

**OFFICE OF THE MINISTER**

|  |  |
| --- | --- |
| **TO**: Mr. M. J. Maswanganyi, MP  Minister of Transport | **FROM**: Mr. Mathabatha Mokonyama  Acting Director-General |
| **cc.:** Ms. Sindisiwe L. Chikunga, MP  Office of the Deputy Minister | |
| **Enquiries:** Nemakonde Alex  Director: Parliamentary Services  082 516 5900 | |
| RE: Parliamentary Question for approval | |

Dear Minister

Please find attached a response to Parliamentary Question Number 2526 for written reply asked

by Mr C H H Hunsinger (DA) for your approval.

**Recommended / Not Recommended**

**Mr Mathabatha Mokonyama**

**Acting Director General: Department of Transport**

**…………./………../………….**

**Approved / Not Approved**

**Mr. M. J. Maswanganyi, MP**

**Minister of Transport**

**…………/………./……………**

###### National Assembly

###### Question Number: 2526

**2526. Mr C H H Hunsinger (DA) to ask the Minister of Transport:**

What (a) number of consultants have been used by (i) his department and (ii) each entity reporting to him in each of the past three financial years, (b) are the reasons for using the services of consultants, (c) are the budget allocations and (d) are the actual costs incurred in each case respectively?

**REPLY**

**Department**

|  |  |  |  |
| --- | --- | --- | --- |
| **Financial year** | **2016/17** | **2015/16** | **2014/15** |
| (a)(i) Number of consultants used by Department | 64 | 64 | 63 |

(b) Reasons for using the services of consultants for the Department:

Consultants were used to maintain the Electronic National Traffic Information System (eNaTIS), to scrap taxis, to oversee provincial road maintenance, to render oil pollution prevention services, to perform feasibility studies and to develop plans, strategies, policies and legislation.

|  |  |  |  |
| --- | --- | --- | --- |
| **Financial year** | **2016/17** | **2015/16** | **2014/15** |
| (c) Budget allocations for Department | R256,125,000 | R325,807,000 | R437,897,000 |
|  |  |  |  |
| (d) Actual costs for Department | R443,607,000 | R308,394,000 | R718,486,000 |
| In 2016/17 and in 2014/15 the actual costs exceeded the final budget allocations because the cost of maintaining the eNaTIS was unfunded. | | | |

**Cross-Border Road Transport Agency**

1. (ii) (b), (c) and (d)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **YEAR** | **(a) NUMBER** | **(b) REASON** | **(c) BUDGET** | **(d) ACTUAL COST** |
| 2014/15 | 9 | Conducting market research on routes for the developing of market access regulation tool | R 2 953 149.77 | R 1 122 279.60 |
| Development of regulations for the Electronic Route Adherence Control | R 132 659.70 | R 50 414.40 |
| Interpretation services | R 63 152.85 | R 23 999.85 |
| Actuarial valuation of post-retirement medical benefit | R 72 510.45 | R 27 556.00 |
| Development of SMME Capacity building Initiatives | R 2 156 541.10 | R 819 546.00 |
| Conducting independent customer satisfaction survey | R 899 933.69 | R 342 000.00 |
| Legal Opinion | R 28 994.05 | R 11 018.55 |
| Conducting of forensic investigations | R 3 193 103.09 | R 1 213 468.58 |
| Transcription Services | R 4 955.30 | R 1 883.16 |
| **TOTAL** | **R 9 505 000.00** | **R 3 612 166.14** |
| 2015/16 | 9 | Transcription services | R 245 780.97 | R 18 372.21 |
| Conducting of forensic investigations | R 599 429.01 | R 44 807.52 |
| VIP Integration into Pastel Evolution | R 406 051.69 | R 30 352.50 |
| Payroll consulting | R 169 128.87 | R 12 642.44 |
| Disciplinary Hearing Chairperson | R 683 184.09 | R 51 068.24 |
| Piloting and implementation of SMME Capacity building initiatives | R 5 719 037.84 | R 427 500.00 |
| Development of electronic adherence route adherence control regulations | R 931 821.90 | R 69 654.00 |
| Development of Business Continuity Plan | R 640 532.24 | R 47 880.00 |
| Translation services | R 10 033.39 | R 750.00 |
| **TOTAL** | **R 9 405 000.00** | **R 703 026.91** |
| 2016/17 | 9 | Facilitation of Board Strategic Planning session | R 168 553.63 | R 136 782.90 |
| Development of CoBit 5 ICT governance frameworks | R 498 981.11 | R 404 928.00 |
| Transactional Advisor for the new permit issuance system | R 240 926.96 | R 195 514.56 |
| Development of Intranet | R 55 078.39 | R 44 696.65 |
| Actuarial valuation of post-retirement medical benefit | R 18 431.08 | R 14 957.00 |
| Conducting Job Evaluations and benchmarking | R 160 005.48 | R 129 846.00 |
| Conducting forensic investigations | R 221 790.33 | R 179 985.00 |
| Payroll consulting | R 33 872.67 | R 27 488.00 |
| Translation services | R 2 360.35 | R 1 915.45 |
| **TOTAL** | **R 1 400 000.00** | **R 1 136 113.56** |

