



Companies and Intellectual
Property Commission

a member of **the dtic** group

CIPC SECOND QUARTER PERFORMANCE REPORT

2023/24

Approval of the Report

Endorsement of Support by the Audit Committee

I hereby support the endorsement of the report.

Signature: Ken Kunal
Name: KEN KUNAL (PR)
Rank: AUDIT COMMITTEE CHAIRPERSON
Date: _____

Endorsement by the Accounting Authority

I hereby support the endorsement of the report.

Signature: Rory Voller
Name: Adv Rory Voller
Rank: Commissioner
Date: 31 Oct 2023

NB: For the purpose of this Report, **Accounting Officer** = the person responsible for the daily operations of the entity (e.g., CEO) and **Accounting Authority** = a person representing a body that provides oversight over the entity (e.g., Board / Tribunal Chairperson) and / or Minister's direct Reportee (e.g., Commissioner / CEO)

Acronyms

Abbreviation	Description
AG	Auditor General
AI	Artificial Intelligence
AOP	Annual Operating Plan
APP	Annual Performance Plan
ATAT	Average Turnaround Time
BBBEE	Broad-Based Black Economic Empowerment
BISG	Business Intelligent Services Group
BO	Beneficial Ownership
BRICS	Brazil, Russia, India, China and South Africa
BRS	Business Requirements Specifications
CCDR	Corporate Compliance and Disclosures Regulation
CEO	Chief Executive Officer
CEVC	Companies Enforcement and Valuation Compliance
CGSE	Corporate Governance, Surveillance and Enforcement
CIPC	Companies and Intellectual Property Commission
DMP	Directors, Members and Practitioners
DPE	Department Of Public Enterprises
EE	Employment Equity
ELP	Experiential Learning Programme
EPMO	Enterprise Project Management Office
ESG	Environmental, Social, and Governance
ESS	Employee Self-service
FAS	Financial Accountability Supplements
FASSETA	Financial and Accounting Sector Education and Training Authority.
FATF	Financial Action Task Force
FDI	Foreign Direct Investment
FRS	Functional requirement Specifications
FSCA	Financial Sector Conduct Authority
FY	Financial Year
GCIP	Global Cyber and IP
GRC	Governance Risk and Compliance
HC	Human Capital
HIPO	Heads of Intellectual Property Offices
HR	Human Resources
IAP	Inventor Assistance Programme
ICHIP	International Computer Hacking and IP
ICT	Information and Communication Technology
IFRS	International Financial Reporting Standards
IP	Intellectual Property
IPAS	Industrial Property Automation System
IPO	Initial Public Offering
IRBA	Independent Regulatory Board for Auditors
IT	Information Technology

Abbreviation	Description
JD	Job Description
JE	Job Evaluation
JSE	Johannesburg Stock Exchange
KPI	Key Performance Indicator
LEA	Law Enforcement Agency
MOA	Memorandum of Agreement
MOI	Memorandum of Incorporation
MOU	Memorandum of Understanding
NPA	National Prosecuting Authority
NSG	National School of Government
OD	Organisational Design
PFMA	Public Finance Management Act
QRS	Query Resolution System
RFP	Request for Proposal
RFQ	Request for Quotation
SA	South Africa
SARS	South African Revenue Service
SCM	Supply Chain Management
SDP	Skills Development Plan
SDS	Service Delivery Standards
SMME	Small, Medium and Micro Enterprises
SSC	Self-Service Centre
SSE	Substantive Search and Examination
SST	Self-Service Terminal
TAT	Turnaround time
WIPO	World Intellectual Property Organisation
XBRL	eXtensible Business Reporting Language

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1. Executive Summary

This document represents an overview of the Companies and Intellectual Property Commission's (CIPC) 2023/24 Quarter 2 performance against its goals, objectives, and targets, as outlined in its plans, the CIPC Strategic Plan, the Annual Performance Plan (APP), and the Annual Operational Plan (AOP) for the 2023/24 reporting period. These are plans set against the legislative and policy mandate of the CIPC in terms of their contribution to broader national objectives.

The CIPC derives its mandate from the Companies Act 71 of 2008, which serves as a comprehensive legal framework with multiple objectives. It aims to align company law with the principles of South Africa's Constitution, specifically the Bill of Rights. Furthermore, the Act plays a pivotal role in fostering economic development by encouraging entrepreneurship, simplifying company formation, and promoting transparency and high corporate governance standards. It also seeks to drive innovation and investment in South African markets, reaffirm the significance of companies for economic and social benefits, and create conditions conducive to capital aggregation and risk management. Additionally, the Act supports non-profit companies, balances shareholder and director rights, and encourages the efficient and responsible management of companies, all contributing to the broader goal of enhancing the country's economic welfare and competitiveness.

The CIPC's strategic intent is to contribute to the well-being of the country by expressing the purpose of the Act. This is done by making it easy to do business in SA, regulating the business and IP environment, contributing to SA becoming an investment destination, and enabling the protection and commercialisation of innovation. In addition, the CIPC's goal is to leverage knowledge assets and networks to support third-party decision-making.

At the heart of CIPC's operations are its core values, derived from the Batho Pele principles:

1. **Passion for Service:** We work as one to seamlessly serve our customers with passion, commitment, and dedication.
2. **Integrity:** We live out fairness, impartiality, and respect in all our actions as individuals and as an organisation.
3. **Empowerment:** We recognise the value of our employees and partners and provide them with the discretion and tools to effectively deliver on their responsibilities.
4. **Accountability:** We hold one another accountable for our commitments. We are responsible and responsive in the execution of our duties.
5. **Collaboration:** We believe in the power of teams, teamwork, and collaborative effort to deliver exceptional service and execute our duties effectively.

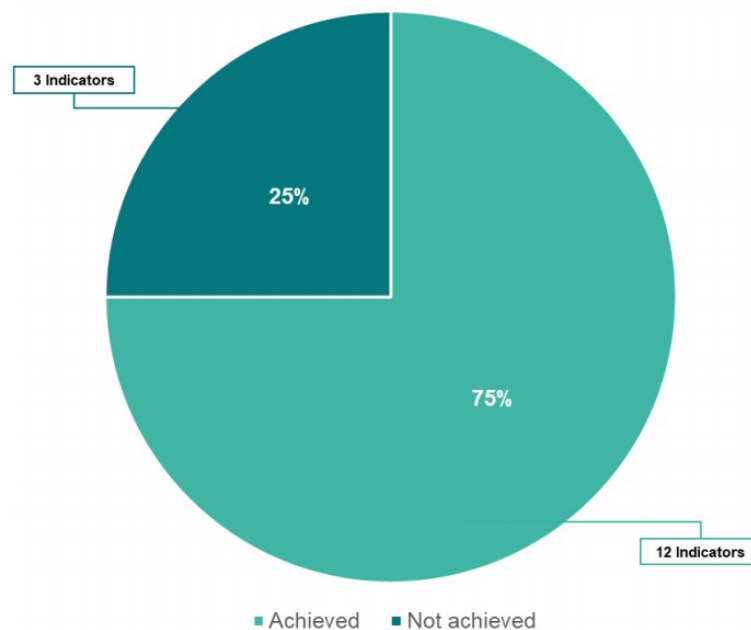
This report represents the CIPC's move towards reporting on the impact that the regulator makes on South Africa's economy and its commitment to making a substantial impact on South Africa's economic landscape.

The report, therefore, provides a comprehensive overview of the quarter's highlights and key achievements. It also highlights any significant changes, challenges, or opportunities that emerged during the quarter.

Quarter Highlights Against Strategic Objectives

Overall, in Quarter 2 of 2023/24, 9 (75%) of the 12 quarterly targets were achieved. It should be noted that three indicators under Programme 1, seven indicators under Programme 2, and three indicators under Programme 3 were not included in the calculation for this reporting period as they were not required for Quarter 2 reporting.

Figure 1: CIPC Overall Q2 Performance (FY2023/24)

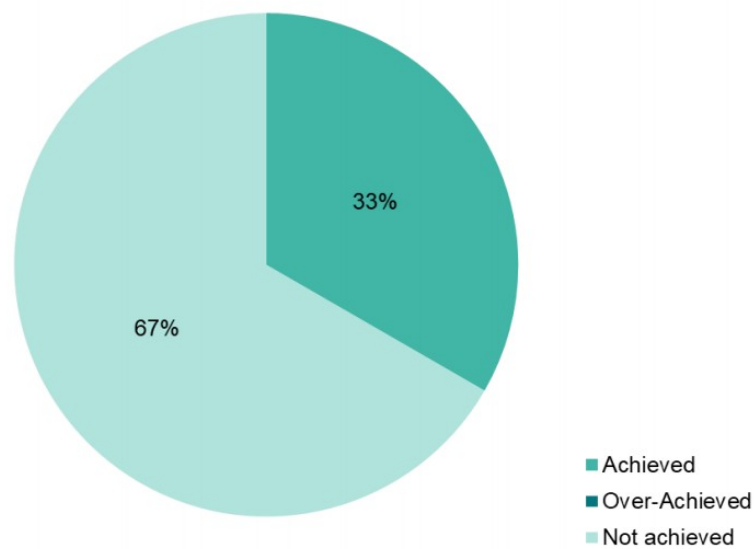


Programme 1 (Service Delivery and Access) has recently developed a comprehensive skills development plan, marking a significant stride towards ensuring that the necessary competencies and skills are in place, aligning closely with our strategic objectives. However, the finalisation and endorsement of the plan with FASSETA have been delayed due to delays in the procurement of modules in the new HR system and the appointment of a skills development facilitator. This crucial step will equip our workforce with the essential skills required for the successful execution of our organisational goals. Therefore, we need to expedite the process of procuring the system modules to ensure swift and seamless implementation of the skills development plan.

To showcase our tangible impact within the business sphere and society at large, we have implemented a series of compelling case studies, enabling our stakeholders and beneficiaries to assess the direct outcomes and the extent to which we fulfil our strategic objectives.

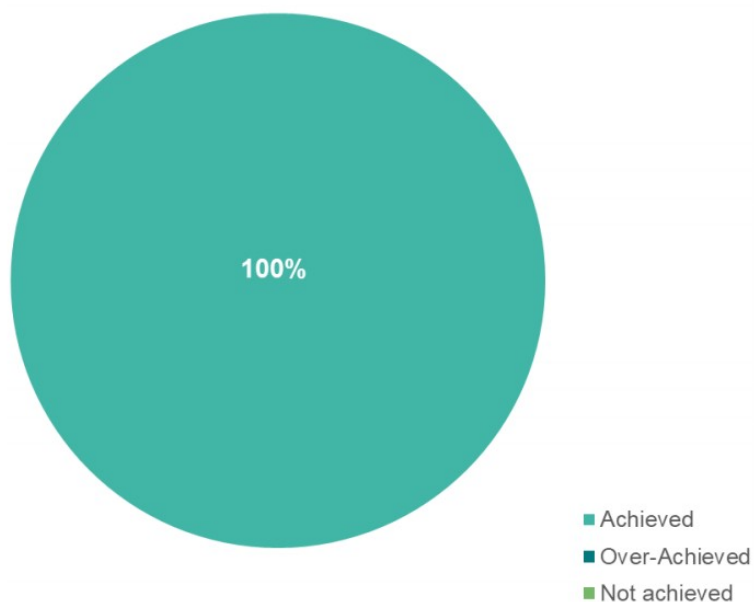
Unfortunately, the incomplete job descriptions for this quarter have primarily stemmed from the delay in submissions by managers. This issue directly hampers the efficient implementation of our programme's purpose, which is centred on ensuring that our available resources are effectively contributing to the realisation of the CIPC's strategic objectives. Moving forward, we are committed to strengthening our internal stakeholder collaboration, aiming to bolster our internal capacity and ensure the seamless delivery of services while fostering accessibility for all.

