITORING AND EVALUATION

The mandate of the Department of Planning, Monitoring and Evaluation is derived from section 85(2)(c) of the Constitution, which enables the President to exercise authority over Members of Cabinet by coordinating the functions of state departments and administration. The primary aim of the Department is to improve government service delivery through planning, performance monitoring and evaluations. The DPME has the following key mandate:

- Facilitating the development of plans/delivery agreements for cross-cutting priorities or outcomes of Government, and monitor and evaluate the implementation of these plans/delivery agreements.
- Putting in place and managing guiding frameworks for strategic planning and annual performance planning in national and provincial departments.
- Monitoring the performance of individual national and provincial government departments and municipalities.
- Monitoring frontline service delivery.
- Managing the Presidential Hotline.
- Carrying out evaluations.
- Promoting good monitoring and evaluation practices in Government.

5.1 Department's priorities over the medium-term

The priorities for the 2020/21 Annual Performance Plan of the Department of Planning, Monitoring and Evaluation are informed by the National Development Plan as translated in the Medium Term Strategic Framework (MTSF) for 2019-2024. The DPME has, through its outcomes monitoring and evaluation work, developed a number of monitoring and evaluation tools to fulfil the functions below:

- Facilitating the development of plans or delivery agreements for the cross-cutting priorities or outcomes of Government.
- Assessing departmental Strategic Plans and APPs to determine and enhance their alignment with the NDP, MTSF, Delivery Agreements and the budget.
- Monitoring and evaluating the implementation of service delivery agreements.
- Monitoring the performance of individual national and provincial government departments and municipalities.
- Monitoring frontline service delivery across the public service.
- Managing the Presidential Hotline.
- Carrying out evaluations.
- Promoting good monitoring and evaluation practices in Government.
- Providing support to service delivery institutions to address blockages in delivery.

6. DEPARTMENT'S PROGRAMME PERFORMANCE

6.1 Department of Planning, Monitoring and Evaluation

6.1.1 Budget Allocated and Expenditure 2020/21

The budget appropriated to the Department of Planning, Monitoring and Evaluation for the 2020/21 financial year was R399 974 million. Expenditure for the department was R387 139 million for all the programmes which is an estimated 96.8% of budget spent. The variance was R12 835. The Department's under-expenditure was as a result of payments of goods and services due to

underspending on travel, advertising and training due to the COVID-19 pandemic, as well as the delays in the drafting of the Planning Bill.

In 2020/21 financial year, the Department had no rollovers requested. The Department recorded no fruitless and wasteful expenditure. Two hundred and seventy-six thousand rand (R276 000) of possible fruitless and wasteful expenditure was still under investigation as at 31 March 2021 financial year. The Department recorded no irregular expenditure in the 2020/21 financial year, of which none was condoned. A total of R759 000 of possible irregular expenditure was under investigation as at 31 March 2021. The Department did not incur any unauthorised expenditure.

The Department's 3-year Human Resource Plan which is aligned to the new organisational structure was approved and is being implemented and monitored. The Department filled 37 posts in 2020/21 financial year and managed to reduce the vacancy rate from 10.5% in March 2020 to 4.1% in March 2021. As much as the Department managed to reduce vacancy rate, it is still experiencing a high staff turnover of 11.9%. The Department managed to appoint 8.6% interns against target of 5%.

In achieving a 50% gender representation of females in SMS and increasing the percentage of people with disabilities employed in the Department, female representation was at 58.3% (8.3 above the Employment Equity target) and 51.7% female occupying SMS positions. This has to be a commendable achievement to have reached this target of 51.7% since the establishment of the department. Achieving government's acceptable percentage on disability representation at the SMS levels remains a challenge despite efforts to attract disabled candidates. The Department awarded bursaries to nine employees.

Table 1: Appropriation per programme (R'000)

Programme R'000	Final Appropriation	Actual Expenditure	Variance	Shifting of funds	Virement
1. Administration	160 070	156 528	3 542	-	1 291
2. National Planning Coordination	66 366	64 741	1 625	-	1 253
3. Sector Monitoring Services	58 625	57 416	1 209	-	(1 291)
4. Public Sector Monitoring and Capacity Development	79 231	75 901	3 330	-	(1 253)
5. Evaluation, Evidence and Knowledge Systems	35 682	32 553	3 129	-	-
Total	399 974	387 139	12 835	-	-

Source: DPME Annual Report 2020/21

6.1.2 Programme Performance

The Department has six programmes in 2020/21 financial year organised as follows:

6.1.2.1 Programme 1: Administration

The main objective of the programme is to provide strategic leadership, management, administrative, financial and human resource services to enable the Department to achieve its strategic and operational goals. The Programme's key focus is to implement revised organisational structure and recruitment of key personnel, improve the quality of performance information, maintain good financial management practices to sustain clean audit outcomes and strengthen communication around the National Development Plan.