**Road Accident Fund**

**REPLY**

|  |  |  |  |
| --- | --- | --- | --- |
| (a)(ii) The Road Accident Fund (RAF) used the following consultants[[1]](#endnote-1) in the past three financial years: | (b) the reason for using the services of consultants in each instance was that the RAF either lacked capacity and, or, expertise to deliver the required services, | (c) the budget allocation in each case is set out below: | (d) the actual cost incurred in each case is set out below: |
| Bytes People Solutions (Pty) Ltd | 1,847,789.52 | 2,072,176.13 |
| Edward Nathan Sonnenberg | 110,236.53 | 110,236.53 |
| Routledges Modise Incorporated | 21,250,000.00 | 20,365,623.51 |
| MFI Data & Networking Solution | 579,347.10 | 579,347.10 |
| Lindsay Keller Attorneys | 685,323.81 | 685,323.81 |
| Price Waterhouse Coopers Incorporated | 188,939.27 | 563,972.82 |
| CA Young Waardasies | 66,316.65 | 66,316.65 |
| Dyason Attorneys | 76,438.01 | 76,438.01 |
| Gildenhuys Lessing Malatji Inc | 62,899.68 | 62,899.68 |
| KPMG Services (Pty) Ltd | 3,321,000.00 | 1,481,463.08 |
| 21st Century Pay Solutions | 168,036.00 | 168,036.00 |
| Deloitte & Touche | 13,711,128.72 | 13,885,109.68 |
| Gobodo Forensic Accounting | 18,756.59 | 18,756.59 |
| Maserumule Incorporated | 2,600,000.00 | 2,099,296.97 |
| South African Board For Personnel | 167,037.76 | 167,037.76 |
| Ernst & Young Advisory Services | 5,527,854.42 | 10,300,791.16 |
| P-E Corprate Services SA | 171,233.70 | 171,233.70 |
| Gijima Holdings (Pty) Ltd | 7,185,726.77 | 7,185,726.77 |
| ICAS Employee and Organisational Enhancement Services | 3,965,225.30 | 1,413,341.28 |
| Independent Actuaries and Consultants | 305,558.85 | 149,501.09 |
| Bereau for Economic Research | 500,000.00 | 39,672.00 |
| Price Waterhouse Coopers Incorporated | 4,105,238.68 | 2,605,192.42 |
| Webber Wentzel | 10,000,000.00 | 7,623,235.92 |
| C2C Valuations CC | 25,080.00 | 25,080.00 |
| Bowman Gilfillan | 160,092.49 | 160,092.49 |
| Empowerdex Northern Regions (Pty)Ltd | 209,109.00 | 209,109.00 |
| Corporate Valuations CC | 6,230.05 | 6,230.05 |
| True South Actuaries & Consultants | 7,824,401.30 | 6,173,690.33 |
| Mothle Jooma Sabdia Incorporated | 130,092.61 | 130,092.61 |
| Ashreq Environmental Occupational | 395,119.27 | 395,119.27 |
| Rain Chartered Accountants (Pty) Ltd | 500,000.00 | 143,301.42 |
| South African Reward Association | 41,295.00 | 41,295.00 |
| SD Snyman t/a Rebel Documents | 9,192.00 | 9,192.00 |
| Alexander Forbes Financial Services | 3,254,110.00 | 3,102,624.00 |
| Sizwe Ntsaluba Gobodo Inc | 4,107,647.04 | 3,485,260.12 |
| Core Focus (Pty) Ltd | 18,146,300.60 | 10,542,313.02 |
| Resolve Solution Partners(Pty)Ltd | 26,238,181.76 | 8,969,162.04 |
| Wolters Kluwer Tax and Accounting | 432,649.38 | 432,649.38 |
| NBC Holdings (Pty) Ltd | 2,735,000.00 | 2,520,000.00 |
| Forensic Document Consultants | 300,000.00 | 1,938.00 |
| Perfect Transcriber | 6,883.00 | 6,883.00 |
| Performanta Technologies (Pty)Ltd | 1,841,684.82 | 1,841,684.82 |
| Lineran (Pty) Ltd | 232,200.00 | 232,200.00 |
| Matshekga Labour Consultants | 500,000.00 | 194,218.50 |
| Grant Thornton Verification Service | 202,350.00 | 202,350.00 |
| A Khan t/a Anisa Khan Attorneys | 32,465.00 | 32,465.00 |
| Masipa Incorporated Attorneys | 1,350,000.00 | 1,199,232.72 |
| Advanced Risk Solution 10000 (Pty) Ltd | 500,000.00 | 253,880.00 |
| Astute Advisory CC | 21,386,400.00 | 21,218,644.42 |
| Ravuku Strategic Dispute Resolution | 500,000.00 | 488,500.00 |
| Indyebo Incorporated (Pty)Ltd | 1,500,000.00 | 1,368,622.88 |
| Qina And Sekhabisa Incorporated Attorneys | 1,669,408.68 | 1,099,394.11 |
| Ez Trade 112 Cc t/a Just PC's | 11,400.00 | 11,400.00 |
| Diale Mogashoa Inc t/a Diale Mogashoa | 31,464.00 | 31,464.00 |
| Growth In Motion (Pty)Ltd | 462,099.00 | 462,099.00 |
| Edge Forensic And Risk Consultant | 362,520.00 | 362,520.00 |
| Govindasamy, Ndzingi & Govender Inc | 241,199.26 | 241,199.26 |
| Crosscheck Information Bureau (Pty) Ltd | 250,000.00 | 250,000.00 |
| Dwarika, Naidoo and Company | 3,000,000.00 | 156,384.00 |
| FCB Africa (Pty) Ltd | 6,212,190.60 | 6,747,132.41 |
| Baclan Energy (Pty) Ltd | 4,098.30 | 4,098.30 |

