

Companies and Intellectual Property Commission

a member of the dti group

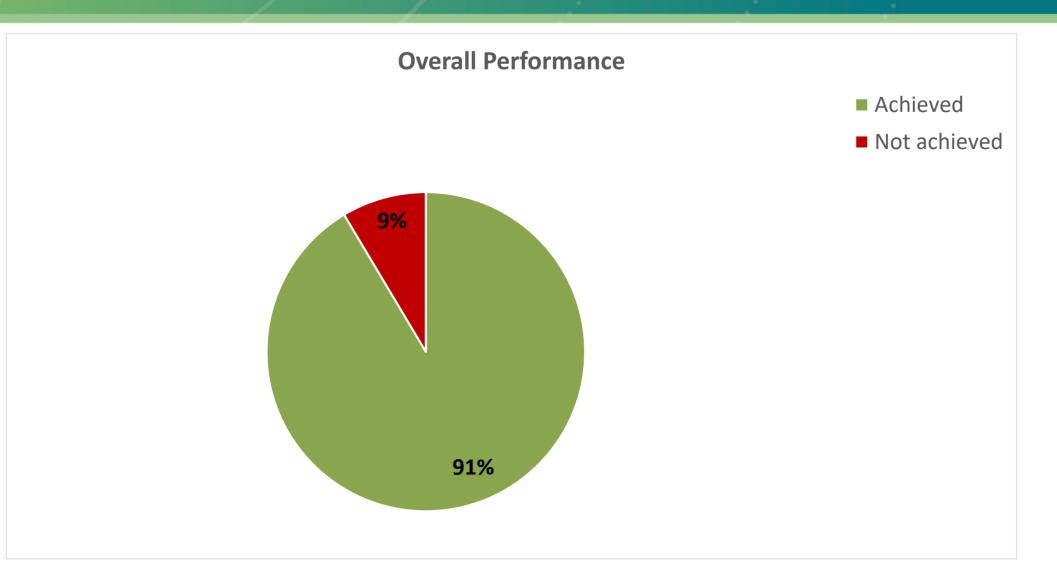
# CIPC PRESENTATION TO PORTFOLIO COMMITTEE ON Q1-Q3 PERFORMANCE

Adv Rory Voller Commissioner

**March 2022** 

# PART 1: SUMMARY OF ACHIEVEMENTS(Q1-Q3)

# **OVERALL PERFORMANCE TO DATE**



32 (91%) of the 35 quarterly targets were achieved.

# **ACHIEVEMENTS (1)**

- Organizational redesign process is well underway
- Chatbot developed to aide in the resolution of queries
- Hosted WIPO Summer School for a range of stakeholders in the IP sector.
- A number of Business processes automated
- The Protection of Personal Information Act, 4 of 2013 (POPIA) implemented
- Telecommuting policy successfully implemented
- CIPC further enhanced its flagship channel, BizPortal, by giving access to business owners to all SARS services (through a collaboration with SARS)
- Partnership formed with the National Small Business Chamber to assist the micro and small business sector not only in formalizing their businesses, remain compliant and access to information.
- A private sector partnership with GoogleSA(through the BizPortal platform), which gives small business owners access to a range of services offered by Google.
- Director e-learning program developed and launched

# **ACHIEVEMENTS (2)**

- Business processes automated and to be implemented(deployed):
  - Ceding of rights a service that will enable clients to securely cede rights of their CIPC profiles to one another.
  - Transact in Behalf of a service that will enable clients to securely transact on behalf of one another.
  - Enterprise registration a service that will allow clients to create CIPC profiles that represents organization. Currently, the CIPC only caters for individual profiles.
  - Invoicing a service that will automate the service provider submission of invoices to the CIPC. Change of company address service on K2 – allowing clients to change company address details on K2.
  - **PI Score Calculation on K2** allowing companies to calculate the PI score on K2.
  - Annual returns revision of the current annual return service.
  - Enhancements of Business Rescue Filing Enhancements proposed by business after the initial release of business rescue.
  - **Name Transfer on Mobile** automation of names transfer on mobile.
  - **FAS on K2** automation of the old financial statement submission on K2.
  - **Checklist on K2** automation of the old checklist submission on K2.
  - **AFS on K2** an integration of K2 with the XBRL system
  - Location of document allowing company representative to specify the address details of company records on K2.
  - Name Extension on Mobile allowing users to extend the validity period of names on K2.