Figure 2: Programme 1 Performance, Q2 (FY2023/24)



In pursuit of **Programme 2 (Innovation and Creativity Promotion) objectives**, the CIPC successfully met the predetermined targets outlined for Quarter 2. These accomplishments have the ability to empower the public and concerned stakeholders with the necessary awareness and understanding of the substantial economic potential associated with innovation, creativity, and, in particular, intellectual property. The CIPC's efforts do not only foster a conducive environment for innovation and creativity but have also played a crucial role in fostering a culture of economic growth and sustainability within the local business landscape.

Figure 3: Programme 2 Performance, Q2 (FY2023/24)

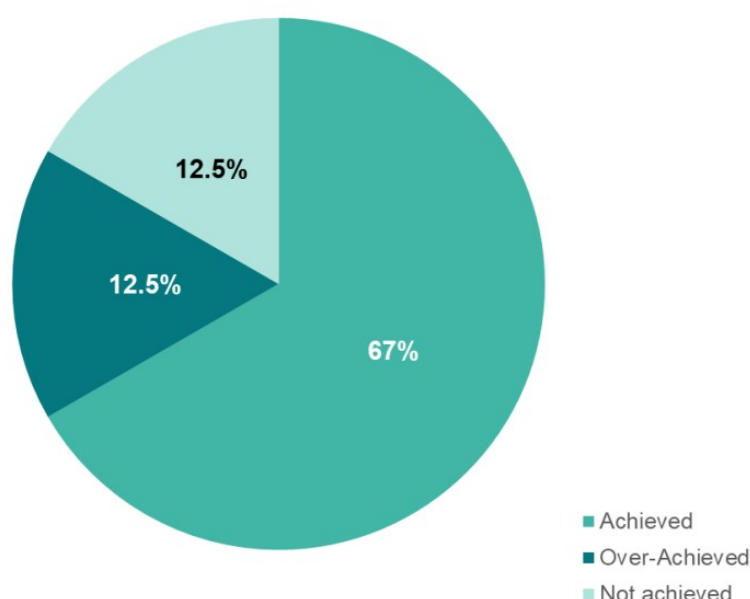


In pursuit of our **Programme 3 (Business Regulation and Reputation)** objectives, we have actively fostered and capitalised on our law enforcement collaborations, reaping significant benefits that have driven our success forward.

Our persistent focus on public education and awareness regarding regulatory compliance and the array of services offered by the CIPC has the potential to empower both the public and CIPC stakeholders, fostering a culture of understanding and adherence to legal frameworks essential for conducting business.

We have yet to meet our goal of reducing the average registration time for external, private companies, leading to a potential effect on the ease of conducting business. This delay may hinder the timely engagement of our customers and stakeholders in crucial activities such as securing partnerships or funding opportunities, ultimately hampering their ability to contribute substantially to the economic growth and development of the nation.

Figure 4: Programme 3 Performance, Q2 (FY2023/24)



Financial Performance

The CIPC has experienced notable growth in surge in revenue growth, outpacing the rate of expense growth in Quarter 2. This increase has been effectively managed, with spending aligning closely with the accumulated revenue. Spending in the CIPC has displayed marked alignment with the projected budget, as evidenced by the reduction in the variance between actual and approved spending.

Moreover, the salary bill as a percentage of total revenue stands at 29%, showcasing a significant 20% decrease compared to the figures recorded in the first quarter. Similarly, allowances as a percentage of revenue have also witnessed a downward trend, indicating a more efficient allocation of resources. These positive trends in expenditure management and resource allocation reflect the organisation's commitment to good financial health and long-term sustainability.

However, there has been a notable increase in expenditure allocated to consultant services compared to the first quarter. This increase has led to a rise in spending as a percentage of total revenue. This

may indicate a significant reliance on external service providers or a need for additional capacity, potentially suggesting internal constraints or a shortage of specific expertise within the CIPC.

Certain units have exhibited slow to minimal spending activities during this period, suggesting potential areas of underutilisation or a more conservative approach to resource allocation and service delivery. A closer analysis is necessary to determine the underlying factors contributing to these spending trends and to assess whether they align with the overall objectives of the organisation. Understanding the organisation's resource management practices will enable strategic decision-making to optimise efficiency and productivity.

Operational Highlights

The current quarter has seen a notable improvement in **compliance monitoring**. The gross filing rate of annual returns and the in-time compliance rate have increased. This positive trend can largely be attributed to the success of the AR Bulk Deregistration communication campaign, which employed multiple approaches, including social media postings, podcasts, webinars, and legal notices, targeted at SMMEs. This enhanced compliance underscores a growing awareness and understanding among businesses, particularly SMMEs, about the significance of adhering to regulatory requirements. It also signifies a cultural shift towards timely submissions, promoting a more organised and stable business environment.

The development and implementation, albeit partially (due to cost containment measures), of the approved Employment Equity Plan continues to align the CIPC strategically with broader national policies. This commitment demonstrates a dedication to promoting equality and inclusion within the CIPC, in harmony with the broader community.

The CIPC is currently in the conceptualisation phase of a pioneering programme, **significant project aimed at integrating IP education into the school curriculum**. This initiative seeks to influence policy development and create a lasting impact. Although discussions with the Department of Basic Education (DBE) are underway, we are actively planning to engage a service provider to craft a comprehensive business case for this program. Notably, effective metrics to gauge the impact of our education and awareness efforts are being developed. Additionally, we are in the process of appointing a consultant with specialised expertise in this field.

Effective **partnerships and collaborations** are essential for enhancing efficiency, harnessing the resources of valued partners, and facilitating the sharing of information and resources. In the quarter in review, the CIPC has proactively fostered collaborations with the NPA and other law enforcement agencies to investigate high-impact cases and train law enforcement agencies, aligned with the Financial Action Task Force requirements. This partnership has yielded a better understanding of operational environments and showcased the utility of CIPC's data in financial crime investigations. Multiple high-impact investigations are currently underway, and collaboration with the JSE enforcement team is set to address non-compliance in listed companies.

Ongoing engagements include regular quarterly meetings with key stakeholders such as banks, SARS, FSCA, and professional bodies in accounting, management, and legal fields. These sessions serve as forums for discussing mutual interests and generating innovative ideas to enhance the business rescue landscape. Furthermore, information sharing with SARS enables early detection of unauthorised changes in company directorships, contributing to compliance and transparency.

The CIPC has harnessed collaboration between its Corporate Governance, Surveillance, and Enforcement (CGSE) and Companies Enforcement and Valuation Compliance (CEVC) units to provide training to the NPA on Companies Act offences and Beneficial Ownership provisions. The enforcement

team has actively participated in workshops aimed at sharing information among government departments, institutions, agencies, and oversight bodies to combat corruption in South Africa.

Challenges

The CIPC has grappled with a significant challenge in the availability and capacity of specialist skills during the current quarter.

To address these resource shortages, several mitigation strategies have been proposed, including temporary staff reassignment from other divisions, the engagement of external resources such as consultants, and the implementation of job rotation to alleviate resource constraints.

The CIPC's strategic vision necessitates the adoption of digital transformation to become a world-class modern regulator. However, several challenges related to technology have emerged in this quarter:

- **Legacy Systems:** The persistence of outdated legacy systems presents obstacles to efficiency, data management, and agility in digital operations. The DMP unit, particularly in dispatch machines, faces challenges, but a new director amendment process aims to streamline operations.
- **Limited Integration with Partnering Entities:** Inadequate integration with partnering entities leads to inefficiencies, data silos, and manual processes in collaborations. Efforts are underway, in collaboration with the Innovation and Collaboration Unit, to address these integration issues and create a long-term integrated digital environment.
- **Limited Automation in Administrative Processes:** Automation of administrative functions, a key component of modernisation, faces challenges. The Disclosures Unit experiences limited access to automated applications, resulting in an increase in paper-based requests. Despite these challenges, the unit has reduced turnaround times for paper-based disclosures.
- **Delays in Implementation:** Delays in implementing the new system have impacted the performance management process, leading to later-than-planned performance appraisals.

Despite these technology challenges, the CIPC remains committed to advancing as a forward-thinking, technology-driven regulator. Efforts are underway to identify and address these challenges and explore opportunities for continuous improvement, with the goal of fostering a more agile, integrated, and efficient future.

Targeted initiatives

In the upcoming quarters, the CIPC has outlined the following key plans and initiatives to further its commitment to employee development and training:

1. **Alignment with Organisational Goals:** The CIPC acknowledges the need to closely assess the alignment of training programmes and initiatives with the overall organisational objectives and goals. Efforts will be made to ensure that every training programme contributes meaningfully to the broader strategic vision of the organisation, as outlined in Vision 2030.
2. **Enhancing Training Attendance and Effectiveness:** The CIPC recognises the importance of addressing the issue of training attendance rates. Measures will be implemented, including employee feedback surveys and post-training assessments, to ensure that all relevant staff members can benefit from the training provided. By understanding the underlying factors affecting attendance and enhancing participation, the CIPC aims to significantly enhance the impact of its training initiatives, fostering a more compliant and informed workforce.
3. **Filling Critical Skills Gaps:** The CIPC acknowledges the absence of staff training in critical areas such as AI, data, and analytics. Future training programmes will be designed to bridge these

critical skills gaps and ensure alignment with the organisation's long-term strategic goals as outlined in Vision 2030.

4. **Skills Development Plan and Training Calendar:** To address the challenge posed by the delayed implementation of a skills development plan through a training calendar, the CIPC will expedite the development and execution of these tools. This will enable the organisation to assess its alignment with broader national initiatives and identify existing skill gaps more effectively. These tools will be instrumental in tailoring training plans and programmes to address specific areas of improvement, facilitating strategic advancements in key areas.

Addressing these challenges is crucial for the CIPC to keep pace with the evolving technological landscape and nurture a workforce equipped with the necessary skills to drive organisational growth. By implementing these initiatives, the CIPC will foster a more resilient and adaptable workforce capable of meeting the demands of the modern business environment. In the coming quarters, the organisation will focus on making these plans a reality, thereby strengthening its position as a forward-thinking and employee-focused institution.

As we step into a new quarter, it is imperative that we chart a clear path for the future, one that builds upon our past successes and addresses the lessons learned from the challenges we have encountered. As an organisation committed to innovation, growth, and excellence, we must leverage these experiences as stepping stones towards a promising future.

2. Performance Against Strategic Objectives

This section of the report provides a comprehensive overview of the CIPC's progress, focusing on the specific metrics and key performance indicators (KPIs) that demonstrate its achievements. We highlight not only the strategic goals that were successfully met but also those that were exceeded, showcasing our dedication to fulfilling our commitments. Furthermore, we emphasise the contributions made towards addressing the strategic imperatives, emphasising the pivotal role our initiatives play in driving the organisation forward in line with our broader mission and vision.

The CIPC's strategic objectives are designed to promote economic growth and development through the efficient and effective regulation of businesses and the intellectual property system.

2.1 Programme 1: Service Delivery and Access

The purpose of Programme 1: Service Delivery and Access is to promote better access to the CIPC services by ensuring that our access channels are secure and easily accessible to all, that the institution has sufficient and appropriate organisational resources to deliver the best possible service, and that operational excellence is established in all areas of the organisation.

Achievements

To showcase our tangible impact within the business sphere and society at large, we have implemented a series of compelling case studies, enabling our stakeholders and beneficiaries to assess the direct outcomes and the extent to which we fulfil our strategic objectives.

Shortcomings

We have recently finalised a comprehensive skills development plan, marking a significant stride towards ensuring that the necessary competencies and skills are in place, aligning closely with our strategic objectives. However, there have been delays in finalising and endorsing the skills development plan with FASSETA due to delays in procuring modules for the new HR system as well as the appointment of a skills development facilitator. The implementation of the SDP is a crucial step in equipping our workforce with the essential skills required for the successful execution of our organisational goals. Therefore, we need to expedite the process of procuring the system modules to ensure swift and seamless implementation of the skills development plan.