1. In this response the term “consultant” used in the question is interpreted to have the meaning assigned to the term by the National Treasury, .i.e. “a professional person appointed to provide technical and specialist advice or to assist with the design and implementation of projects and/or programs.” Accordingly, other service providers who do not meet the aforementioned definition are excluded.

   **Road Traffic Infringement Agency**

   (a) number of consultants have been used (ii) each entity reporting to him:

   * 2016/17: 9 consultants
   * 2015/16: 5 consultants
   * 2014/15: 3 consultants

   (b) are the reasons for using the services of consultants,

   * 2016/17:
   * HR Consulting related mainly to the introduction of the performance framework with a view to move away from current DPSA to Patterson dispensation;
   * The development of an organisational structure for the Agency and
   * Placement of human capital contractors for labour related matters and governance unit
   * IT audit is the outsourced services required by Internal Audit, the unit currently does not resources internally.
   * 2015/16:
   * Forensic Audit Services onto procurement
   * IT Audit Professional Fees
   * Accounting Opinion of the framework to be adopted for AARTO collections
   * Board and Committee Appraisals
   * Space Planning Services - confirming dimensions and structural and electrical
   * 2014/15:
   * Assessment of AARTO Readiness by Magna BC
   * Patterson Migration: Job Evaluation
   * Secondment Financial Accountant to assist with AARTO accounting after take over from the RTMC (complexities in the accounting treatment)

   (c) the budget allocations and

   * 2016/17: R12,800,000.00
   * 2015/16: R 8,872,000.00
   * 2014/15: R 8,245,997.00

   (d) are the actual costs incurred in each case respectively?