# **ACHIEVEMENTS (3)**

- Completed 50% development of Annual return on New Eservices.
- Completed 90% development of Director Change on New Eservices.
- Completed 90% development of Company Address Change on New Eservices.
- Completed 90% development of Director Change on Mobile.
- Completed 90% development of Company Address Change on Mobile.
- Completed development of Name Transfer on Mobile.

# **CIPC OFFICES IN ALL PROVINCES**

Province	Partner						
	Gauteng Department of Economic Development (GDED)						
Gauteng	InvestSA Gauteng Growth and Development Agency (GCDA)						
	Transnet Enterprise Development Hub in Johannesburg,						
North West	North West Development Corporation (NWDC),						
NOITH WEST	Orbit TVET College in Rustenburg						
KwaZulu-Natal	Trade and Investment KwaZulu-Natal (TIKZN),						
	KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs (KZN DEDTE)						
	Transnet Mega Hub in Richards Bay						
Western Cape	West Coast Business Development Centre (WCBDC),						
	InvestSA in the Western Cape						
Northern Cape	Northern Cape Department of Economic Development and Tourism (NDEDT)						
Free State	Free State Development Corporation(FDC)						
Limpopo	Limpopo Economic Development Agency (LEDA)						
Mpumalanga	Mpumalanga Department of Economic Development and Tourism (MDEDT)						
Eastern Cape	Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT).						

# **CIPC CHANNELS**

Channels available 24/7	Services available 24/7per channel
1. CIPC Website	Company registration Company name reservation Company and close corporation address changes Company and close corporation financial year-end changes Company name change Company share change Annual Returns Domain name registrations BB-BEE certificate XBRL Filing
2. CIPC Mobile App	Company registration Company name reservation Annual Returns BB-BEE certificate
3. <i>BizPortal</i> & Banks	Company Registration Company name reservation Domain Name Registrations BB-BEE certificate
4. SSTs	Company Registration Company name Reservation Company and close corporation address changes BB-BEE Domain names Annual Returns
5. Emails	Electronic Filling (Prospectus, Independent Review, and Reportable Irregularity) Company registration Company associated name reservation MOI Changes Close corporation to company conversions External company registrations Merger and amalgamations MOI Amendments Company location of company record changes Voluntary deregistration Voluntary and court order liquidations Business Rescue Proceedings, Status reports, Substantial Implementations, Terminations and court orders relating to business rescue Company and close corporation reinstatements

## CIPC KEY SERVICES AVERAGE TURN AROUND TIMES

CIPC Services	2020/2021		
Patent applications	3 days		
Designs applications	2 days		
Copyright in film applications	10 days		
Trade mark applications	3 days		
Name reservations	2 days		
Companies Registrations	1 day ( instantly on Bizportal)		
Co-operatives Registrations	2 days		
Annual Returns Filings	5 minutes		
Director Amendments Manual	4 days		
Director Amendments Electronic	1 day		
Member Amendments Manual	3 days		
Member Amendments Electronic	1 day		
Auditor Changes Manual	2 days		
Auditor Changes Electronic	1 day		
Company Name Changes	1 day		
Company Financial Year End Changes Electronic	1 day		
AFS Filings	5 minutes		
B-BBEE certificate	Instant		

# **CIPC TELECOMMUTING SUCCESS SINCE 2020**

#### Policy approved and implemented

- Increased productivity (no additional production staff appointments were made but volumes increased) eg :
  - In 2019 we registered 386 000 companies
  - In 2020 we registered 486 000 companies
  - In 2021 we registered 510 000 companies.