Programme 1 spent R156.5 million of the allocated budget of R160.1 million, which is an estimation of 97.8% in 2020/21 financial year. Programme 1 under-spend on sub-programme: Corporate Services and Financial Administration with R122.3 million, Departmental Management with R10.1 million and Ministry with R23.8 million. The Ministry was allocated an increase of the budget as compared with

2019/20 financial year. The total amount of under expenditure was R3.542 million. The programme had eleven (11) predetermined targets. Of total targets, the Department achieved nine (09) targets and two (2) were not achieved.

The average vacancy rate was at 4.1% which is below 10% acceptable rate in the public service. The Department drastically reduced the vacancy rate from 11.4% in 2019/20 financial year to 4.1%.

Meaning the recruitment plan developed to fast track the appointment process in the past financial year had produced results. The Department appointed interns to expose graduates to the workplace and to generate a pool of candidates for filling of entry level posts.

The Department reviewed the strategic plan, but did not change it and submitted the Annual Performance Plan to the National Treasury timeously. The Department produced four quarterly reports against the APP and were submitted to the Executive Authority and National Treasury within 30 days at the end of the quarter. An annual communication plan was produced and achieved 100% targets.

Section (1) (f) of the Public Finance Management Act, states that, "accounting officer of a department must settle all contractual obligations and pay all money owing, including intergovernmental claims, within the prescribed or agreed period". In view of the above, the Department achieved 100% of the payment of valid invoices within 30 days. The Department achieved 99% Senior Management Service (SMS) disclosing financial interest in terms of Chapter 3, C.1 of the Public Service Regulations (PSR) required to disclose to their respective Executive Authorities (EAs), particulars of all their registrable interests (e.g. companies and properties) not later than 30 April each year, in respect of the period 01 April of the previous year to 31 March of the current year.

6.1.2.2 Programme 2: National Planning Commission

The purpose of the Programme is to develop, implement planning frameworks, and facilitate the alignment of the planning and budgeting functions across government and in the Department. The key objective of this Programme is to ensure the achievement of the NDP's objectives by 2030, through developing an annual budget prioritisation framework, embedding the national spatial development framework in the strategic and annual performance plans of national and provincial departments over the medium term.

The Programme further intends to coordinate planning functions across government by assessing the alignment of the strategic and annual performance plans of national and provincial departments and public entities with Government's 2019-2024 Medium-Term Strategic Framework annually. In addition, the Programme has to assess alignment of provincial growth and development plans with local government's Integrated Development Plans and, in turn, with Government's 2019-2024 Medium-Term Strategic Framework annually.

Programme 2 spent R64.7 million of the allocated budget of R66.4 million, which is an estimated 97.5% in the 2020/21 financial year. The Department had twelve (12) predetermined targets by March 2021. Four of the targets were removed from the APP in the 2nd quarter of the financial year during the re-tabling which took place in July 2020 as a result of budget cuts occasioned by the budget reprioritisation in response to the COVID-19 pandemic. Subsequently, one target was added in response to the need to review the MTSF 2019-2024.

The revised APP targets under the programme were therefore reduced to nine (9). Of all targets, five (05) were achieved and four (4) not achieved. The Department had not achieved targets with regard to the Integrated Bill, the National Spatial Development Framework Implementation Charter and guidelines for the development and implementation of the MTSF.

The Department developed concept notes on the update and reprioritisation guideline of the MTSF for 2019-2024. However, the Department has to provide detailed information on the impact of the reprioritisation of the MTSF targets to the economy. Furthermore, guidelines for quarterly performance reporting in both the national and provincial departments including Offices of the Premier were issued. The Department has to indicate whether amendments to the guidelines for quarterly performance reporting have been effected. This will assist in determining whether there are amendments made in the quarterly performance reporting.

