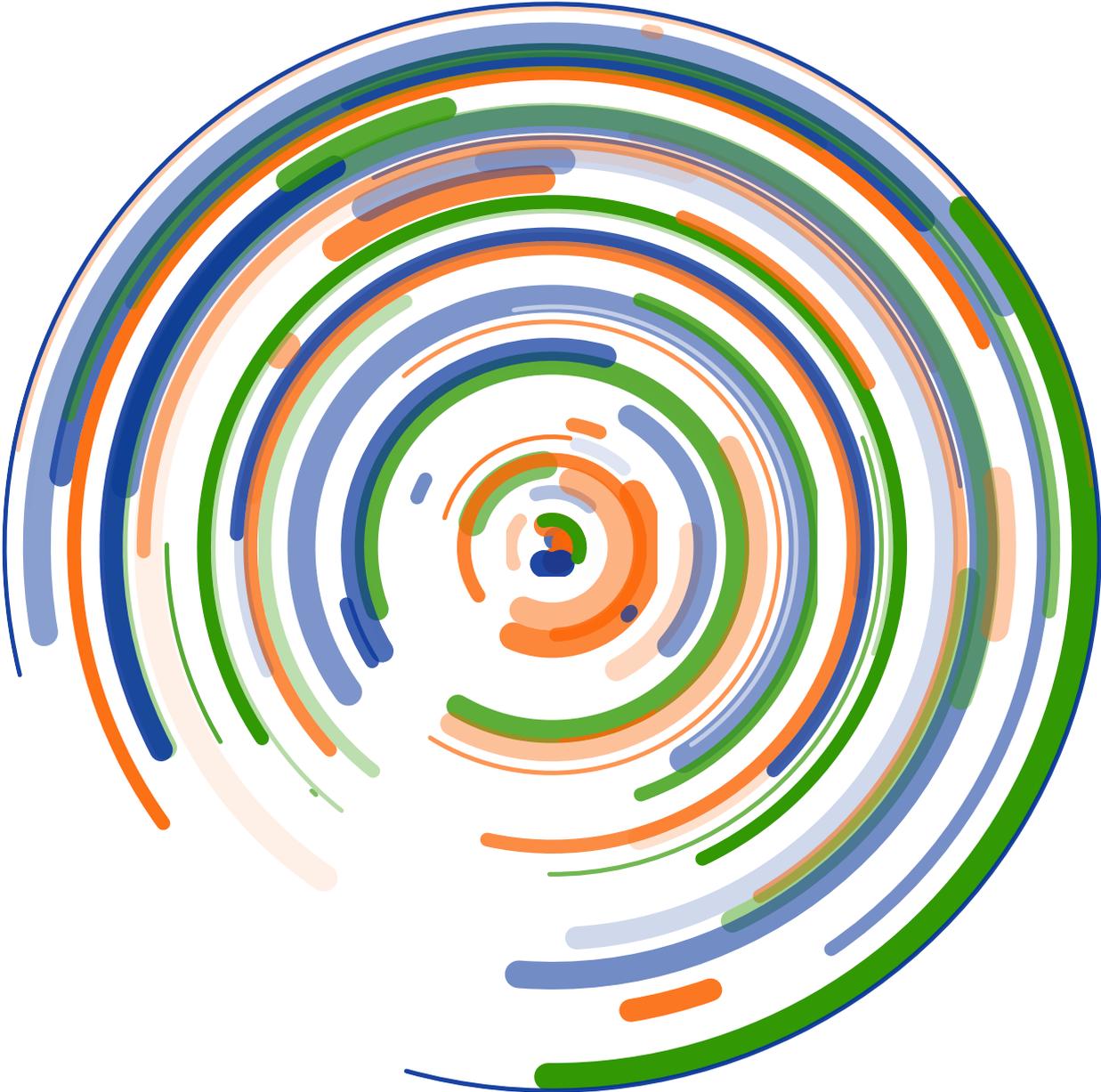


Deloitte.



Deloitte Public Sector

Working together to make
an impact for our country

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Public Sector

Decision makers in the Public Sector are faced with complex decisions on a daily basis that have a powerful and direct impact on the lives of all South Africans. At Deloitte we understand the scale and complexities facing the Public Sector and support government with solutions that are practical to implement and sustainable in the long term.

Our goal is to make a positive impact on the operations of all our clients, We work with government, not as outsiders but as partners to help address the complex machinery of government in all spheres - local, provincial and national.

We are invested in genuine transformation. Together with our clients we are deliberate about skills transfer and the empowerment of SMMEs as we do our part to help government meet the country's transformation objectives.

It is our desire to make a positive impact on the lives of all South Africans that drives our commitment to the Public Sector.