#### Reduction of leave

- Family responsibility decreased by 63% since 2020
- Sick leave reduced by 50% since 2020

#### Happier Employees are generally more productive

- Reduced costs to employees(reduced travelling expenses, reduced medical expenses)
- Reduced travelling time
- Reduced, reliance on aftercare facilities
- Allows hybrid working arrangements (flexible work arrangements between remote working the office)
- Majority of employees indicated that they are happy with the flexibility (feedback from three(3) surveys we undertook very 6 months to provide feedback to management

#### Reduced costs for CIPC

- reduction in telephone costs
- reduction in stationery and printing costs
- Reduced occupational health and safety risk for the organisation

# PART 2: BREAKDOWN OF PERFORMANCE PER PROGRAMME

# PROGRAMME 1: SERVICE DELIVERY AND ACCESS

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### **PROGRAMME 1 - SERVICE DELIVERY AND ACCESS**

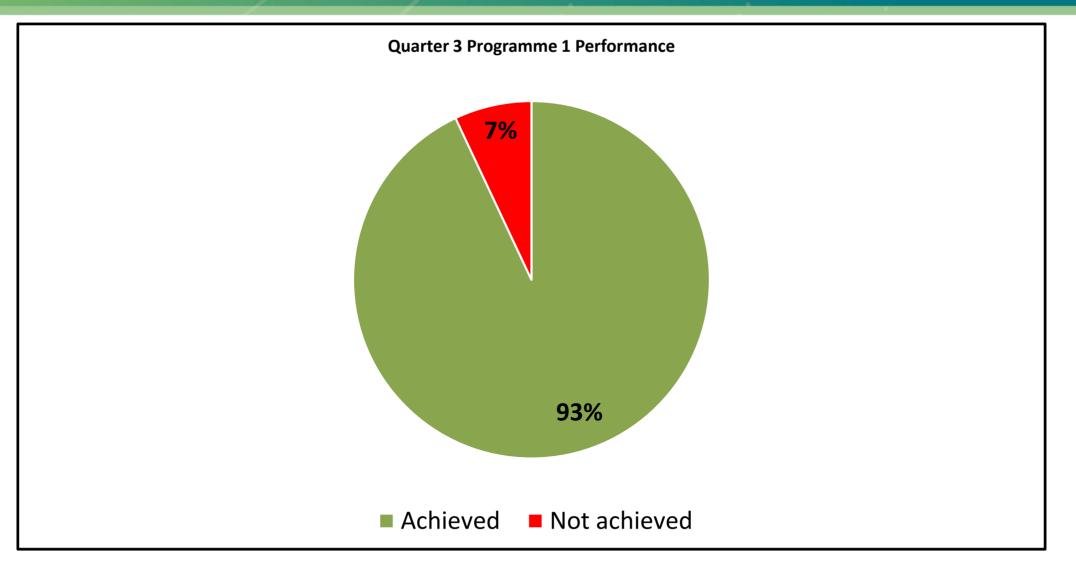
## • Purpose:

The purpose of Service Delivery and Access is to promote better access to and service delivery by CIPC 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.

## • Sub-programmes:

 The Service Delivery and Access Programme comprise of the four subprogrammes: Broader Office of the Commissioner( Office of the Commissioner, Innovation and Collaboration, Internal Audit, Strategy Division, Internal Audit and Governance Compliance and Risk); Business and Information Systems (BISG); Corporate Services; and Finance.

## PROGRAMME 1 (SERVICE DELIVERY AND ACCESS): PERFORMANCE (Q3)



14 (93%) all out of the 15 quarterly targets were achieved.

## PROGRAMME 1 SERVICE DELIVERY AND ACCESS: TARGET NOT MET

# 93% website performance for Q3

- 82 % actual performance
- Security breaches experienced in Q2. Testing vulnerabilities increased load on system thereby reducing response time.
- Challenge with DHA allowing connectivity via MTN link
- External Service Provider appointed to investigate
- Systems stabilized, breaches identified and control measures put in place