   * 2016/17 = R 3,467,508.54
   * 2015/16 = R 786,999.56
   * 2014/15 = R 1,633,225.82

   **Road Traffic Management Corporation**

   Please see response below:

   

   **South African National Roads Agency Limited**

   1. **(ii)** SANRAL

   2014/15 = 104

   2015/16 = 102

   2016/17 = 116

   1. SANRAL uses the traditional construction and engineering procurement model of appointing built environment professional for design and supervision, and contractors for project delivery for all construction and maintenance projects. This model is also applied by other infrastructure SOEs. (project duration is normally between 1 to 5 years)
   2. Budget Allocations:

   2014/15 = R 1 275 124 727

   2015/16 = R 1 503 036 446

   2016/17 = R 1 777 223 195

   1. Actual Costs:

   2014/15 = R 1 127 245 893

   2015/16 = R 1 202 029 289

   2016/17 = R 1 601 028 593

   **Airports Company South Africa SOC Limited (ACSA)**

   1. Number of consultants that have been used and each entity reporting to him in each of the Past three years:

   |  |  |  |
   | --- | --- | --- |
   | **2014/2015** | **2015/2016** | **2016/2017** |
   | 139 | 83 | 67 |

   (c) & (d) Budget Allocations and actual costs

   |  |  |  |  |  |
   | --- | --- | --- | --- | --- |
   |  | **2014/2015** | **2015/2016** | **2016/2017** | **Total** |
   | **Budget** | R94 560 169 | R87 500 331 | R76 385 640 | **R258 446 140** |
   | **Actual** | R69 744 073 | R80 351 807 | R89 727 542 | **R239 823 421** |

   1. Consultants are used for three main functional areas namely:

   Strategic

   * ACSA Operation transport strategy
   * Board Evaluation
   * Board Evaluation Review
   * Board Strategy Facilitation
   * Business Development Strategy Development
   * Design and implement employee transport strategy
   * Employee housing project
   * Facilitation of Board Strategic Risk Assessments Workshop
   * Information technology strategy formulation
   * Re-engineering of company operating structure
   * SCM Strategy Analysis
   * SCM strategy formulation
   * SCM Transformation model and implementation plan

   Tactical

   * ACSA Value Chain Analysis
   * Advise on Caseware software
   * Airport Master Plans
   * Application of Property Developments Rights on the Western Precinct
   * Company valuation
   * Design & Facilitation of Performance Management sessions
   * ERP design, implementation and support
   * Financial results production
   * Geo-hydrological assessment for King Shaka International Airport
   * Guidance on the supply chain management process
   * Human resources optimization
   * Minority Shareholders
   * On- Boarding Workshops
   * Operational audits
   * Outsourced internal audit function
   * Permission application review and amendments
   * Procedure for navigation services
   * Specialist Resources for Finance
   * Traffic Forecast Study for ACSA

   Operational

   * Airport Carbon Accreditation
   * Health risk assessment and Medical surveillance
   * Security Door Upgrade Project
   * ABS ISO 14001 Certification
   * ACI Conference: design and implementation of ACSA area
   * Administration services
   * Airport Operations Integrated Report for 2015
   * Aviation surveys and procedures
   * Architectural Services
   * Auto Pedigree Building - Subsidence Remedy
   * BBB-EE Rating
   * Bid Adjudication Committee Training
   * Brand Management
   * Business Analysts and project managers for IT projects
   * Cape Town International symphony way development corridor & general Planning Support including comment on zoning rectification
   * Coaching for managers
   * Commercial Areas Survey at Regional Airports
   * Competition Compliance Training
   * Crisis Services
   * CTIA Bi-Annual Stakeholder Survey
   * Design of the emergency evacuation diagrams for King Shaka International Airport
   * Digital design
   * DigSilent Simulation

   Operational (continued)