Unfortunately, the incomplete job descriptions for this quarter have primarily stemmed from the delay in submissions by managers. This issue directly hampers the efficient implementation of our programme's purpose, which is centred on ensuring that our available resources are effectively contributing to the realisation of the CIPC's strategic objectives. Moving forward, we are committed to strengthening our internal stakeholder collaboration, aiming to bolster our internal capacity and ensure the seamless delivery of services while fostering accessibility for all.

Table 1: Programme 1 Performance Table

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Impact Statement #1: A world-class modern regulator							
Implementation of the skills development programme aligned to the CIPC Strategy	Progress Report on the Implementation of the Skills Development Programme	Skills audit analysis	Phase 1 Skills Development Programme	Development of the skills development plan for Phase 1	Skill development plan has been developed, however, it is pending endorsement from FASSETA, as well as being integrated into the HR system	Delays were caused by delays in adding modules in the new HR system	Fast track the procurement of the modules on the HR system
Reviewed job descriptions and evaluations to align to the new organisational structure	Progress Report on the Reviewed job descriptions and evaluations	Project plan for JDs and JEs review	Updated JDs and Job Evaluations	Approved JDs	Approved Job description (JD) template and 35% of job descriptions completed.	65% of JDs have not been submitted by management.	Continuous follow up with senior management and escalate non-compliance with timelines to Executive Committee
A governed, accountable, clean, and compliant administration enabling improvement in operational efficiency and better service delivery	AG Audit Outcome	Clean Audit	Clean audit	N/A	N/A	N/A	N/A
Gathering of enhanced insights for improving customer / citizen experiences and satisfaction	% overall customer and stakeholder satisfaction	8 (equivalent to 80%)	Not measured	N/A	N/A	N/A	N/A

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Case studies of firms, workers, entrepreneurs, professionals, or communities impacted by CIPC activities	Number of Case Studies demonstrating the impact of CIPC activities on business and society	New indicator	30	3	11	N/A	N/A
Business Forums participated in aimed at supporting increased FDI, exports and outward investment	Number of Business Forums participated in	New indicator	4	N/A	N/A	N/A	N/A

2.2 Programme 2: Innovation & Creativity Promotion

Programme 2: Innovation and Creativity Promotion at the CIPC facilitates and encourages local innovation and creativity by managing accurate and secure registries for patents, designs, and cinematograph films. This involves maintaining up-to-date information on companies, foreign companies, and other juristic persons as per the Companies Act. The programme oversees the regulation of royalty distribution by accredited collecting agencies and plays a significant role in the enforcement of intellectual property (IP) laws, collaborating with law enforcement agencies when necessary. Additionally, the programme focuses on educating the public about the benefits of IP registration, available remedies, and opportunities for commercialization and industrial advancement. It conducts in-depth research to identify gaps and assess the impact of IP rights, contributing valuable insights for future policy recommendations.

Achievements

In pursuit of these objectives, the CIPC successfully met the predetermined targets outlined for Quarter 2. These accomplishments have the ability to empower the public and concerned stakeholders with the necessary awareness and understanding of the substantial economic potential associated with innovation, creativity, and, in particular, intellectual property. The CIPC's efforts do not only foster a conducive environment for innovation and creativity but have also played a crucial role in fostering a culture of economic growth and sustainability within the local business landscape.

Table 2: Programme 2 Performance Table

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2 nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Impact Statement #1: A world-class modern regulator							
Implementation of Experiential Learning Project (ELP) with the SSE team	Number of non-binding work products issued per examiner (work product includes Search Report and a Written Opinion on patentability such a work product will in future be issued to an applicant) in line with SSE Experiential Learning	24	24	6	6	N/A	N/A
	Number of SSE training initiatives	4	4	1	1	N/A	N/A

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2 nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Sustainable job creation through implementation of Experiential Learning Project (ELP) via the SSE programme	Number of new sustainable permanent jobs created through implementation of the Experiential Learning Project (ELP) of the SSE Programme	-	20	N/A	N/A	N/A	N/A
SSE Internship Programme	Number of new interns employed biennially through implementation of the Experiential Learning Project (ELP) via the SSE Programme	0	20	N/A	N/A	N/A	N/A
Inventor Assistance Programme (IAP) implemented	Number of IAP Review Committee meetings to screen applications	4	4	1	1	N/A	N/A

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2 nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
	Annual Status Report: tracking the status of paired applications to ascertain whether the applications resulted in granted, enforced, licensing or commercialized inventions and to make recommendations for reconceptualization of the program if there is a need.	1	1	N/A	N/A	N/A	N/A
Impact Statement #3: Investor confidence in SA businesses and innovations							
Compliance with Regulations by Accredited Collecting Societies	Annual audit report on promoting compliance with regulations by Collecting Societies conducted by the CIPC	1	1	N/A	N/A	N/A	N/A
Efficient and Effective collection and distribution of royalties for the benefit of local musicians	Rm Royalties distributed by Collecting Societies to local musicians for poverty alleviation, job creation, social security, and promotion of the creative industries	New Indicator	R100m	N/A	N/A	N/A	N/A

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2 nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Increase IP regulatory compliance monitoring capacity within Law Enforcement to enhance their capacity to deal with IP Crimes with the goal of creating a conducive environment for investment	IP Enforcement Operations Report which specifies the impact on jobs and the investment environment	1	1	N/A	N/A	N/A	N/A
Conferences, Summits, and International Forums hosted or participated in (including inter alia the SA Investment Conference, the Black Industrialist Conference, the Worker Ownership Summit, BRICS Ministerial meetings, BRICS Business Council meetings and AGOA Forum meetings)	Number of Conferences, Summits and International Forums hosted or participated in	New indicator	3	N/A	N/A	N/A	N/A

2.3 Programme 3: Business Regulation and Reputation

The purpose of Programme 3: Business Regulation and Reputation is to enhance the reputation of South African businesses and the South African business environment by ensuring that the registers of corporate entities, their managers, and their identities have integrity and that a culture of corporate compliance and exacting standards of governance, disclosure, and corporate reputation is established. The programme also aims to provide policy and legal insight and advice on the coordination, implementation, and impact of the respective laws.

Achievements

In pursuit of our objectives, we have actively fostered and capitalised on our law enforcement collaborations, reaping significant benefits that have driven our success forward.

Our persistent focus on public education and awareness regarding regulatory compliance and the array of services offered by the CIPC has the potential to empower both the public and CIPC stakeholders, fostering a culture of understanding and adherence to legal frameworks essential for conducting business.

Shortcomings

We have yet to meet our goal of reducing the average registration time for external companies, private companies with customised MOI, Incorporated Companies, State Owned Companies, Public Companies and Not for Profit companies with customised MOI (CoR15.1D and E), leading to a potential effect on the ease of conducting business. This delay may hinder the timely engagement of our customers and stakeholders in crucial activities such as securing partnerships or funding opportunities, ultimately hampering their ability to contribute substantially to the economic growth and development of the nation.

Table 3: Programme 3 Performance Table

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Impact statement #2: Ease of doing business							
Reduction in the average number of days to register a company, from the date of receipt of a complete application, to support SMME's and to enhance efficiency and effectiveness	The average number of business days (network days) to approve applications for registering an external company, private company with customized MOI, Incorporated Company, State Owned Company, Public Company, and Not for Profit companies with customized MOI (CoR15.1D and E) by automating and assuring directors of foreign nationality.	5	4	4	4.1	Foreigner assurance model has been developed but was not approved by CAB - need to develop an integrated service for it and it will first be integrated with director amendments. Unknown the timeline for new company registrations	Integration with director amendments and then new company registrations.
Capacity building through institutional capabilities	Implementation of the CIPC Learning Academy	Steering Committee in place; Conceptual Framework in place; Nominated WIPO Project Manager (IP)	Approved RFP for the development of the CIPC Learning Academy Business Case	Identify organisation having Learning Academies and benchmark against them	Identified the most relevant organisation and agreed in principle to work together and currently reducing our agreement into an MOA	N/A	N/A

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Increased awareness among SMME's, including outside of metro areas, of company laws, regulations, as well as CIPC services, processes, and channels	Corporate education and awareness events or workshops (virtual or physical) conducted by the CIPC, also in collaboration with partners, for the benefit of SMME's including those outside of main metros	40	30	10	22	N/A	N/A
Reputable business regulation environment (strengthened financial system and ownership transparency) to address South Africa's 'Grey list' status.	Progress Report on the establishment of a Beneficial Business Ownership Register and the Integrated Business Ownership Register	Approved Business Case	Beneficial Ownership register establishment (Phase 1)	Finalise the business and system requirements for integration	BRS for integration signed off. BRS with Law Enforcement Agencies (LEAs) Signed Off. FRS for LEAs at sign-off stage (Apps Team reviewing). FRS Integration for STRATE developed	N/A	N/A
Impact Statement #3: Investor confidence in SA businesses and innovations							

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Pro-active Investigations in response to contraventions of Companies Act No 71 of 2008 on Companies identified on State Capture Commission Report	Number of Pro-Active Investigations in response to contraventions of the Companies Act No 71 of 2008 by Companies identified in the State Capture Report	3	6	1	4	A collaborative effort with the Department of Public Enterprises, Department of Public Services and Administration, as well as law enforcement agencies enabled success	N/A
Targeted proactive pre-investigations	Number of targeted proactive pre-investigations	5	4	1	2	N/A	N/A
Quarterly Report on Tracked Capital Raised through IPOs to promote regular tracking of investments	Quarterly Prospectus Report which captures tracking of investments and their impact on society, as well as the impact of investment facilitation and unblocking interventions (Quarterly	New Indicator	1	1	1	N/A	N/A

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
	monitoring and Annual Reporting of Capital Raised)						
Incorporate ESG Taxonomy into our CIPC Base Taxonomy as an initiative to address climate change	Updated CIPC XBRL Taxonomy aligned with government initiatives to address climate change (Gap Analysis Report on adoption of ESG)	New Indicator	1	N/A	N/A	N/A	N/A
Conclude MoU's on data exchange with foreign jurisdictions	Conclude MOU's which facilitate data sharing between jurisdictions on company Directors, Shareholders and BO's	New Indicator	3	N/A	N/A	N/A	N/A
Automation of Director Amendments Platform to build on capabilities for combating Fraud	Progress report on automation of the Director Amendments Platform	New Indicator	1	N/A	N/A	N/A	N/A
Participation in Parliamentary consultation processes	Number of Parliamentary consultation processes,	New Indicator	1	-	N/A	N/A	N/A

Output	Performance Indicator/Measure	Baseline	Annual Target 2023/2024	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
pertaining amendment, tabling, or submission of priority legislation	pertaining amendment, tabling, or submission of priority legislation, participated in						

3. Financial Performance

This section of the report presents the financial performance for Quarter 2, highlighting the key financial indicators and outcomes achieved during this period, which include the comparison of the actual financial results and the significant variances observed. It highlights the reasons behind any notable deviations and their implications, serving as a valuable guide for strategic decision-making and planning moving forward.

The information represented in this section was sourced from the Finance Division.

Weaknesses

During the current second quarter period, there has been a notable increase in the expenditure allocated to consultant services compared to the first quarter, consequently leading to a rise in spending as a percentage of total revenue. This upward trajectory may signal a significant reliance on external service providers or a need for additional capacity, potentially indicating internal constraints or a shortage of specific expertise within the organisation.

It is crucial to note that certain units have exhibited slow to minimal spending activities, suggesting potential areas of underutilisation or a more conservative approach to resource allocation (human, financial, and material) and service delivery. This necessitates a closer analysis to determine the underlying factors contributing to the spending trends and ascertain whether such strategies align with the overall objectives of the CIPC. Understanding of the CIPC's resource management practices will enable us to strategise accordingly to optimise efficiency and productivity.

Strengths

During the current second quarter period, the CIPC experienced a notable surge in revenue growth, outpacing the rate of expense growth. This increase has been managed effectively, with spending aligning closely with the accumulated revenue. Notably, the CIPC's spending has shown a marked alignment with the projected budget, as evidenced by the reduction in the variance between the actual and approved spending.