The Department targeted to produce 42 assessment reports on the received strategic plans and annual performance plans from national and provincial departments. The Department produced over 51 assessment reports on the strategic plans and annual performance plans. Based on the assessment reports, the Department has consolidated and produced assessment reports for seven provinces. A guideline on the Geo-spatial referencing of the projects was produced in the year under review.

In terms of the development of the Integrated Planning Framework Bill, the Department produced analysis reports with regard to the Bill. However, as highlighted above, the Department was unable to submit the draft Bill to Cabinet. The Department developed 2021 Budget Prioritisation Framework.

6.1.2.3 Programme 3: Sector Monitoring Services

The purpose of the Programme is to ensure government policy coherence. The Programme develops, facilitates, supports and monitors the implementation of sector plans and intervention strategies. The main objectives of the programme are to ensure the effective implementation of government's 2019-2024 Medium-Term Strategic Framework by monitoring the achievement of targets in priorities 1 to 5 and priority 7 and reporting on progress to Cabinet twice in a year. Furthermore, it monitors and reports on the achievement of targets in the performance agreements between the President and Ministers annually, and support, where and when required for the development and implementation of special intervention programmes.

Programme 3 spent R57.4 million of the allocated budget of R58.6 million, which is an estimated at 97.9% in the 2020/21 financial year. The Department had ten (10) predetermined targets, six (6) targets were achieved and two (2) were not achieved and two (2) targets were discontinued due to the government reprioritisation of the budget across the departments. Among the discontinued targets include the signing of performance agreements for the Ministers and Deputy Ministers and the electronic monitoring and reporting tool. The targets were rescheduled for the 2021/22 financial year. In the past years, the Department had reviewed and approved guidelines for the Programme of Action Monitoring System. The revised POA guidelines were utilised in the development of quarterly MTSF progress reports used at the Implementation Forums. Previously, the Department used to produce 24 MTSF Outcomes reports to be presented to Cabinet. In the 2020/21 financial year, the Department produced only one MTSF report due to the impact of COVID-19.

The Programme planned to spend budget on monitoring the quality of management through the Local Government Management Improvement Model (LGMIM) and to produce improvements plans. The Department produced 22 assessment reports and four improvement plans. Moreover, the Department produced 100% of the briefing notes on Cabinet memorandum and 30 briefing notes on COVID-19 government interventions.

The Department is responsible to coordinate and monitor government departments in implementing projects and fast-tracking services through Operation Phakisa. The Department produced two (2) guidelines on the Operation Phakisa and MTSF guidelines. Further two (2) integrated reports and annual reports were produced.

6.1.2.4 Programme 4: Public Sector Monitoring and Capacity Development

The purpose of the Programme is to support the implementation of the Medium-Term Strategic Framework by monitoring and improving the capacity of state institutions to develop and implement plans, and provide services. The main objective of the Programme is to strengthen state governance, efficiency, effectiveness and equity through: monitoring the achievement of targets related to Priority 6 of Government's 2019-2024 Medium-Term Strategic Framework, and reporting on progress to Cabinet twice in a year.

Furthermore, the programme planned to develop and implement the new performance and capabilities analytical framework by March 2021 by ensuring the alignment of the performance agreements of Heads of Department with Government's 2019-2024 Medium-Term Strategic Framework and supporting assessments conducted on Heads of Department annually. Additionally, the Programme monitors service delivery through regular frontline monitoring visits, citizen-based monitoring and the Presidential Hotline, and reporting thereon.

Programme 4 spent R75.9 million of the allocated budget of R79.2 million, which is an estimate 95.8% of the 2020/21 financial year. The programme had eleven (11) predetermined targets. Of total targets, five (5) targets were achieved and six (6) not achieved. Targets removed from the original APP include two capability monitoring reports, status report on the implementation of the Performance Monitoring Development System and one high risk State-Owned Enterprises (SOEs) support. During the year under review, the Department was unable to produce oversight monitoring implementation reports on District Development Model (DDM). This was largely due to the impact of the COVID-19 pandemic. The target on DDM was replaced with monitoring activities of COVID-19 pandemic. The Department developed a framework for COVID-19 monitoring. The Department was unable to achieve target on the integrated report on the state of State-Owned Enterprises (SOEs). The SOEs Oversight and Monitoring Framework was delayed for approval by April 2021 due to extension of consultation process as a result of COVID-19 restrictions.