   * Employee Wellbeing
   * Enterprise development award process evaluated
   * Environmental surveys
   * Environmental services at King Shaka
   * Feasibility study for solar power
   * GIS Data Maintenance
   * Ground Water Filtration System Design
   * IATA Airport Development Reference Manual for King Shaka
   * Implement fraud hotline
   * Infrastructure design changes to optimize available space
   * Infrastructure optimization of electrical components
   * Integrated reporting services
   * Investment Property Evaluation
   * ISO 1400 Environmental management system
   * ISO14001 Certification
   * Land audit and plans for all Regional Airports.
   * Land Surveying Services
   * Legal advice
   * Legal Compliance Evaluation Audits
   * Management of Wi-Fi
   * Motivational Speaker
   * Occupational Hygiene Surveys
   * ORTIA Western Precinct Commercialization Mixed Use Market Study
   * Outsourced communications
   * Passive diffusive monitoring campaign at OR Tambo
   * Photography
   * Property service provider
   * Proposal for a Petrol station
   * Remuneration analysis
   * Retail Study at King Shaka International Airport
   * Review of Social & Ethics Committee TOR and Work Plan
   * Security plans OR Tambo
   * Security Queuing Enclosure Project
   * Social Economic Development brochure design
   * Tender advertisements
   * Tender publication
   * Top Executive Survey
   * Topographical survey
   * Town Planning Services
   * Unplugged OHS Safety Induction Video
   * UPS & Battery Project
   * Water management SYSTEM AMR design
   * WCA
   * Web services and support
   * Zoning Certificates

   **Air Traffic and Navigation Services SOC Limited (ATNS)**

   |  |  |  |  |  |  |
   | --- | --- | --- | --- | --- | --- |
   | Reply IT Consulting Services | | | | | |
   | Year | Consultant | Services Procured | Cost | Justification | Additional comments |
   | 2014/15 | Bayajula | Business Process Mapping | R 3, 000, 000 | To complement existing staff to ensure company-wide business processes were mapped in the allotted time | This was a once-off engagement |
   | 2015/16 | Knowledge Integration Dynamics | Facilitation of workshops and development of specification for an enterprise Business Intelligence/Market Intelligence platform | R120 000 | ATNS did not have the experience to conduct these workshops and extract appropriate requirements from users in relation to Business Intelligence/Market Intelligence area | This was a once-off engagement. The company did not tender for the work by virtue of having assisted in developing the specification |
   | 2015/16 | KnowMax for IKM | Facilitation of knowledge management champions workshop | R 50 000 | External expert facilitators were required to assist drive buy-in | This was a once-off engagement |
   | 2015/16 | Aptronics | Provide IT network assessment services | R 140 000 | There were network issues that were hampering the successful installation of data storage equipment. | This was a once-off engagement |
   |  |  |  |  |  |  |
   |  | IT does however sign support and maintenance agreements with service providers from which we have procured IT systems or they may have assisted us with the roll-out of IT systems for which they are accredited by the original equipment manufacturer (OEM) to implement and support. These support and maintenance agreements allow us to access critical support services from these service providers whenever there are system malfunctions that cannot be resolved by internal IT staff and also to allow service providers to cover for critical resources whenever they take planned leave. | | | | |

   **Ports Regulator of South Africa (PRSA)**

   1. ii) The Ports Regulator has used the services of consultants as outlined in the table below:

   |  |  |  |  |  |
   | --- | --- | --- | --- | --- |
   | **Financial year** | **Consultant** | **Services received (b)** | **Budget ( c)** | **Actual costs (d)** |
   | 2016/17 | Meridiam Economics | Asset Valuation project for NPA assets | 2 000 000 | 1 915 086 |
   | 2014/15 | KPMG | Development of Finance policies and procedures | 55 900 | 33 141 |

   **South African Maritime Safety Authority (SAMSA)**

   The table below depicts the amount spent by the South African Maritime Authority (SAMSA) on use of consultants in the past three financial years.

   The services of consultants were mainly used in providing ICT services in areas where SAMSA did not possess the necessary skills and expertise as well as where there was not adequate capacity internally. This is being addressed by beefing up (as evident from a reduction in actual expenditure) internal capacity with a view to ensure that these services are being provided internally within the Authority.