Moreover, the salary bill as a percentage of the total revenue stands at 29%, showcasing a significant 20% decrease in comparison to the figures recorded in the first quarter. Similarly, allowances, as a percentage of revenue, have also witnessed a downward trend, indicating a more efficient allocation of resources.

These positive trends in expenditure management and resource allocation reflect the CIPC's commitment to good financial health and sustainability in the long term.

Through this analysis, we aim to gain a holistic understanding of our financial standing, enabling us to make informed decisions for sustainability.

4. Operational Highlights

This section of the quarterly report provides an overview of the CIPC's operational achievements, key activities, and service delivery highlights. It delves into the efforts to improve processes, including the significant strides made in automating key processes. Additionally, this section shines a spotlight on our new partnerships, contracts, and noteworthy projects and how we have leveraged existing partnerships, all contributing to the commission's continued growth and development.

The information represented in this section was gathered from the following divisions:

- (i) Companies and Close Corporations
- (ii) Directors, Members, and Practitioners
- (iii) Corporate Education and Voluntary Compliance
- (iv) Corporate Compliance and Disclosures Regulation (CCDR)
- (v) Corporate Governance, Surveillance, and Enforcement (CGSE)

4.1 Operational Achievements

Compliance Monitoring

The gross filing rate of annual returns and the in-time compliance rate in the current quarter have increased, largely attributed to the communication campaign that forms part of the AR Bulk Deregistration. The success can be attributed to the use of multiple approaches in targeting SMME's, which include social media postings, podcasts, webinars, and the issuing of legal notices.

The improvement in overall compliance rates can be used as an indicator of the growing awareness and understanding among businesses, especially SMME's, about the importance of adhering to regulatory requirements.

This improvement also showcases a shift in the culture of timeous submissions, reflecting a more stable and organised business environment. This is paving the way for a well-regulated business system.

Human Capital Management

The development and implementation of the approved Employment Equity Plan, although in partiality (as a consequence of the moratorium as a cost containment measure), continues to enhance the strategic alignment of the CIPC with broader national policies and agendas.

This shows that there is a commitment to promoting equality and inclusion within the CIPC in alignment with the broader community.

4.2 Significant Projects

The CIPC is currently in the conceptualisation phase of a novel programme that aims to integrate IP education into the school curriculum. The primary objectives of this initiative are to influence policy development and create a lasting impact. While the unit has initiated discussions with officials from the Department of Basic Education (DBE) regarding this project, we have yet to receive a response from them. As our next course of action, the unit is planning to engage a service provider to assist in developing a comprehensive business case for this initiative.

One key challenge we have identified is the need to establish effective metrics to measure the impact of our education and awareness efforts. To address this challenge, the Innovation, Policy, and Outreach unit is actively working on a strategy specifically tailored to education and awareness. Additionally, we are in the process of appointing a consultant to provide specialised expertise in this area.

4.3 Partnerships and Collaborations

Effective partnerships and collaborations, both local and international, are essential for enhancing efficiency, harnessing the resources of our valued partners, and facilitating the sharing of information and resources where relevant. This association involves sharing best practices, engaging in collaborative efforts, targeted capacity-building programmes, and initiatives to raise awareness about intellectual property (IP). It also entails keeping abreast of international developments to support the modernization of IP legislation and regulations, ultimately leading to improved efficiency and service delivery.

Collaboration empowers us as the CIPC and CIPC partners to work harmoniously, pooling our knowledge, expertise, and resources towards shared objectives. This cooperative spirit yields benefits such as heightened productivity, enhanced efficiency, improved communication, cost savings, a culture of innovation, and the nurturing of stronger business relationships.

Business collaboration at the CIPC takes various forms, with options including strategic alliances and joint ventures. In the current quarter, CIPC has diligently cultivated and leveraged partnerships in alignment with its mandate to become a world-class regulator, thereby contributing to the enhancement of the ease of doing business in South Africa.

Collaboration with Law Enforcement Agencies and the National Prosecuting Authority (NPA)

In this quarter, the CIPC has proactively fostered collaborations with the NPA and other law enforcement agencies. These collaborations are aligned with the Financial Action Task Force (FATF) requirements, focusing on training law enforcement agencies in financial crimes and jointly investigating cases of high impact. Notably, this partnership has not only led to a better understanding of each other's operational environments but has also underscored the utility of CIPC's data in the investigation of financial crimes. This collaborative effort has already borne fruit, with several high-impact investigations underway. Furthermore, the CIPC's Corporate Compliance and Disclosures Regulation (CCDR) team has engaged with the JSE enforcement team to strategize joint investigations and refer cases related to non-compliance observed in listed companies.

Partnership with the National School for Government

The CIPC is actively preparing to establish a partnership with the National School for Government to support the CIPC Learning Academy, underscoring our commitment to continuous learning and development.

Quarterly Stakeholder Meetings

Our ongoing engagements include regular quarterly meetings with key stakeholders such as banks, SARS, FSCA, and professional bodies in accounting, management, and legal fields. These sessions serve as forums for discussing mutual interests and generating innovative ideas to enhance the business rescue landscape. The CIPC actively shares information with the South African Revenue Service (SARS) to enable early detection of unauthorised changes in company directorships, contributing to the maintenance of compliance and transparency.

Internal Collaboration

The CIPC has also leveraged collaboration between its Corporate Governance, Surveillance, and Enforcement (CGSE) and Companies Enforcement and Valuation Compliance (CEVC) units to provide training to the NPA on Companies Act offences and provisions concerning Beneficial Ownership. Our enforcement team has also actively participated in workshops aimed at information sharing among government departments, institutions, agencies, and oversight bodies to combat corruption in South Africa.

5. Challenges and Mitigations

Reflecting upon the dynamic nature of the CIPC's operational environment, ongoing examination of the challenges, obstacles, and lessons learned is essential to facilitating continuous improvement. These challenges not only demonstrate our commitment to addressing complex issues but also highlight our dedication to driving progress. The CIPC firmly believes that a candid assessment of these obstacles is essential for a genuine appreciation of the progress achieved in our endeavours.

The following section focuses on the challenges encountered during Quarter 2 of the 2023/24 FY. It is crucial to acknowledge and address these obstacles directly, as they provide valuable opportunities for growth and innovation.

This section will interpret not only the challenges that have arisen but also the proactive strategies employed to mitigate their impact. It will examine how the various divisions and units identified these challenges and harnessed their collective expertise to mitigate them, or lack thereof. It will also explore the lessons learned in the process and the improvements that have been implemented to strengthen the CIPC's approach.

The information represented herein was gathered from the following divisions:

- (i) Corporate Governance, Surveillance, and Enforcement
- (ii) Director, Members, and Practitioners
- (iii) Disclosures
- (iv) Finance and SCM Unit
- (v) Human Capital
- (vi) Innovation, Policy, and Outreach

5.1 Availability and Capacity of Specialist Skills

A key challenge the CIPC has faced in the current quarter period is related to its human resourcing needs. This has been a pain point for several units in the CIPC such as:

- **Supply Chain Management Unit:** The resource constraints have significantly affected the unit's ability to meet the Service Level Standard of 109 days for awarding tenders. In the second quarter, only 66% of tenders were awarded within the stipulated time, in contrast to the 100% achievement in the first quarter. Moreover, due to a heavy reliance on procurement for external service providers, such as the digitization of CIPC records, delays have arisen in the procurement process, impacting project timelines.
- **Enterprise Information Management:** A shortage of specialist resources has had an adverse impact on the development of CIPC's data warehousing, posing a challenge to the enhanced business intelligence platform. Although RFQs have been sent out to the market, responses from bidders have been limited or inadequate. This is a common, persistent concern for the CIPC.
- **Corporate Governance, Surveillance, and Enforcement:** During the second quarter, the unit lost two investigators, leading to an increased caseload shared among the remaining five investigators. This increased workload has created inefficiencies in completing investigations.

- **Innovation, Policy, and Outreach:** This unit currently does not have support staff, which has limited its capacity to produce knowledge products, carry out knowledge transfer initiatives, and establish partnerships effectively.
- **Corporate Legal and Policy Support:** The legal unit relies on the State Attorney's Office to represent the CIPC in court proceedings and investigations. The process of procuring the services of the State Attorney's Office can be cumbersome and time-consuming, further constraining the already limited resources.
- **Applications and Architecture:** The unavailability of business and subject matter experts has resulted in delays in the development of applications that support the efficient and effective running of the CIPC.

However, there have been a few mitigation strategies below that have been proposed to assist the business units in this regard:

1. The temporary reassignment, or secondment, of staff from other divisions to the units facing resource shortages.
2. Engaging external resources, such as consultants, to augment the existing workforce.
3. Implementing job rotation for staff to address resource constraints.

5.2 Technology

In pursuit of its strategic vision to evolve into a world-class modern regulator, the CIPC (Companies and Intellectual Property Commission) has made it a paramount priority to streamline and automate the administrative facets of its operations. Embracing digital transformation is not merely an aspiration but a fundamental necessity to enhance efficiency and deliver exceptional service to its stakeholders.

However, this quarter has presented a unique set of challenges in realising this vision, primarily revolving around the digital infrastructure. The CIPC is currently contending with several pivotal issues that warrant thorough examination.

- **Legacy Systems:** One of the challenges faced by the CIPC pertains to legacy systems that have, over time, become an impediment to seamless digital operations. The persistence of these outdated systems poses obstacles to efficiency, data management, and overall agility.

The Directors, Members, and Practitioners (DMP) unit has reported challenges with legacy systems, particularly in the dispatch machines that send out correspondence to clients. Nevertheless, it is able to maintain a high SDS compliance rate. A new director amendments process is currently being implemented, which is doing away with the dispatch. Clients will then upload documents sent to them without any delays. We are awaiting the rollout of this new system in order to monitor its effectiveness before rolling it out to other processes.

- **Limited Integration with Partnering Entities:** Achieving a comprehensive, interconnected digital ecosystem is essential for the CIPC's mission. Regrettably, there have been challenges related to limited integration with partnering entities, leading to inefficiencies, data silos, and impediments to smooth collaboration. The DMP collaborates with SARS with the aim of early

detecting unauthorised changes of directors. However, since the CIPC and SARS's systems are not integrated, it has resulted in resorting to manual processes in the collaboration. Currently, the DMP is collaborating with the Innovation and Collaboration Unit to address the issue in a pragmatic manner. However, the CIPC must consider a long-term integrated digital environment with its social partners.

- **Limited Automation in Administrative Processes:** A central component of the CIPC's modernisation objective is the automation of administrative processes. This quarter, we have encountered challenges in the automation of certain administrative functions, which have the potential to affect service delivery and stakeholder satisfaction.
 - The Disclosures Unit has seen limited access to automated applications. Furthermore, the unit has observed an increase in the number of paper-based requests received compared to the first quarter. Notwithstanding its challenges, the unit has been able to reduce turnaround times for paper-based disclosures from 7.3 days to 6.5 days.
- **Delays in the implementation of a new system.** The performance management process, i.e., the standard appraisal process, has been impacted by delays in the implementation of the new system. This has led to performance appraisals being loaded later than planned. However, from the third quarter on the performance management process should proceed as planned.

In the face of these pressing digital infrastructure challenges, the CIPC remains resolute in its commitment to advancing as a forward-thinking, technology-driven regulator. Our aim is to not only identify and address these challenges but also to uncover opportunities for continuous improvement. Through strategic planning and dedicated efforts, we aspire to overcome these hurdles and pave the way for a more agile, integrated, and efficient future.

6. Customer and Stakeholder Engagement

The information represented herein was gathered from the following divisions:

- (i) Client Engagement
- (ii) E-Communications
- (iii) Strategic Communications

The CIPC has been making efforts to build and maintain its reputation as a credible and reputable registrar and regulator of companies. Efforts to build and protect its reputation are related not only to media management but also to the way in which CIPC interacts with its customers and stakeholders.