With regard to the monitoring of the State Owned Enterprises, the President has established the Presidential State-Owned Enterprises Council (PSE) to support the repositioning of state-owned enterprises. The Department compiled a report on the performance agreements of the Heads of Department in both national and provincial departments, however, it was unable to submit the report to the Department of Public Service and Administration due to an unsigned letter. A report on the

evaluation of the HODs performance agreements was not developed due to extension of the regulated period.

The Department has conducted two oversight visits on monitoring and produced reports on the implementation of COVID-19 response through the District Development Model. The Department developed and implemented the model for Government Priority one (1) of the Sixth Administration, which is “A capable, ethical and developmental state”. During the year under review, a report was produced on Government Priority one of the Sixth Administration.

6.1.2.5 Programme 5: Evaluation, Evidence and Knowledge Systems

The purpose of the Programme is to coordinate and support the generation, collation, accessibility and timely use of quality evidence to support performance monitoring and evaluation across government. The main objective of the programme is to support the planning and monitoring roles of the Department by developing and implementing the national evaluation plan annually, conducting research and evaluations in key policy areas as identified annually, and producing relevant evidence reports. It also improves knowledge management in the Department through the development and implementation of a departmental knowledge and evidence hub.

Programme 5 spent R32.5 million of the allocated budget of R35.7 million, which is an estimated 91.2% of 2020/21 financial year. The programme had eleven (11) predetermined targets, which were revised down to five (5) in the revised APP for the financial year. Four (4) targets were fully achieved and one (1) was not achieved. The Department produced evidence plan for the National Evaluation Policy Framework and National Evaluation Plan. Furthermore, it produced one integrated evidence report on the Medium Term Strategic Framework and country report on COVID-19 pandemic. The Department produced technical evidence support intervention to government institutions.

7. BRAND SOUTH AFRICA

7.1 Mandate of Brand South Africa

Brand South Africa (BSA) was established as a trust in 2002 and gazetted as a schedule 3A public entity in accordance with the PFMA No.1 of 1999. Its purpose is to develop and implement a proactive and coordinated international marketing and communications strategy for South Africa; to contribute to job creation and poverty reduction; and to attract inward investment, trade and tourism.

BSA aims to make an indirect contribution to 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. BSA develops and implements a proactive and coordinated international marketing and communications strategy for South Africa to contribute to job creation and poverty reduction, and to attract inward investment, trade and tourism.

7.2 Budget allocated and expenditure

7.2.1 Summary and Analysis of Annual Financial Statements

Budget allocated to Brand South Africa was R179.5 million. Brand South Africa's expenditure was R179.5 million in 2020/21 financial year. In 2014, Brand South Africa organisational structure was reviewed and approved by the Board of Trustees. The structure review process commenced in 2019, but was put on hold following the reconfiguration process between Brand South Africa and South African Tourism. Reconfiguration process between the two entities is being facilitated by the Government Communication and Information Systems (GCIS) under the leadership of the Minister in the Presidency.

In terms of gender equity in Brand SA, females represent 63% of the total workforce with males comprising 37% of the remaining employee profile. Of 63% female representation, 47.37% female are at management level, which is lesser than the acceptable threshold. There is 5.01% decrease in female representation at management level due to resignation of female members. Currently individuals with disabilities are not represented within the current staff complement. The vacancy rate was at 14%, which was above the acceptable norm by the Public Service Regulations. The contributing factor for high vacancy rate was due to the moratorium on filling permanent appointments.

With regard to 2021/22 financial year, Brand South Africa's received a budget of R213.4 million for 2021/22. The budget has declined by approximately 6.39 from financial year 2017/18 to financial year 2021/22.

7.2.2 Programme Performance

The BSA has three programmes, which are as follows:

7.2.2.1 Programme 1: Administration

The programme seeks to provide management and leadership to develop standardised format of guidelines and templates to strengthen the means of verification and collecting and reporting on performance information. The programme had sixteen predetermined targets for 2020/21 financial year. Of total targets, eleven were achieved and five not achieved.

7.2.2.2 Programme 2: Brand marketing and reputation management

The programme seeks to develop and articulate a Nation Brand identity to advance South Africa's long-term reputation and global competitiveness. This includes a focus to research and monitor sentiment and performance of the National Brand, to analyse trends and provide insights to inform decision making and communication; and then to both proactively and reactively communicate the country's value proposition, values and highlight progress being made.