## PROGRAMME 1 : VOLUMES AT SERVICE CENTRES(Q1 AND Q2)

		Quarter 1		Quarter 2				
	Pretoria	Johannesburg	Cape Town	TOTAL	Pretoria	Johannesburg	Cape Town	TOTAL
Company Registrations	1532	2338	2994	6864	967	1686	2000	4653
Create Customer Codes	2357	2847	3187	8391	1478	1045	2194	4717
Re-set Password	2474	1206	2961	6641	1547	537	1915	3999
Name Reservations	265	1157	2801	4223	138	451	1816	2405
Annual Returns	2167	3388	3160	8715	1192	2339	2028	5559
IP	442	520	197	1159	293	385	148	826
Director Amendments	671	632	351	1654	513	262	252	1027
Member Amendments	122	128	109	359	81	107	75	263
Auditor & ACC Officers	0	0	0	0	0	0	0	0
CO & CC address	473	97	13	583	377	81	6	464
Cert and Disc	1928	665	921	3514	1496	794	554	2844
Ent Enquiry	1736	1289	1330	4355	1607	753	818	3178
Name Change	99	186	179	464	152	84	121	357
Name Transfer	90	5	35	130	0	25	21	46
Customer Transactions	1481	0	0	1481	1132	223	0	1355
General/Other	2004	1849	2453	6306	1349	996	1554	3899
Walk-in's	17842	16307	20661	54810	19023	9768	13472	42263

# **PROGRAMME 1 : VOLUMES AT SERVICE CENTRES (Q3)**

		Quarter 3						
	Pretoria	Johannesburg	Cape Town	TOTAL				
Company Registrations	700	1372	1447	3519				
Create Customer Codes	1427	1452	1509	4388				
Re-set Password	1625	720	1127	3472				
Name Reservations	67	625	1002	1694				
Annual Returns	1002	1942	1512	4456				
IP	228	270	09	507				
Director Amendments	420	248	1228	1896				
Member Amendments	0	83	93	176				
Auditor & ACC Officers	0	0	0	0				
CO & CC address	325	129	19	473				
Cert and Disc	1214	198	546	1958				
Ent Enquiry	616	859	592	2067				
Name Change	115	124	83	322				
Name Transfer	0	7	44	51				
Customer Transactions	154	0	0	154				
General/Other	413	1183	1605	3191				
Walk-in's	14579	14437	20721	49737				

# PROGRAMME 2: INNOVATION AND CREATIVITY PROMOTION

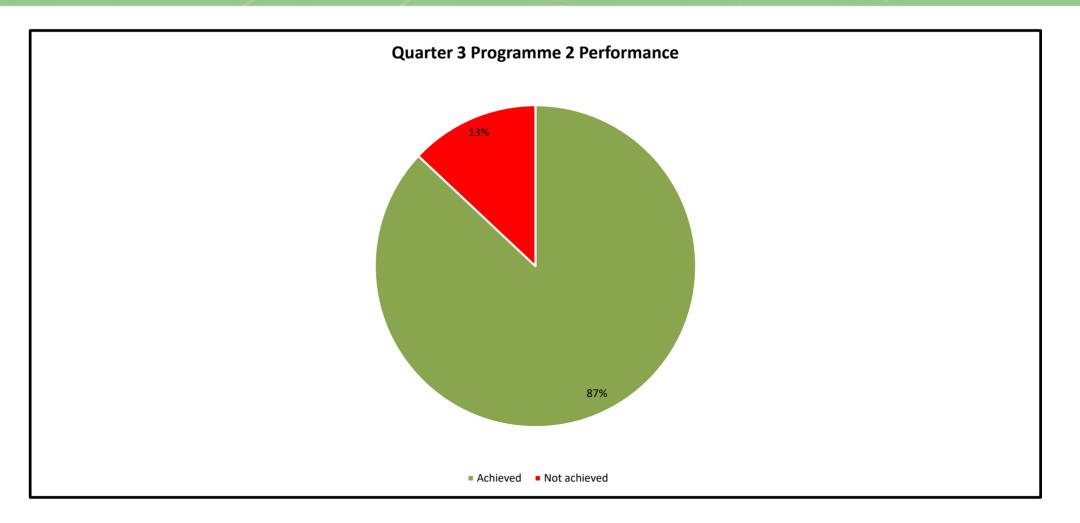
## • **Programme Purpose:**

- To support and promote local innovation and creativity by maintaining accurate and secure registries of patents, designs, film productions and creative works,
- To supervise and regulate the distribution of collected royalty by accredited collecting agencies.
- To provide policy inputs and legal advisory opinion on the coordination, implementation and impact of the respective IP laws.
- To ensure that the implementation of the national IP regime is in alignment with the international IP system.