The CIPC leverages opportunities to receive free publicity through engaging media on highlights and milestones that the CIPC achieves. Some of the engagements are to state the CIPC's position on matters that impact our reputation. We also regularly monitor media coverage to track CIPC's reputation, track the effectiveness of media releases, and gauge media sentiments on the coverage of CIPC stories, and to identify matters that are likely to become issues and take corrective action.

Successes

The CIPC has achieved significant success in building and maintaining its reputation as a credible and reputable registrar and regulator of companies. One key success has been the implementation of communication plans for projects and campaigns, both internally and externally. This proactive approach to communication has allowed the CIPC to effectively engage with its customers and stakeholders, ensuring that they are well informed about the CIPC's initiatives and milestones. By keeping stakeholders in the loop, the CIPC has been able to foster a sense of transparency and trust, which is crucial for maintaining a positive reputation.

Additionally, the CIPC has successfully conducted media monitoring to mitigate against issues that may impact its reputation. By diligently tracking media coverage and gauging media sentiments, the commission has been able to identify potential issues and take corrective action in a timely manner. This proactive media management approach has not only helped to protect the CIPC's reputation but has also allowed the CIPC to address any misconceptions or concerns that may arise. By staying ahead of the curve, the CIPC has demonstrated its commitment to open communication and accountability.

Furthermore, the development and approval of a stakeholder management framework through governance channels is another significant success for the CIPC. This framework provides a structured approach to engaging and managing stakeholders, ensuring that their needs and concerns are addressed effectively. By establishing clear channels of communication and implementing a systematic stakeholder management plan, the CIPC has demonstrated its commitment to fostering positive relationships with its stakeholders. This success has not only strengthened the commission's reputation but has also enabled the CIPC to gain valuable insights from its stakeholders, helping to inform its decision-making processes.

Challenges

Despite the CIPC's successes in customer and stakeholder engagement, several challenges need to be addressed. One of the primary challenges is the capacity and competencies within the organisation. The CIPC is faced with delays in approvals for supply chain management (SCM) items, which hinders

its ability to implement communication plans and engage with stakeholders effectively. This capacity challenge not only impacts project timelines but also limits the commission's ability to allocate resources to critical communication initiatives. To overcome this challenge, it is crucial for the CIPC to prioritise the development of its internal capacity and competencies, ensuring that it has the necessary resources to handle its communication needs.

Another challenge faced by the CIPC is the lack of a dedicated resource to handle media management. While the organisation has been successful in conducting media monitoring, the absence of a dedicated professional to handle media relations and engagement hampers its ability to manage its reputation proactively. By recruiting a communications specialist who can focus solely on media management, the CIPC will be better equipped to address media inquiries, respond to potential issues, and leverage media opportunities for positive publicity. This dedicated resource will not only enhance the CIPC's media engagement but will also contribute to its overall reputation-building efforts.

Furthermore, the capacity challenges within the CIPC result in competing priorities, which ultimately impact project timelines. With limited resources and conflicting demands, the organisation struggles to allocate sufficient time and attention to communication initiatives. To address this challenge, it is recommended that the CIPC increase its capacity in the unit responsible for communications. By investing in additional resources, the organisation can ensure that communication projects receive the necessary attention and resources, enabling them to be executed effectively and within the desired timeframes.

Recommendations

To address the challenges identified and further enhance customer and stakeholder engagement, the following recommendations are proposed:

Firstly, the CIPC should prioritise and invest in increasing the capacity within its communication unit. By recruiting additional personnel with expertise in communication, the organisation will be able to improve its communication efforts significantly. These specialists can provide the necessary support for implementing communication plans, managing media relations, and engaging with stakeholders effectively. Increased capacity will not only alleviate the challenges faced by the organisation but will also enable it to take a more proactive approach to communication.

Secondly, it is crucial for the CIPC to recruit a dedicated communications specialist who will be solely responsible for media management. This individual will play a pivotal role in engaging with the media, responding to inquiries, and proactively managing the organisation's reputation. By having a dedicated resource focused on media relations, the CIPC can ensure that its messages are effectively communicated, potential issues are addressed promptly, and positive media opportunities are leveraged to enhance its reputation.

Lastly, the CIPC should conduct a stakeholder mapping exercise and develop a comprehensive stakeholder management plan. By consulting with divisions and identifying key stakeholders, the organisation can gain a deeper understanding of their needs, concerns, and expectations. This exercise will enable the CIPC to tailor its communication strategies and engagement initiatives to meet the specific requirements of its stakeholders. A well-defined stakeholder management plan will ensure that the CIPC maintains positive relationships with its stakeholders and effectively addresses their needs, further enhancing its reputation as a credible and reputable organisation.

By implementing these recommendations, the CIPC will be able to overcome its challenges, build on its successes, and further strengthen its customer and stakeholder engagement efforts. This, in turn, will contribute to the organisation's continued growth and success as a trusted registrar and regulator of companies.

When engaging with customers and ensuring that the best service is delivered, the reduction in the number of days taken to resolve queries and the increase in the queries closed within 10 days indicate our commitment to providing our customers and stakeholders with value.

The table below demonstrates the overall performance of the CIPC's customer contact platforms.

Table 4: Customer Contact: Call Centre, QRS, and social media

Platform	Number	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Call centre	Calls received	57 833	57326		
	Calls answered	35 759	37126		
	Calls abandoned	21 953	20067		
	Lost calls	121	133		
	% calls answered	62%	65%		
Query Resolution System	Queries received	39 987	44126		
	Queries closed	39 903	42235		
	Queries closed within 10 days	91%	95%		
	Average Turnaround Time (ATAT)				
Facebook	Queries received	12 450	11488		
	Queries resolved (%)	8 719 (70%)	11249 (98 %)		
Twitter	Queries received	1 725	888		
	Queries resolved (%)	1 158 (67%)	798 (89.9%)		

7. Employee Wellness and Talent Development

This section highlights the CIPC's various initiatives to promote employee development, training, and talent acquisition. It also recognises notable employee achievements and recognitions and explores the organisation's commitment to employee engagement, wellness, equity, and labour relations.

The CIPC's corporate culture is built on the pillars of employee wellness and talent development. By investing in the growth and well-being of its workforce, the CIPC aims to attract, retain, and develop top talent, creating a productive and engaged work environment.

From structured training sessions to mentoring programmes, the CIPC is committed to providing its employees with the skills and knowledge they need to succeed in their roles. However, the alignment and contribution to the overall organisational objectives and goals should be assessed closely. Highlights from the current quarter period are outlined below:

- **Continuous training of managers and employees regarding labour relations matters** contributed to reducing complaints regarding conduct. Sustaining this will ensure the practical implementation of the training and further promote a positive work environment.
- Although the number of training sessions conducted has decreased, there has been an increase in the attendance rate for these sessions. However, it is **imperative to address the persistent concern regarding the attendance rate and implement employee feedback surveys and post-training assessments** to ensure that all relevant staff members can benefit from the training provided. Efforts to understand the underlying factors affecting attendance and to implement suitable measures to enhance participation could significantly enhance the impact of the training initiatives and contribute to a more compliant and informed workforce. Such assessments would allow the CIPC to tailor its training programmes to better meet the needs of its employees.
- **Staff training on critical or priority areas such as AI, data, and analytics** has been noticeably absent, as per the information provided. The current training programmes and workshops appear to be primarily focused on personal development rather than being aligned with the organisation's long-term strategic goals, as outlined in Vision 2030. The delayed implementation of a skills development plan through a training calendar poses a challenge, hindering the assessment of the CIPC's alignment with broader national initiatives and objectives. Additionally, the lack of these tools hampers the identification of existing skill gaps within the CIPC. Resolving this issue is vital to ensuring that training plans and programmes are effectively tailored to address the specific areas of improvement and enable the organisation to make strategic advancements in key areas.

This situation not only impacts our ability to keep up with the evolving technological landscape but also limits our capacity to nurture a workforce equipped with the necessary skills to drive our growth. Addressing these challenges will foster a more resilient and adaptable workforce capable of meeting the demands of the modern business environment.

8. Conclusion

This report outlines the CIPC's 2023/24 Quarter 2 performance against its goals, objectives, and targets, as outlined in its plans, the CIPC Strategic Plan, the Annual Performance Plan (APP) and the Annual Operational Plan (AOP) for the 2023/24 reporting period.

For the quarter in review, the CIPC has made significant strides towards achieving its strategic goals and objectives. In pursuit of its objectives, the CIPC has achieved 8 out of 11 of its strategic milestones for Quarter 2. Notably, two of the unmet milestones were part of Programme 1: Service Delivery and Access due to significant delays in various aspects of the OD project. This issue directly impedes the effective execution of our programme's purpose and mission, which revolve around ensuring that our resources are well capacitated to effectively contribute to achieving the CIPC's strategic goals.

The CIPC's financial management in Quarter 2 has demonstrated positive trends, with revenue growth surpassing expense growth and a close alignment between revenue and spending. The significant reduction in the salary bill as a percentage of total revenue, alongside reduced allowances, indicates a more efficient allocation of resources and underscores the organisation's commitment to financial health and long-term sustainability. However, some areas demand closer scrutiny to optimise resource allocation and financial sustainability. The overreliance on consultant services and underutilisation of resources are key areas of concern that the CIPC must address to ensure effective and efficient resource management.

The CIPC has made significant strides in improving compliance monitoring, indicating a growing awareness among businesses, particularly SMMEs, of the importance of adhering to regulatory requirements. The commitment to the Employment Equity Plan demonstrates the organisation's dedication to promoting equality and inclusion. The proposed integration of IP education into the school curriculum and ongoing partnerships with law enforcement agencies highlight the CIPC's focus on policy development, transparency, and combating financial crime. Regular engagements with key stakeholders ensure a collaborative approach to enhancing the business rescue landscape and addressing corruption. These initiatives reflect the CIPC's proactive efforts to contribute positively to South Africa's business environment and regulatory landscape.

The CIPC has encountered a quarter marked by various challenges, lessons, and achievements. As it looks ahead, the commission is committed to building on past successes and addressing challenges with a focus on innovation, growth, and excellence. Several key priorities have been outlined, including positioning its HCM and ICT units more proactively in strategic planning and accelerating the implementation of the OD project to enhance efficiency and agility.

Internal capacity development is a significant concern, aiming to reduce reliance on external services and invest in staff training and development. The alignment of performance contracts with broader national objectives and the creation of an in-house legal division underscore the CIPC's commitment to self-sufficiency and legal autonomy.

Moreover, the CIPC recognises the importance of collaboration with partners to navigate complex market conditions and promote innovation. This collaborative mindset will help the organisation unlock new growth avenues, strengthen its competitive advantage, and deliver sustainable success. Overall, the CIPC is poised to continue its journey towards excellence and a positive impact on South Africa's business environment.

Ancillary Tables – For the purpose of gathering data

The table below illustrates performance in key service areas in terms of volume, average Turnaround Time (TAT), and percentage of transactions processed in line with Service Delivery Standards (SDS).

Based on the below, it is worth noting:

- The applications and registration volumes indicated herein may be used as an indicative measure, but the value lies in the indication of the economic and social contribution post-engagements with the CIPC. Therefore, the volumes serve as indicators of the efficiency of the CIPC in executing its mandate.