Optimising revenue collection

With the lion's share of local government and provincial budgets being self-funded, it is imperative that revenue collection be maximised to ensure financial sustainability. We assess billing processes and systems, and establish the level of technological

integration in order to identify areas where revenue management can be improved. Some of the critical areas we have identified at departments on previous engagements include: integrity of data, fragmentation in the revenue function, the use of volume-based remuneration structures and the integration of inter-departmental systems. Deloitte has vast analytics capability which benefits our clients through data cleanups, a single view of the customer and SAP HANA to support and enhance decision making.

Unlocking the value of your Broadband Investment

Public entities have made significant investments in broadband infrastructure which creates a potential catalyst for operational efficiency and stimulation of entrepreneurship and employment. Costs to acquire, serve and retain customers are key levers for unlocking value and we are well-positioned to assist entities to baseline and optimise them. We can assist you in mitigating risks, generating new revenue streams from aggregating 3rd party enterprise solutions, wholesaling of broadband service, white-labelling business solutions to enterprises and entrepreneurship stimulation. Our solution can assist you with cost recovery and enable you to focus on your areas of strength.

Professionalising the Public Service

In the development of a strategy, the point of departure should naturally be an assessment of your organisation and the capabilities and capacity of staff. Effective execution of strategy requires both an effective organisational design and the placement of the right skills within a business. A Skills Audit is a review of staff's existing skills and competencies against those needed both now and in the future. Multiple Government Departments have commissioned Deloitte to help them optimise their organisational design and analyse the current skills level. This in turn allows us to assist firstly with the development of an optimal organisational model and secondly to implement targeted developmental training for employee development, retention, capacitation and succession planning.

We also provide specialist capacitation and training in areas such as supply chain management, Accounting and Financial Services and procurement and assist with capacity and training for pre-audit readiness.

Our offering includes National Skills Development implementation and project management, training and assessments, Education and Training Quality Assurance (ETQA), Recognition of Prior Learning Implementation (RPL) and Workplace Readiness Programmes (WPR). Our Local Government training also includes a module specific to MPAC and audit committee training to ensure that new officials are aware of their obligations, comply in terms of PFMA/MFMA and are equipped to execute on their mandate.

Promoting collaboration to help government fast-track implementation

Deloitte has a proven track-record and competency to deliver exceptional strategy facilitation. Operation Phakisa is an example of how the Presidency brought lead Ministries and cross-sectoral key stakeholders into one location for an intensive period. The outcome is a set of delivery plans that support the implementation of the objectives and detail the exact resources and institutional arrangements required for implementation. Deloitte worked with the Presidency to facilitate the Education, Mining and Agriculture Labs.

Our Greenhouse is an inspiring, flexible and 'business unusual' space where your strategic team can focus, strategise, analyse, plan and have honest conversations in a neutral and private space. The Greenhouse facility is paramount to our facilitation methodology and is supported by technology that allows active participation, real-time analysis and assists in identifying clear, actionable plans and outcomes.

Education

As a global organisation, our Education Services solutions focus on improving the quality of systems in the education sector in terms of the processes, structures and mechanisms for improving accountability and delivery.

Over the past decade, we have worked with national and provincial departments of Education, key sister departments, and other education institutions to deliver and support various initiatives prioritising two focus areas:

1. Strategic Performance

- Strategic Planning and Monitoring
- Turnaround Strategies (District, School, Support Services)
- Business Intelligence Systems
- National Assessments and Examinations
- Data Quality Audits
- Data Management

2. Operational Performance

- Organisational Structure Design (Amalgamation/Rationalisation)
- Post Provisioning
- Business Process Re-engineering

End-to-end Infrastructure Solution

Deloitte partners with clients' to ensure appropriate spend and monitoring of the capital budget while enabling them to redirect some of this spend towards job creation in a measurable way. Through Deloitte's practical and proven experience, our team of experts enable fund-loaded planning and understand what contributes to successful capital project delivery and can provide the right blend of technical, financial and legal skills and local market knowledge to achieve this. Our infrastructure & capital projects professionals have practical experience in nearly every aspect of the capital projects lifecycle, as well as advanced degrees in engineering, quantity surveying, economics, architecture, business, law, financial and cost accounting. Our solution provides an end to end solution from feasibility studies and building solid business cases to effectively structuring, funding and procuring and even extending to post-project infrastructure and asset management through dashboarding and monitoring.

Healthcare

A range of Health System Strengthening (HSS) solutions in response to the challenges and need for integration. Deloitte's HHS solutions bring together the key blocks of healthcare service delivery and offer methods of realising effective hospital transformation, more efficient pharmacy operations, improved healthcare expenditure management and better patient experience/engagement management. Our offering includes leadership and governance, human resourcing, capacity building, project financing and pay-for-performance financing, healthcare service delivery such as medicine supply, patient medicine management, alternative medicine supply and Pharmacovigilance. In all of our solutions, the role of information technology as an enabler and accelerator in healthcare is paramount.