   

   **South African Civil Aviation Authority (SACAA)**

   Not applicable, (ii), (b), (c), (d), the South African Civil Aviation Authority has fully implemented National Treasury Cost Containment measures regarding the use of consultants as set out in National Treasury Instruction 01 of 2013/14 as well as National Treasury Instruction 02 of 2016/17. The services of consultants during the past three financial years is as follows.

   **Railway Safety Regulator (RSR)**

   **2014/15 Financial Year**

   **(a)(ii)***The total number of consultants used is 23.*

   *(b) The services provided were:*

   |  |  |
   | --- | --- |
   | **Amount (R)** | **Services** |
   | 54 475,00 | Investigations |
   | 387 673,77 | Engineering Consultant |
   | 423 669,60 | Strategic planning Facilitators |
   | 496 675,20 | MQS project |
   | 74 100,00 | Strategic Plan Facilitators |
   | 19 950,00 | Litigation costs |
   | 213 801,70 | Engineering services- BOI Investigation |
   | 83 363,25 | Pastel service consultant |
   | 572 280,00 | Transactional advisor |
   | 61 978,00 | Pastel Consulting and services |
   | 440 462,62 | Legal advice |
   | 99 412,00 | Legal advice |
   | 24 775,51 | Legal Opinion |
   | 128 554,00 | Legal Opinion |
   | 236 678,50 | Legal Opinion |
   | 699 783,30 | Drafting of a Rail regulation- Security |
   | 629 999,34 | Drafting of a Rail regulation- Safety Critical Grades |
   | 363 438,02 | Legal services- Board Of inquiry Investigation |
   | 230 281,75 | Engineering services- BOI Investigation |
   | 239 670,40 | Engineering services- BOI Investigation |
   | 6 726,00 | Salary Surveys |
   | 177 803,77 | Chairing Disciplinary Proceedings |
   | 240 996,00 | HR Support |
   | **5 906 547,73** |  |

   *(c) The budget allocated for professional fees which are inclusive of consultancy fees for the financial year was R17 134 472, 52.*

   *(d) The Actual costs incurred for consultancy services during the financial year amounted to R5 906 547, 73.*

   **2015/16 Financial Year**

   *(a ii) The total number of consultants used is 56.*

   *(b) The services provided were:*

   |  | **2015-2016** |
   | --- | --- |
   | **Amount** | **Services** |
   | 513 082,62 | Leadership Allignment |
   | 221 318,39 | Rail expert consultant |
   | 715 213,20 | Management Quality Services |
   | 602 156,00 | ICT Assessment Report |
   | 1 138 534,50 | Development of RSR Value Culture |
   | 127 791,72 | Facilitators Board Strategic Session |
   | 94 962,00 | Investigation- misconduct |
   | 20 822,92 | Engineering services- BOI Investigation |
   | 101 368,90 | Ict Project Management |
   | 186 213,30 | Pastel Consulting |
   | 512 436,00 | ICT Assessment Report |
   | 246 753,00 | Facilitator for Risk Management Training |
   | 99 636,00 | Strategy Facilitators |
   | 457 368,00 | Threat and Risk Assessment |
   | 1 088 700,00 | Risk Management Services |
   | 124 420,04 | Engineering services and Project |
   | 1 993 904,63 | Development of the High Speed Rail Standard |
   | 547 120,00 | Economic impact Analysis on the asset maintenance of railway stock |
   | 581 135,41 | Engineering services- BOI Investigation |
   | 694 260,00 | Engineering services- BOI Investigation |
   | 441 539,95 | Cost Benefit Consulting |
   | 742 539,80 | Engineering services- Signalling Assessment |
   | 116 109,00 | Development of a Fatigue Management Standard |
   | 822 401,13 | Drafting of Rail Regulations |
   | 616 500,00 | Drafting of Rail Regulations- Rail Reserve Management |
   | 76 721,20 | Legal Support |
   | 345 108,00 | Legal Support |
   | 226 800,00 | Legal Services- Board of Inquiry |
   | 48 367,50 | Legal Support |
   | 1 286 000,00 | Research and Drafting of Regulations |
   | 1 000 688,50 | Legal Support |
   | 27 000,00 | Chairing of disciplinary Hearings |
   | 1 196 538,00 | Legal support |
   | 68 500,00 | Draft Regulations |
   | 60 131,00 | Legal Support |
   | 77 753,33 | Draft Regulations |
   | 239 400,00 | Engineering services- BOI Investigation |
   | 229 297,54 | Auditing Services- Board of Inquiry |
   | 366 624,00 | Engineering services- BOI Investigation |
   | 304 500,00 | Legal Services- Board of Inquiry |
   | 609 440,00 | Engineering services- BOI Investigation |
   | 510 670,00 | Engineering services- BOI Investigation |
   | 329 360,00 | Legal Services- Board of Inquiry |
   | 190 836,00 | Engineering services- BOI Investigation |
   | 219 840,00 | Engineering services- BOI Investigation |
   | 926 991,60 | Legal Services- Board of Inquiry |
   | 101 500,00 | Legal Services- Board of Inquiry |
   | 96 957,00 | Legal Services- Board of Inquiry |
   | 60 876,00 | Legal Services- Board of Inquiry |
   | 975 327,00 | HR Support |
   | 478 800,00 | Organisational Alignment |
   | 396 262,29 | Chairing Disciplinary Hearing |
   | 109 760,00 | Pension Fund Advisors |
   | 34 200,00 | Development of RSR Equity Plan |
   | 27 034,48 | Disability Accessibility Audit for RSR |
   | 42 813,84 | Caseware training and consulting |
   | **23 470 383,79** |  |