Demand for Services

Table 5: Key Services – Volumes, Average TAT and SDS

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Patent applications	Number	2 688	2 262		
	ATAT	2	2		
	SDS (2 working days)	100%	100%		
Patent certificates	Number	2 110	1690		
	ATAT	23	15		
	SDS (44 working days)	100%	100%		
Patent renewals	Number	8 703	10110		
	ATAT	2	3		
	SDS (3 working days)	100%	99,54%		
Design applications	Number	299	314		
	ATAT	2	2		
	SDS (2 working days)	99%	100%		
Design certificates	Number	326	360		
	ATAT	9	13		
	SDS (44 working days after publication)	100%	100%		
Designs renewals	Number	1 457	1761		
	ATAT	2	2		
	SDS (3 working days)	100%	99,89%		
Copyright in film applications	Number	2	5		
	ATAT	100%	100%		
	SDS (1 working day)	1 day	1 day		
Copyright in film registrations	Number	0	0		
	ATAT	N/A			
	SDS (22 working days)	N/A			
Trade Mark applications	Number	Local = 4,210 Foreign = 5,434	9850		
	ATAT	97%	96%		
	SDS (3 working days)	3 days	3 days		
Trade Mark registrations	Number	8 572	7810		
	ATAT	87%	90%		
	SDS (90 days + 90 days)	180 days	180 days		
	Number	9 831	10 137		

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trade Mark Official Action	ATAT	92%	93%		
	SDS (10 months/304 days)	304 days	304 days		
Trade Mark Renewals	Number	8 459	6 331		
	ATAT	98%	97%		
	SDS (3 working days)	3 days	3 days		
Name reservations	Number	123 134	129508		
	ATAT	1.89	1.47		
	SDS	50%	64%		
Companies Registrations	Number	102 487	109610		
	ATAT	2	1.45		
	SDS	54%	69%		
BBBEE Certificates	Number	91 788	192091		
	ATAT	Immediate	Immediate		
	SDS	100%	100%		
Co-operative Registrations	Number	1 616			
	ATAT	1 day			
	SDS (3 days)	1 day			
Director Amendments	Number	Electronic = 40 878 Manual = 1 388	Electronic = 43 956 Manual = 1 255		
	ATAT	Electronic = 1 day Manual = 2 days	Electronic = 1 day Manual = 2 days		
	SDS	Electronic = 2 days Manual = 3 days	Electronic = 2 days Manual = 3 days		
Member Amendments	Number	Electronic = 4 001 Manual = 1 753	Electronic = 4 550 Manual = 1 788		
	ATAT	Electronic = 1 day Manual = 1 day	Electronic = 1 day Manual = 1 day		
	SDS	Electronic = 2 days Manual = 3 days	Electronic = 2 days Manual = 3 days		
Company Name Changes	Number	13 523			
	ATAT	Immediate			
	SDS	100%			
Company Financial Year End Changes	Number	1 264			
	ATAT	Immediate			
	SDS	100%			

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Business Rescue Cases Registered (New)	Number		106		
	ATAT		1 day		
	SDS		2 days		
Business Rescue Practitioners Registrations/Licensing	Number		34 (licensing) & 51 Appointments		
	ATAT		1 days		
	SDS		2 days		

Annexure A – Internal Audit Report

1. Purpose of the Report

This report provides a high-level summary of progress made with regard to the implementation of corrective actions to address previously reported audit findings. The report covers findings emanating from the audit conducted by the Auditor General (AG) for the 2022/23 financial year as well as findings and observations from internal audits conducted in the 2019/2020, 2020/2021, 2021/2022, 2022/23, and 2023/2024 financial years. Details of progress are contained in the respective registers attached to this report.

2. Summary of all Unresolved Internal Audit Findings

Audits assignment Involved = **19**

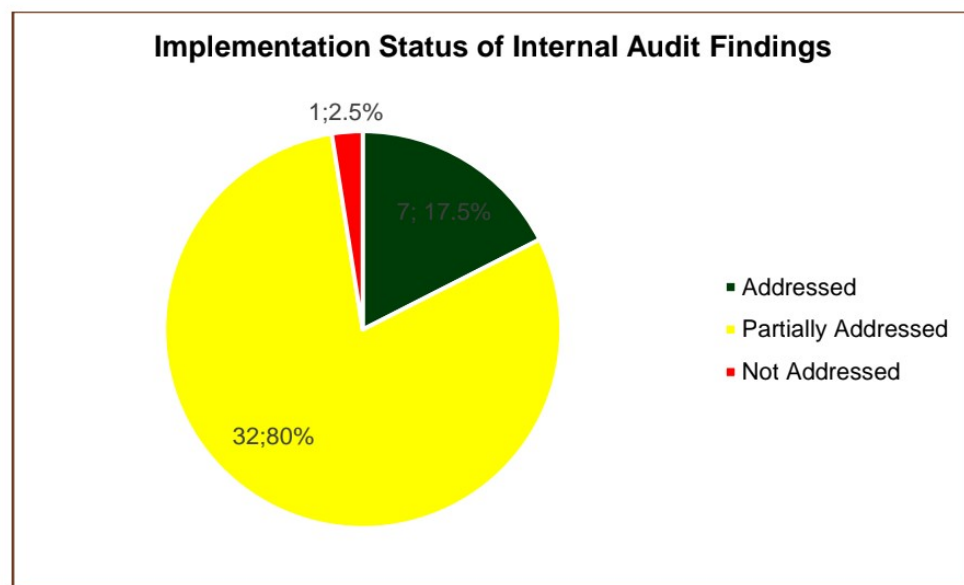
Total findings at the beginning of Q2 of 2023/2024 = 40

Total findings resolved/addressed/ Risk accepted = 7

Total findings in progress/Partially addressed = 32

Total findings not addressed = 1

The graph below depicts the percentage of action taken by management to address Internal Audit findings which were previously reported:



3. Auditor General Findings 2023/24

Opening findings balance at beginning of Q2 2023/2024 = 15

Addressed and risk accepted in Q2 of 2023/2024 = 5

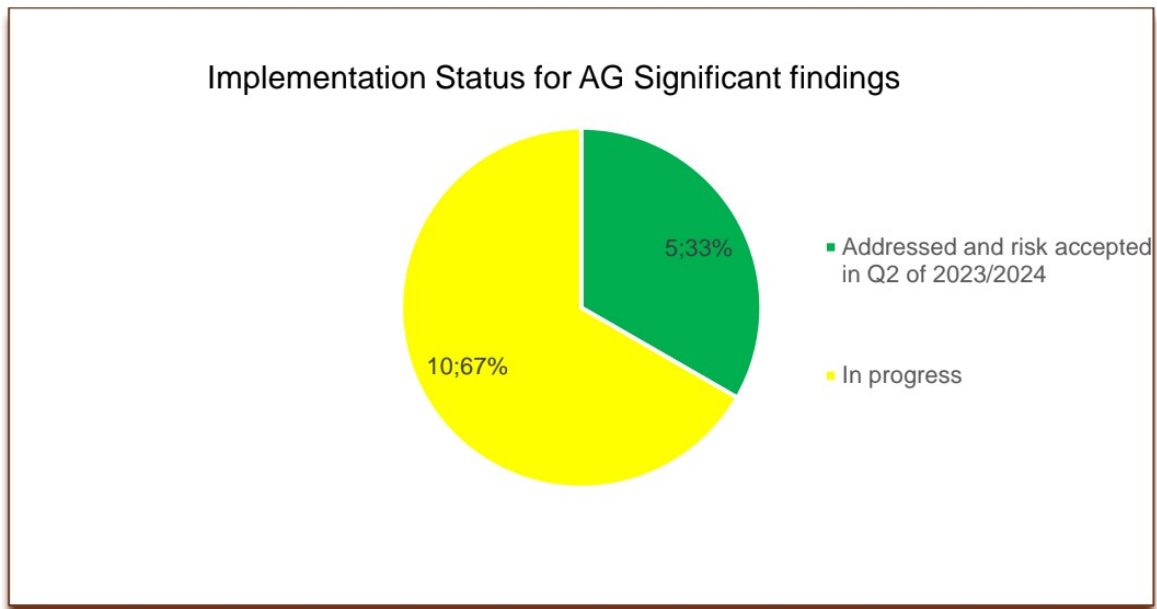
In progress = 10

Not addressed = 0

Audit Assignment	Q2 2023/2024 opening balance	Addressed and risk accepted in Q2 of 2023/2024	In progress	Not Addressed
AG: Management report findings	15	5	10	0

Audit Assignment	Q2 2023/2024 opening balance	Addressed and risk accepted in Q2 of 2023/2024	In progress	Not Addressed
% Total	100%	33%	67%	0

The graph below depicts the percentage of action taken by management to address Internal Audit findings which were previously reported:



4. Internal Audit Findings

4.1 2019/2020

Audit Assignment	Total outstanding findings at beginning of Q2 2023/2024	Addressed and risk accepted - Total	Partially Addressed	Not Addressed - Total
Training	2	0	2	0
Penetration test	1	1	0	0
TOTAL	3	1	2	0

4.2 2020/2021

Audit Assignment	Total outstanding findings at beginning of Q2 2023/2024	Addressed and risk accepted - Total	Partially Addressed	Not Addressed - Total
Financial Statement Reporting	1	0	1	0
TOTAL	1	0	1	0

4.3 2021/2022

Audit Assignment	Total outstanding findings at beginning of Q2 2023/2024	Addressed and risk accepted - Total	Partially Addressed	Not Addressed - Total
Recruitment	2	0	2	0
Budget Follow up	1	1	0	0
Telecommuting	1	0	1	0
TOTAL	4	1	3	0

4.4 2022/2023

Audit Assignment	Total outstanding findings at beginning of Q2 2023/2024	Addressed and risk accepted - Total	Partially Addressed	Not Addressed - Total
Facilities Management	3	1	2	0
Staff Performance Management	2	0	2	0
Labour Relations	2	0	2	0
Supply Chain Management	1	0	1	0
Call Centre	1	1	0	0
Cyber Security	2	0	2	0
MOI - Amendment	1	0	1	0
Stakeholder Engagement	3	2	0	1
Disaster Recovery	2	0	2	0
Call Logging & Incident Management	3	0	3	0
Asset Management	1	1	0	0
TOTAL	21	5	15	1

4.5 2023/2024

Audit Assignment	Total outstanding findings at beginning of Q2 2023/2024	Addressed and risk accepted - Total	Partially Addressed	Not Addressed - Total
Staff Establishment and Maintenance	4	0	4	0
Substantive Search and Examination	7	0	7	0
TOTAL	11	0	11	0

Annexure B – Governance Risk and Compliance Risk

Purpose

This report provides a summary of the work carried out by the GRC division during the quarter 2 of the 2023/2024 financial year.

Highlights

Summary of achievements for the quarter.

- Governance committee evaluations.
- 100% declaration of interest forms submitted
- Review of declaration of Interest Policy
- Disaster Management Plan finalisation

Matters for Recommendation/Approval

None.

Governance and Ethics

Governance Framework

An assessment of all governance committees was conducted, focusing on their effectiveness and identifying areas for improvement where necessary. Overall, the results of the evaluation indicate general satisfaction with the manner in which governance structures are managed. In the future, when reviewing Governance Framework and processes, we will take into account suggested improvement opportunities governance.

There was limited participation by members of the internal committees. This is concerning in those views, concerns, and areas of improvement that could enhance the entire governance process remain unexpressed. To an extent, regular reviews conducted as part of the governance process mitigate this risk area.

Ethics

Implementation of the Code of Conduct and Ethics Policy continues. There are no ethical issues reported for the quarter under review. Ongoing awareness is conducted as part of other GRC processes, such as the declaration of interest, which is intertwined with the management of ethics.

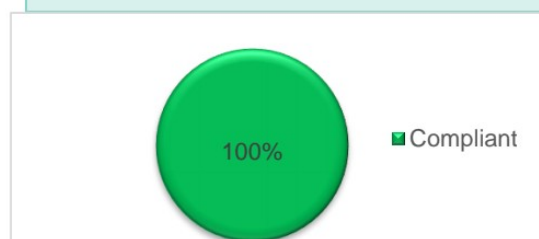
An Internal Audit of the processes implemented by the CIPC to manage ethics was conducted, with some areas for improvement identified.

Declaration of Interest

For this financial year, there has been a significant improvement in the submission compliance rate of the declaration forms. The sessions conducted in conjunction with the “open period” for submissions and the regular reminders proved to be beneficial. The results for the quarter are indicative of the improved maturity of the organisation.

- As of 30 September 100% of declaration forms had been submitted. The 454 total is inclusive of interns. This is a noteworthy achievement compared to the 90% recorded in same period of the past financial year.
- A process to verify the completeness and accuracy of declarations is underway.