## • Sub-programmes:

 The Innovation and Creativity Promotion Programme comprise of the two sub-programmes: the Innovation, Support and Protection and Creative Industries.

## PROGRAMME 2 : INNOVATION AND CREATIVITY PROMOTION PERFORMANCE (Q3)



#### 13 (87%) of the 15 quarterly targets were achieved.

### PROGRAMME 2 : INNOVATION AND CREATIVITY PROMOTION TARGETS NOT MET

- 50% of Substantial Search and Examination(SSE) cases handled in the selected fields( part of proof of concept)
  - Delay in tender advertising
  - Might not be achieved by Q4 due to current National Treasury hold on all tenders
- 90% design registrations processed within the legislated service delivery standards(SDS) – 18 months
  - 87% were processed within SDS
  - Processes are still largely manual
  - IPAS implementation to address this challenge

# **PROGRAMME 2 : TURNAROUND TIMES(TAT)**

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3
Patents applications	Number	2 363	2 822	3 543
	АТАТ	2 days	2 days	2 days
	SDS (2 working days)	98%	98%	94%
Patents registration certificates	Number	1 185	1 022	1214
	ATAT	24 days	13 days	22 days
	SDS (44 working days)	91%	100%	100%
Designs applications	Number	407	436	357
	АТАТ	2 days	2 days	2 days
	SDS (2 working days)	98%	90%	84 %
Designs registration certificates	Number	369	250	321
	АТАТ	37.85	17 days	13
	SDS (44 working days)	50%	100%	100%
Copyright in film applications	Number	1	26	3
	АТАТ	8 days	Less than 1 day (8 hours)	1 day
	SDS (1 working day)	0%	100%	100%
Copyright in film registrations	Number	1	Not applicable as there were no advertised applications	20
	АТАТ	66 days	N/A	3
	SDS (22 working days)	0%	N/A	100%

• The % that was not processed within the Service Delivery Standard is attributed to manual applications and queries related thereto.

### **PROGRAMME 2: INNOVATION AND CREATIVITY PROMOTION**

# Patents and designs

- CIPC is in the process of deploying a fully automated
  IP Administration system with the assistance of the
  World Intellectual Property Organization.
- End-to-end automated system
- Enable the 100% compliance to the SDS
- Will increase the number of Patent applications

## **PROGRAMME 2: INNOVATION AND CREATIVITY PROMOTION**

# Education and awareness

- WIPO SA IP Summer School was held for through the virtual platform for the first time
- Virtual IP information sessions held
- The following industry sectors were engaged using the Micro Soft Team online platform:
  - Gauteng Women in business 16 November 2021
  - Tshwane University of Technology 10 December 2021)
  - CIPC family and SMMEs 17 December 2021
  - SEDA and SMMEs 02 December 2021
  - University of Zulu-land 11 November 2021
  - Gauteng Film Commission and Filmmakers / producers 09 November 2021
  - Rhodes University 13 October 2021
  - University of Kwa Zulu Natal 13 October 2021
  - - WIPO SA IP Summer School and Technology Transfer in December 2021
  - - Five high schools in Durban 29 November 2021

#### IP Enforcement

- Increased public-private and cross-sector, collaboration.
- New cellphone application called Accurate Reliable Stats (AJS)
- During Q2 CIPC used Internet-based technology to combat online piracy and counterfeiting. This, which enabled sharing information on chat services(easy accessible on a smartphone). that resulted in excellent inter-agency cooperation. IP right-holders responded quickly Led to the successful seizure of counterfeit goods. CIPC hosted an educational event on 14 October in collaboration with the Swiss Federal Institute of Intellectual Property (IPI) who shared lessons learned and expertise gained in combating online piracy.
- On 28 October CIPC hosted a Hybrid training workshop for enforcement partners in Randburg, Gauteng in collaboration with Multi Choice SA. The programme provided an introduction into enforcement of intellectual property rights and combatting illicit trade. NPA provided insight into the requirements to obtain successful convictions

# INTELLECTUAL PROPERTY : BUILDING CAPACITY

#### 1. IPAS

- Automate all processes end to end in the intellectual property (IP) area.
- Ongoing training and testing for formalities as well as engagements with IP Law Firms.