   *(c) The budget allocated for professional fees which are inclusive of consultancy fees for the financial year was R38 462 471.00*

   *(d) Actual costs incurred for consultancy services during the financial year amounted to R23 470 383,79*

   **2016/17 Financial Year**

   *(a ii) The total number of consultants used is 35.*

   *(b) The services provided were:*

   | **Amount** | **Services** |
   | --- | --- |
   | 704 919,00 | Management Quality Services |
   | 1 177 881,27 | Strategic Thinking Projects |
   | 498 000,00 | Safety Culture Training |
   | 431 500,00 | Executive leadership coaching |
   | 421 800,00 | ICT Forensic investigations |
   | 521 048,06 | Value Coaching |
   | 178 489,96 | Establishment of the Pre-Audit unit |
   | 132 525,00 | Board Evaluation |
   | 30 995,12 | Board Induction Workshop |
   | 123 120,00 | Legal Opinion |
   | 403 616,47 | Risk vulnerability Assessment |
   | 4 345 112,56 | Development of High speed Rail Standards |
   | 66 500,00 | Regulatory Impact Assessment |
   | 599 098,50 | Assessment and provision of Peer reviews of the safety assessments reports |
   | 496 900,00 | Provision of Assessment of peer review of the safety reports on new works |
   | 584 019,69 | Legal Opinion |
   | 1 067 150,25 | Legal Opinion |
   | 55 119,34 | Legal Arbitration |
   | 409 032,00 | Legal Opinion |
   | 32 337,00 | Litigations |
   | 527 472,27 | Litigations |
   | 35 500,00 | Chairing of Hearings |
   | 136 800,00 | Legal Representations |
   | 111 815,46 | Legal Opinion |
   | 361 500,00 | Legal Services- Board of Inquiry |
   | 140 402,40 | Legal Services- Board of Inquiry |
   | 495 996,00 | ICT risk assessment |
   | 14 747,83 | Pastel System consultations |
   | 239 536,80 | HR Support |
   | 174 852,00 | Chairing of disciplinary Hearings |
   | 43 525,90 | Investigation for improper conduct |
   | 20 559,60 | Sage Pastel Consultations |
   | 571 508,24 | Financial / Reporting Supports |
   | 7 338 058,36 | Rail Risk Assessment |
   | 499 999,44 | Cost Benefit Analysis |
   | **22 991 438,52** |  |

   *(c) The budget allocated for professional fees which are inclusive of consultancy fees for the financial year was R38 719 481.00*

   *(d) Actual costs incurred for consultancy services during the financial year amounted to R27 228 633.07* [↑](#endnote-ref-1)