Status of compliance as at 30 Sep 2023	Employees	%
Compliant	454	100%



Category of declaration	# of declarations
Directorship and partnership non-remunerated	105
Directorship and partnership remunerated	09
Trusts	04

Status of Policies as at 30 September 2023

Table 6: Status of Policies (Q2, FY2023/24)

Comparison	No of policies	Up to date	Due for review	New Policies	In progress
Division	No of policies	Up to date	Due for review	New policies	In progress
HR	16	3	0	3	9*
BISG	11	8	2	0	1
Finance	8	6	2	0	0
Facilities and security	4	3	0	0	1
Client engagement	1	1	0	0	0
GRC	7	7	0	0	0
Strategy	4	2	0	0	2
TOTAL	51	30	13	3	5

* Exco resolution move review dates to 2024

List of policies due for review:

Table 7: Policies for Review

BISG (2)		Finance(2)	
1.	IT backup management policy (12 months)	1.	Cash management policy (1 month overdue)
2.	ICT Project Management policy (12 months)	2.	Payroll administrative policy (3 months overdue)

Policy age analysis

- a) An ongoing review of both BISG policies that are overdue for 1 year is underway.
- b) All policies from the following divisions: Strategy and GRC met the prescribed 3-year policy review standard.
- c) Due to operational constraints and other considerations, EXCO resolved to move the due date of nine (9) HR policies, which fell outside the review period, to 2024.
- d) The Client Engagement division met the prescribed policy review standard. Its Digital Media Policy (the only policy) was updated within the prescribed 3 years.
- e) Five (5) new policies are earmarked for development in this financial year.

RISK MANAGEMENT

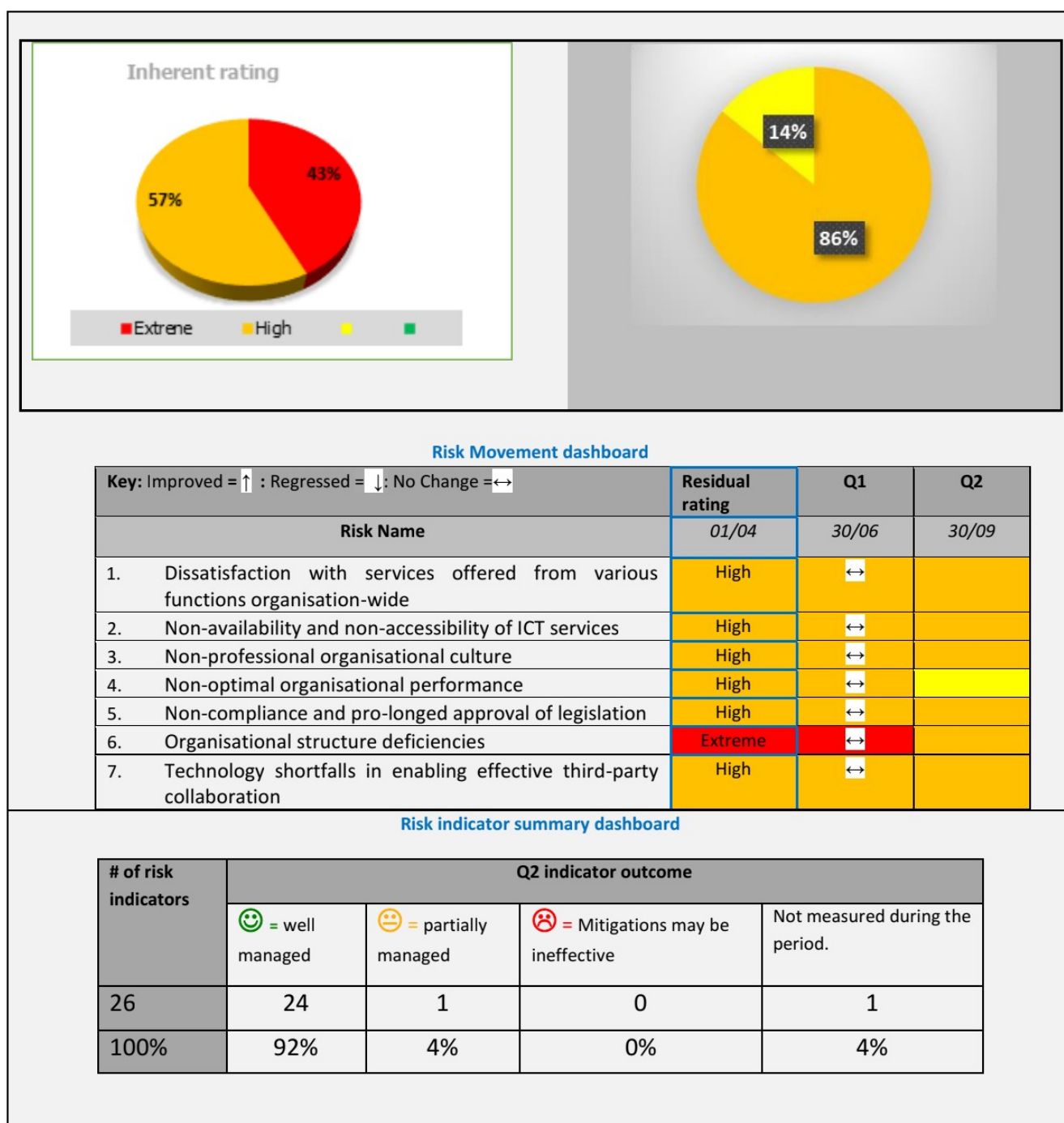
Overview

This section provides progress on the management of strategic risks during the reporting period. Implementation of strategic mitigating actions for Q2 is summarised under 5.2 below.

Strategic Risk Dashboard

The strategic risk dashboard below provides a summary of strategic risk ratings as of 30 September 2023.

Figure 5: Strategic Risk Dashboard



The residual rating improved in comparison with the inherent rating at the beginning of the period.

Emerging Risks

The Executive Committee discussed various issues emanating from the external environment to consider their impact on the CIPC's strategy going forward.

- **Geopolitical risks** - geopolitical tensions in the CIPC strategy. What is the impact on the relations the CIPC has formed with global partners?

Geopolitical instability increases the risk of cyberattacks. How does CIPC respond to this growing risk?

- **BRICS** - The influence of BRICS on the CIPC strategy going forward. What are the pros and cons?
- **Cost of Living Crisis** - The escalating and complex effects of economic and other conditions (such as availability and cost of energy and inflation) on the CIPC strategy.
- **Artificial Intelligence (AI)** - Does the CIPC have the capacity to identify and deal with autonomous the actions of advanced AI?

These and other issues will be included as part of the strategy review session. The outcome will be used to identify risks for the CIPC and develop corresponding mitigating controls.

Progress on Implementation of Risk and Fraud Plan

This section highlights progress made on each of the planned activities for the quarter.

Table 8: Progress in relation to Planned Activities

Activities	2023/24	Q1	Q2	Comments
1. Risk Management				
1.1 Risk management plan development and approval	a			
1.3 Strategic risk register annual review	a			
1.4 Risk appetite statement and tolerance levels review	a			
1.5 Operational strategic and operational root cause analysis	a			
1.6 Quarterly monitoring, review and reporting (strategic and operational risk)	a	a	a	
1.7 Operational risk review for all divisions	a			
1.8 Develop a third party risk management framework	a			Delayed to align with the newly developed stakeholder management Framework.
1.9 Conduct risk management awareness	a			
1.10 Develop Corporate BCP and Review DMP	a	a	a	
1.11 Review of BCM Risk register	a			
2. Fraud Prevention				
2.1 Fraud prevention plan review and approval for 2023/24	a			
2.2 Fraud Risk Register review	a	a		
2.3 Implementation of the ethics plan in line with the ethics framework	a	a		Due to re allocation of resources.
2.4 Fraud data analysis and reporting	a	a		
2.5 Fraud awareness and education	a	a		
2.6 Facilitate declaration of interest process in line with the approved policies	a	a		

Activities	2023/24	Q1	Q2	Comments
2.7 Maintain an effective fraud complaints case database	a	a		
2.8 Conduct investigations	a	a		
2.9 Quarterly reporting on fraud prevention to relevant governance structures	a	a		

Key:

Complete	In progress	Not done	Not planned for the period
----------	-------------	----------	----------------------------

A total of ten activities were planned for the quarter, eight of which were completed, making the overall performance 80%. The variance relates to activities that were in progress.

Fraud Prevention

This section provides information and progress on fraud related complaints and cases. It further outlines channels through which complaints were received and presents a summary of the nature of allegations received during the reporting period.

Complaints received

Table 9: Complaints Received (1st of July - 30th of September 2023)

Balance 01 Sep	Calls logged	Feedback Requests	Resolved	Balance 30 Sep
96	72	(2)	(81)	85

7.1.1 The number of calls logged increased by 47% compared to the previous quarter. While this huge increase adds to the backlog challenge, the relative improvement in the number of resolved complaints cushions the impact.

7.1.2 The management of administration of complaints remains a concern. A fraud complaint handling process review aimed at identifying the issues, root causes, and solutions is underway.

Status of Open Cases: 30 Sep 2023

Table 10: Status of Open Cases (30th of September 2023)

Total	Under investigation	Pending investigation
85	(44)	41

The total of unresolved cases comprises of 44 matters already under investigation at the end of Q2 with the remainder itemised under different stages of the complaint handling administration process.

Summary – Reporting Channels

Table 11: Reporting Channel Utilization

#	Channel	Received Cases
1	Hotline	60
2	Emails	12
Total		72

Summary - Nature of Cases

Table 12: Summary of the Nature of Cases, per category

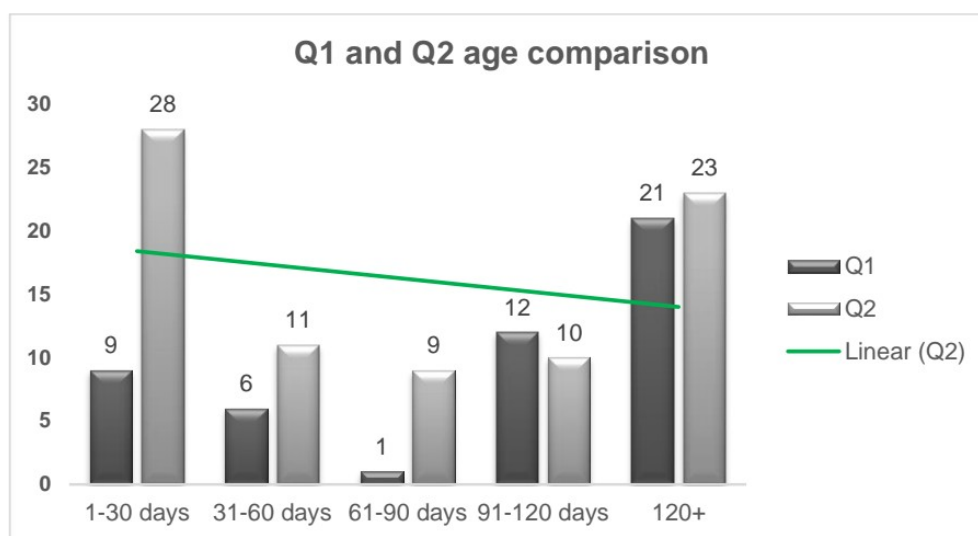
#	Types of cases	Q1		Q2	
		No. of Cases	%	No. of Cases	%
1.	Fraudulent removal or addition of directors	15	31%	21	26%
2.	Misuse of clients' accounts	02	4%	5	6%
3.	Fraudulent use of customer details to register a company	07	14%	20	25%
4.	Implicating CIPC employees	00	0%	0	0%
5.	Other:	23	47%	33	41%
6.	Other: Feedback request/ additional information	02	4%	2	2%
Total		49	100%	81	100%

- i. Both quarters of the current financial year recorded close to half the total number of complaints received. These complaints vary in nature, i.e., changes to passwords, fraudulent reinstatement of entities, and other complaints unrelated to fraudulent activities. Complaints about changes to the company information account for over half the number of total received for the reporting period.