Programme 2 had seventeen (17) predetermined targets in the 2020/21 financial year. Of seventeen (17) targets, 15 (81%) were achieved and 2 (19%) targets were not achieved. Brand South Africa had under this quarter repurposed existing content and material to support the call for South Africa to adhere to regulations put in place to curb the COVID-19 pandemic. Brand South Africa has an ongoing collaboration with the Loeries Advertising awards aimed at ensuring that the National Brand features during the period under review. Moreover, Brand SA showcases innovation by South African entrepreneurs with the focus on interior decoration and art.

5.2.2.3 Programme 3: Stakeholder relationships

The programme seeks to build and leverage collaborative partnership, to participate, 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.

Programme 3 had 9 predetermined targets in the 2020/21 financial year. Of 9 targets, 7 (80%) were achieved and 2 (20%) targets were not achieved.

Under this programme, Brand South Africa collaborated with the Department of Sports, Arts, and culture as well as Constitution Hill to host Play Your Part Africa live Stream Concert. Brand SA has conducted most of its engagements through virtual platforms due to COVID-19 pandemic. Over 1000 face masks branded with the South African flag masks were produced and distributed to the community of Diepsloot. Brand SA participated in numerous projects across Metropolitan Municipalities such as "A Girl Child program".

8. AUDITOR-GENERAL OUTCOMES

8.1 Auditor General's Report

The Auditor-General (AG) have audited the financial statements of the Department of Planning, Monitoring and Evaluation comprising of appropriation statement, the statement of financial position as at 31 March 2021. The financial statements are in accordance with Modified Cash Standards prescribed by National Treasury and the requirements of the Public Finance Management Act (PFMA).

8.1.1 Predetermined objectives

The Auditor-General did not identify any material findings on the usefulness and reliability of the reported performance information for Programmes: Public Sector Monitoring and Capacity Development.

8.1.2 Achievement of planned targets

The AG referred to the annual performance report on page (s) 31 to 65 for information on the achievement of planned targets for the year under review and explanations provided for the under/over achievement of number of targets.

8.1.3 Adjustment of material misstatements

The AG identified material misstatements in the annual performance report submitted for auditing on the reported information. These material misstatements were on the reported

performance information of Programme 4: Public Sector Monitoring and Capacity Development. The management of the department subsequently corrected the misstatements. The AG did not identify any material findings on the usefulness and reliability of the reported performance information.

8.1.4 Compliance with legislation

The AG performed procedures to obtain evidence that the Department of Planning, Monitoring and Evaluation had complied with applicable legislation regarding financial matters, financial management and other related matters. The AG did not identify any instances of material non-compliance with specific matters in key legislation.

8.1.5 Internal Control

Internal control in the department were considered to be relevant to AG audit of the financial statements, reported performance information and compliance with applicable legislation, however, the AG's objective was not to express any form of assurance on it. The AG did not identify any significant deficiencies in internal control.

9. OBSERVATIONS AND KEY FINDINGS

The Committee made the following observations and findings:

The Department

- 9.1 The Portfolio Committee notes the Department of Planning, Monitoring and Evaluation (DPME) for achieving the eighth *clean audit* in consecutive years, as much as it achieved 81% of its set targets in the 2020/21 financial year.
- 9.2 The Committee emphasised the importance of the integrated MTSF Monitoring and Reporting System to track progress and support implementation. The Department has to closely monitor the implementation of the NDP across government, through the monitoring of the detailed actions, indicators and targets as this will assist in measuring overall impact of the achievements on society as the country gets closer to 2030.
- 9.3 Furthermore, the Committee notes and compliments the Department for achieving 51% of women occupying senior management positions, in the history of the department.
- 9.4 The Committee takes note of the Department modernising the Presidential Hotline to make it more accessible and easier to use. The process of integrating new platforms to the traditional email and telephone system of the Hotline has commenced. The Department piloted the integration of a Mobile App and a USSD code as a platform to the Presidential Hotline precisely to give citizens options with government.
- 9.5 The Committee takes note of the Department commencing with the development of the Centralised Data Management and Analytical System (CDMAS). The system is aimed at simplifying the submission of performance information by departments to the DPME, improving knowledge management and the production and dissemination of performance reports. The first module or prototype of the CDMAS to commence during 2021/22 financial year.
- 9.6 The finalisation of the Integrated Planning Framework Bill remains critical in strengthening coordination and coherence in government. The Committee notes with concern that in the Annual Report 2020/21 financial year, the Bill had not been drafted. It is over four years this Bill had been postponed. This Bill will serve as a panacea in resolving issues of lack of coordination and coherence in government planning, decision making and misalignment of strategic plans and budget allocation.
- 9.7 The Committee was concerned about delays in developing an Integrated report on the state of State Owned Enterprises (SOEs) and framework on monitoring the SOE's, and Development Finance Institutions. The policy measure was proposed by the President during the State of the Nation Address (SONA) to strengthen efforts to monitor all SOE's and state institutions.