Clean audit

To achieve a 'clean audit', an organisation's financial statements and annual report must give a true and fair view in accordance with the financial reporting framework used for the preparation and presentation of the financial statements and the framework for reporting against predetermined objectives (service delivery reporting). There should be no significant non-compliance with laws and regulations and the reporting against predetermined objectives should be true and fair. Deloitte has a long heritage in the public sector both in an advisory capacity and also working very closely with the Auditor-General of South Africa (AGSA), Donor Funders, State Owned Entities and Universities. Deloitte has performed a number of public sector audits on behalf of the AGSA too. Deloitte is in a unique position to assist public sector organisations who currently do not have clean audit outcomes with improving the results of their audits.

Performance Auditing

Legislation requires government institutions to report on actual performance against predetermined objectives. The Auditor-General of South Africa (AGSA) is mandated to audit these reports on an annual basis. This has created an increased focus on compliance to achieve Clean Audits while citizens expect a greater focus on the evaluation of service delivery to ensure value-for-money. Our team has extensive experience in both the Audit of Predetermined Objectives (AoPO) and Performance Audit and Evaluations. We have an experienced multidisciplinary team that will not only ensure that systemic challenges experienced are diagnosed comprehensively (thereby ensuring that our recommendations are relevant, specific and practical to implement), but also demonstrate the effects of the issues identified.

Donor funding

Deloitte provides donor organisations and/or implementing agents with an end-to-end solution to ensure that all donor funds are properly managed. Deloitte has been involved in the auditing of donor funds provided to a number of projects/government institutions for a number of years. In these audits, Deloitte would typically determine whether the funds were used for the intended purposes. These audits will include elements of a financial, compliance and controls audit as well as programme and project evaluations, with the aim to also provide recommendations to both the donor organisation and the implementing agent. In addition, Deloitte is in tune with Public Finance Management reform in various African countries where we enable capacity building programmes and provide oversight over projects.

Tax

The vast array of Tax legislation, amended legislation, Practice Notes, Interpretation Notes, Binding General Rulings and guides create a huge compliance responsibility for Public Sector entities. Non-compliance in these areas was highlighted by the Auditor-General of South Africa's report. Tax featured as an audit finding in most reports. In order to achieve a "clean audit" from a tax perspective, Public Sector entities should dedicate more time and resources to this area. In addition, where tax is not a focus, opportunities are lost to make the entity more tax efficient. "Non-compliance with Tax Legislation for whatever reason will result in wasteful and irregular expenditure as significant penalties and interest might be imposed by SARS in terms of the Tax Administration Act." Deloitte boasts an exceptional track record with regard to the provisioning of services to the Public Sector; including public entities and the local government sphere. Our extensive experience in the Public Sector and depth of technical expertise in the functional areas provide a compelling value proposition to partner with Deloitte.

Smart Cities

Deloitte can leverage our Global network to tap into Global best practice and leading trends in Smart City innovations, that can assist you in harnessing the power of technology to implement fast, cost effective and efficient new ways of delivering basic services such as water, roads, electrification, housing, transport and health. The latest smart technologies in asset and infrastructure maintenance will also allow the city to drastically reduce the cost of the provisioning of these basic services to citizens.

Infrastructure and Asset Management

Assessments of capital infrastructure are done by including the capturing of data onto the NEIMS database and development of norms and standards for work inspectors. We provide support in asset management through planning, budgeting, asset counts, reconciliations and accounting support. We provide project management support in the rolling out and monitoring of physical facilities projects and assist with future capital investment plans.

Our Public Sector practice brings together a multidisciplinary team of Deloitte leaders and subject-matter experts to help our clients stay ahead of the increased demands on public finances and the need for innovative, cost-effective solutions that deliver maximum impact.

To discuss how Deloitte can partner with you, please contact us today.

Trade and Investment Promotion Services (TIPS)

Many public sector organisations face the challenge of raising funds in an environment with low investor confidence and a declining trend in foreign direct investment into sub-Saharan Africa.

Our Trade and Investment Promotion Services (TIPS) focuses on facilitating the process of investing by reducing regulatory inefficiencies and turnaround times and coordinating, fast-tracking, unblocking and reducing red tape for investors. Our team have coordinated One Stop Shop Investment Centres for SEZs, Provincial Investment Agencies, local authorities, and relevant government departments involved in regulatory, registration, permits and licensing matters thereby improving government services and support to investors.



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