Case Age Analysis

The average number of days it took to resolve complaints decreased from 97 to 63 days in Q1 and Q2, respectively. While the resolution period remains above the specified 30-day turnaround time, the number resolved within the threshold has improved significantly. Implementation of various management interventions, including stricter performance management of resources, is beginning to yield the desired results.

Figure 6: Case Age Analysis



Compliance Management

Legislative Compliance

Table 13: Compliance Table

Compliance Universe	Total Assessed in Q2	Compliance issues	Violations and penalties
59	20	0	0

There is no reported change in the compliance status from Q1, based on the management self-assessment conducted.

- A list of 20 high-risk acts was circulated to management for updating. The status remains unchanged. No compliance issues were reported for the period under review.
- Sections of the PFMA and Treasury Regulations were assessed for compliance for the period under review. Management was still awaiting the Minister's approval and tabling in Parliament a submitted copy of audited financial statements, including the audit committee report, PFMA 65(1).
- The submission of a budget of estimated revenue and expenditure for the 2023/2024 financial year (PFMA 53(1)) was still in progress.
- The rest of the assessed sections were compliant at the time of compiling the report.

Compliance with GRC Policies

There are no incidents of non-compliance with GRC and related policies reported for the period.

Business Continuity Risk Management

The process to revise and align the Disaster Management Plan with the Corporate Business Continuity Plan conducted in collaboration with relevant divisions was concluded. Collaboration between key units such as ICT, Facilities and Security, and Communications is ongoing. The process to develop and/or review technical continuity plans will ensure approval of the both the corporate DMP and BCP.

Adequate implementation of both Plans requires dedicated resources to support the process of implementation.

Resource Management

The existing structure and skills of the GRC division are not fully aligned with the evolving nature of its functions. To mitigate this, an operational strategy underpinned by four pillars is being implemented and seems to be yielding positive results.

Table 14: Four Pillars of Operational Strategy

No.	Pillar	Ongoing solutions
1.	Existing resources	• Performance Management • Job enrichment • Job rotation of staff. • In-house knowledge sharing
2.	Secondment	• of suitable of internal employees on voluntary basis • In house training and upskilling • Performance management
3.	Interns	• Implementation of intense internship program • Identification of skills • Ongoing assessments
4.	External Resources	• Sourcing of service providers

FOCUS FOR THE NEXT QUARTER

- Implementation of the Disaster Management and Business Continuity Plans.
- Verification of Declaration of Interest: Finalisation
- Strategic and operational risk reviews
- Finalisation of complaints handling process review.
- Review of third party risk model and identification of key third party risks.
- Revision of Risk and Fraud Plan

Annexure C – Finance Report

The financial report will be sent separately.

Annexure D – Compliance Checklist

Acts assessed	Responsible	Act Overview	Q2(2022/23)	Q2 Status changed (Y/N)	Q3	Q4
1. Basic Conditions of Employment Act 3 of 1983	D Mdluli /H Nobela	To effective to the right to fair labour practices by establishing and making provision for the regulation of basic condition of employment.	No change/ compliant	N	No change /compliant	No change / compliant
2. Companies Act (Act 71 of 2008)	C Klokow	To provide for the incorporation, registration, organisation, and management of companies and to provide for matters connected therewith	No change /compliant Additional IP comments submitted		No change /compliant	No Change / compliant
	J Mathekga	To provide for proper monitoring of compliance with the Companies Act, financial reporting standards, investigation and Enforcement in cases of non-compliance		No Change/ Compliant	No change /compliant	
	K Maboya	To provide for proper monitoring of compliance with the Companies Act, receive complaints and investigate and Enforcement in cases of non-compliance		No Change/ Compliant	No change/ Compliant	
	L Steenkamp	Referring matters to court and appearing before the court and Companies Tribunal as permitted or required by the Act. Liaising with other agencies – SARS, SAPS, NPA, etc.		No change/ compliant	No change /compliant	No change / compliant

Acts assessed	Responsible	Act Overview	Q2 (2022/23)	Q2 Status changed (Y/N)	Q3	Q4
	V Nkohla				No change/ compliant	
3. Co-operatives amendment Act, 2013 (Act 06 of 2013)	L Peters	To provide for the formation and registration of co-operatives.	No change/ compliant	No change/ compliant	No change/ compliant	No change/ compliant
4. Public Finance Management Act 1 of 1999	M Jasat	To regulate financial management in the national government and provincial government to ensure that all revenue, expenditure, assets and liabilities of the government are managed efficiently and effectively to provide for the responsibilities of persons trusted with financial management in those government to provide matters connected therewith.	no change/ compliant	Y	No change/ compliant	No change/ compliant
	N Mdletshe		No change		No change	
5. Trade Marks Act (Act 62 of 1963 and Act 194 of 1993)	F Coetzee	To provide for the registration of trade mark, certification trade mark and collective trade mark and to provide for incidental matters.	No change/ compliant	No change/ compliant	No change	No change/ compliant
6. Protection of Personal Information Act, 2013	L Steenkamp	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights	No change/ compliant Additional comments submitted	No change/ compliant	No change/ compliant	No change / compliant

Acts assessed	Responsible	Act Overview	Q2 (2022/23)	Q2 Status changed (Y/N)	Q3	Q4
		and to provide for matters connected therewith.				
7. Preferential Procurement Policy Framework Act 5 of 2000	S Motshweni/ M Jasat	To give effect to section 217(3) of the constitution by providing a framework for the implementation of the procurement policy contemplated in section 217(2) of the constitution and to provide for matters connected therewith.	No change/ compliant	Y	Changes to regulation will be effected into SCM policy by 31 March 2023	Changes to regulation will be effected into SCM policy by 31 March 2023
8. Labour Relations Act 28 of 1956	H Nobela	To change law governing labour relations and for that purpose – to give effect to section 27 of the constitution, to regulate the organisational right of trade unions. - To promote and facilitate collective bargaining at the work place and at sectoral level to regulate the right to strike and the course to lockout in conformity with the constitution. - To promote employee participation in decision-making through the establishment of the workplace forum to provide simple procedures for the resolution of labour dispute through statutory reconciliation,	No change/ compliant	No change/ compliant	No change/ compliant	No change / compliant

Acts assessed	Responsible	Act Overview	Q2 (2022/23)	Q2 Status changed (Y/N)	Q3	Q4
		mediation, and arbitration and through independent alternative dispute resolution services accredited for that purpose; - To establish the labour court and labour appeal court as a superior court with exclusive jurisdiction to decide matters arising from the Act. - To provide a simplified procedure for the registration of trade unions and employers organisation; and - To provide their regulation to ensure democratic practice and proper financial control to give effect to the public international law obligation of the republic relating to labour relations to amend and repeal certain laws relating to labour relations and to provide for incidental matters				
9. Broad-Based Black Economic	D Mdluli	To establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to	No change/compliant	No change/compliant	No change /compliant	No change / compliant

Acts assessed	Responsible	Act Overview	Q2 (2022/23)	Q2 Status changed (Y/N)	Q3	Q4
Empowerment Act, 53 of 2003		issue codes of good practice <i>and</i> to publish transformation charters to establish the Black Economic Empowerment Advisory Council <i>and</i> to provide for matters connected therewith				
	Christa Klokow	Issuing of BEE Certificates / Affidavits as per agreement with the B-BBEE Commission			No change /compliant	No Change / Compliant
10. Copyright Act (Act 98 of 1978)	K Petje	To regulate copyright and to provide for matters incidental thereto.	-		No change /compliant	
11. Counterfeit Goods Act (Act 37 of 1997)	A Lotheringen	To introduce measures aimed against the trade in counterfeit goods so as to further protect owners of trademarks, copyright and certain marks under the Merchandise Marks Act 1941, against the unlawful application, to goods, of the subject matter of their respective intellectual property rights and against the release of goods of that nature (called "counterfeit goods") into the channels of commerce; for that purpose _ to prohibit certain acts in relation to counterfeit goods as well as the possession of counterfeit goods in certain circumstances; to create offences in that regard and prescribe	-		No change/ compliant	

Acts assessed	Responsible	Act Overview	Q2 (2022/23)	Q2 Status changed (Y/N)	Q3	Q4
		penalties in relation thereto; to confer, in certain circumstances, upon inspectors and certain members of the South African Police Service the power, upon having obtained a warrant or upon being otherwise authorised by or in terms of this ACG to enter premises and there to search for, and, if found, to seize and remove counterfeit goods or suspected counterfeit goods for detention pending the finalisation of civil or criminal proceedings to be instituted or any other disposal thereof authorised by or in terms of the Act; to provide that the Commissioner for Customs and Excise and his or her staff, upon having granted an application to that end by the owner of an intellectual property right will have the power to seize and detain counterfeit goods or suspected counterfeit goods imported into or entering the Republic during a particular period and calculated to infringe that intellectual property				

Acts assessed	Responsible	Act Overview	Q2 (2022/23)	Q2 Status changed (Y/N)	Q3	Q4
		right; and to provide for incidental matters.				
12. Disaster Management Act 57 of 2002	L Mbedzi	To provide for an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery; the establishment of national, provincial and municipal disaster management centres; disaster management volunteers; and matters incidental thereto.	-		No change/ compliant	No change/ compliant
	B Kapumha		-			
	M Komane		-			
13. Employment Equity Act 55 of 1998	D Mdluli	To achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure equitable representation in all occupational categories and levels in the workforce.	-	No change/ compliant	No change / compliant	No change / compliant

Acts assessed	Responsible	Act Overview	Q2 (2022/23)	Q2 Status changed (Y/N)	Q3	Q4
14. Prevention and combating of corrupt activities, Act 12 of 2004	B Kapumha	The Prevention and Combating of Corrupt Activities Act 12 of 2004 intends: to provide for the strengthening of measures to prevent and combat corruption and corrupt activities; to provide for the offence of corruption and offences relating to corrupt activities; to provide for investigative measures in respect of corruption and related corrupt activities; to provide for the establishment and endorsement of a Register in order to place certain restrictions on persons and enterprises convicted of corrupt activities relating to tenders and contracts; to place a duty on certain persons holding a position of authority to report certain corrupt transactions; to provide for extraterritorial jurisdiction in respect of the offence of corruption and offences relating to corrupt activities; and to provide for matters connected therewith.		No change		
15. Patents Act (Act 57 of 1978)	M Nyatlo	To provide for the registration and granting of letters patent for inventions and for matters connected therewith.	No change/ compliant	No change/ compliant	No change/ compliant	

Acts assessed	Responsible	Act Overview	Q2 (2022/23)	Q2 Status changed (Y/N)	Q3	Q4
16. Designs Act (Act 195 of 1993)	M Nyatlo	To provide for the registration of designs and for matters connected therewith	No change/ compliant	No change/ compliant	No change/ compliant	
17. Promotion of Access to Information Act 2 of 2000	V Skosana	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.	No change/ compliant		No change/ compliant	
	L Mbedzi		-		No change/ compliant	No change/ compliant
	L Steenkamp		-	No change/ compliant	No change/ compliant	No change / compliant
18. Skills Development Act 97 of 1998	D Mdluli	To provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African work force; to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide for the financing of skills development by means of a levy-grant scheme and a National Skills Fund; to	-	N	No change /compliant	No change / compliant

Acts assessed	Responsible	Act Overview	Q2 (2022/23)	Q2 Status changed (Y/N)	Q3	Q4
		provide for and regulate employment services; and to provide for matters connected therewith.				
19. Skills Development Levies Act 9 of 1999	D Mdluli	To provide for the imposition of a skills development levy; and for matters connected therewith.	-	No change/ compliant	No change/ compliant	No change / compliant
20. Occupational Health and Safety Act, 85 of 1993	H Fakira M Komane	To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith.	-	No Change	No change/ compliant	