- 9.8 The Committee was concerned that a target to sign performance by Ministers and Deputy Ministers was removed due to austerity measures imposed by the pandemic. The core mandate of the Department is to ensure performance of Cabinet to realise the goals of the National Development Plan and Government's Programme of Action carried through Government Priorities.

Brand South Africa

- 9.9 In view of the reconfiguration process between Brand South Africa and South Africa Tourism, the Minister together with the Board of Trustees have to provide a detailed update on developments concerning the merger of the abovementioned institutions.
- 9.10 Brand SA has a high vacancy rate more particularly in senior management as a result of moratorium on filling of posts due to the merger. Both Ministers of DPME and Tourism have to speed up the process of concluding the reconfiguration process so that it becomes clear whether there will be a merger or not between two institutions in order to begin to fill vacancies in senior management.
- 9.11 With the impact of COVID-19 pandemic on the economy, Brand South Africa has to continue to market the country to the international world in order to attract investors to open business opportunities, which will ultimately create jobs.

10 RECOMMENDATIONS

The Committee recommends the following:

The Department

- 10.1 The Department should swiftly finalise the Integrated Development Framework Bill after having incorporated best practices and lessons learned from the District Development Plan/Model. The Department should table the Bill before the term of the sixth Parliament. Delays in this regard have an impact on service delivery and Government's Programme of Action.
- 10.2 The Department should speed up the process of finalising the revised Medium-Term Strategic Framework 2019-24, as impacted by COVID-19 pandemic. Revised MTSF should be published on the Department's website for members of the public to access the documents for consumption.
- 10.3 The Department must strengthen its capacity to ensure integrated MTSF Monitoring and Reporting System to track progress and support implementation for effective monitoring of departments towards performance on the NDP.
- 10.4 The Department must develop capacity to robustly analyse the linkage of the Medium-Term Strategic Framework with departments' strategic plans and annual performance plans with the aim of addressing fragmentations to planning and budgeting.
- 10.5 The Department should under no circumstances remove the target for Ministers and Deputy Ministers to sign performance agreements. The President cannot hold them to anything without a signed performance agreement. This is the core mandate of the Department under which it is able to monitor other departments.

Brand South Africa

- 10.6 Brand South Africa and Tourism SA should move with speed to conclude the possibilities of merging the two institutions. Both Ministers of the Department of

Planning, Monitoring and Evaluation and the one of Tourism should brief the Committee on the developments regarding the possible merger by June 2022.

- 10.7 In the process of uncertainty, Brand SA should be allowed to fill critical positions on short term contract to ensure stability and accelerate performance of the organisation. In filling critical positions, people with disabilities should be prioritised since the organisation currently does not have representation of people with disabilities.
- 10.8 Brand South Africa should address and strengthen all areas identified in the Auditor General's audit outcomes and report on progress to the Committee by June 2022.
- 10.9 Brand South Africa should strengthen its approach or strategy to market the National Brand to the international markets by covering a wide spectrum on positive developments happening in the country and report to the Committee by June 2022.

For the Portfolio Committee

- 10.10 The Committee strongly consider paying a visit to the Presidential Hotline during its oversight period to experience the new developments as reported by the Department.

11 CONCLUSION

The Portfolio Committee commends the Department of Planning, Monitoring and Evaluation for achieving *clean audits* over the consecutive years up to the 2020/21 financial year. However, the achievement of clean audits needs to be translated into improving service delivery across government through planning, monitoring and evaluation. Serious consideration should be given to sticking to targets that affect the core mandate of the Department. Bills that must be tabled have to be tabled as per the undertaking of the Department on numerous occasions to the Committee.

Brand South Africa must diligently undertake coordinated initiatives to build South Africa's reputation and to contribute to the country's global competitiveness. Brand South Africa continues to build bridges across the continent, which is a noble gesture.

Report to be considered