#### 2. Substantive Search and Examination (SSE)

- SSE Internship youth (under 35)
- 29 Interns currently undergoing SSE training

#### 3. IP for SMME

- Building capacity countrywide of SMMEs to realise their potential.
- The IP for SMME project is being implemented through the Swiss-SA Collaboration Project.
- An activity plan has been finalized on the IP stakeholder map.

#### 4. Collaboration with the Japan IP Office

• Training opportunities were availed by the Japan IP Office for training of South African Examiners in the second quarter.

#### 5. Collaboration with the BRICS IP Office

• Training opportunities were availed through the BRICS IP Offices for training of South African Examiners in the third quarter - Training through the India (INPI) and the Chinese Office (CNIPA).

#### 4. Train the Trainer

- Twenty-eight (28) individuals completed the DL101 course,
- Three (3) of the private candidates successfully completed the course
- CIPC is awaiting the results from the majority of the group being the SEDA practitioners

# **PROGRAMME 3: BUSINESS REGULATION AND REPUTATION**

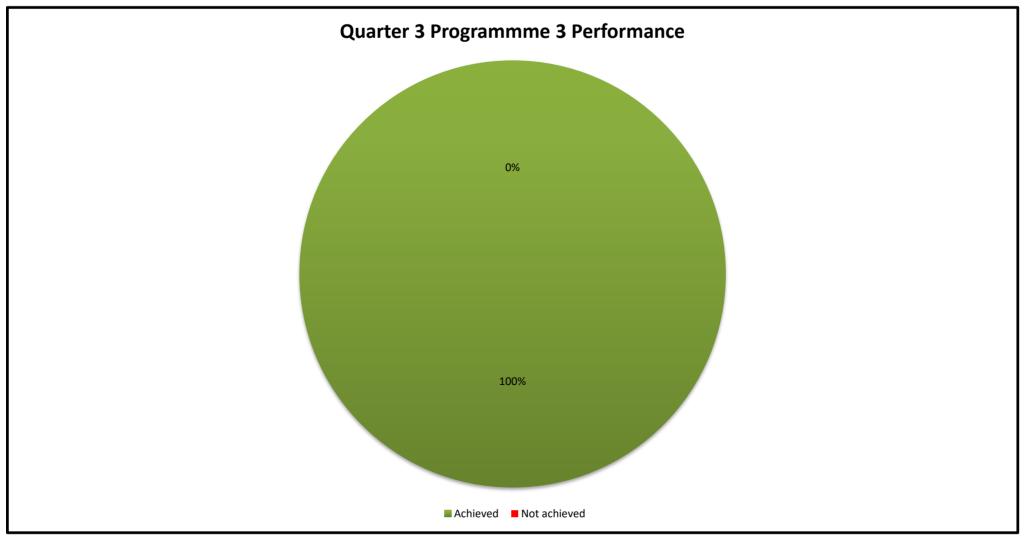
### • Purpose:

- 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 identity have integrity;
- To establish and that a culture of corporate compliance and high standards of governance, disclosure and corporate reputation; and
- To provide policy and legal insight and advice on the co-ordination, implementation and impact of the respective laws.

### Sub-programmes:

 The Business Regulation and Reputation Programme comprise of three subprogrammes: Corporate Registers, Corporate Legal, Policy and Outreach and Corporate Compliance and Enforcement.

## PROGRAMME 3 : BUSINESS REGULATION AND GROUP PERFORMANCE (Q3)



All of the quarterly targets were achieved

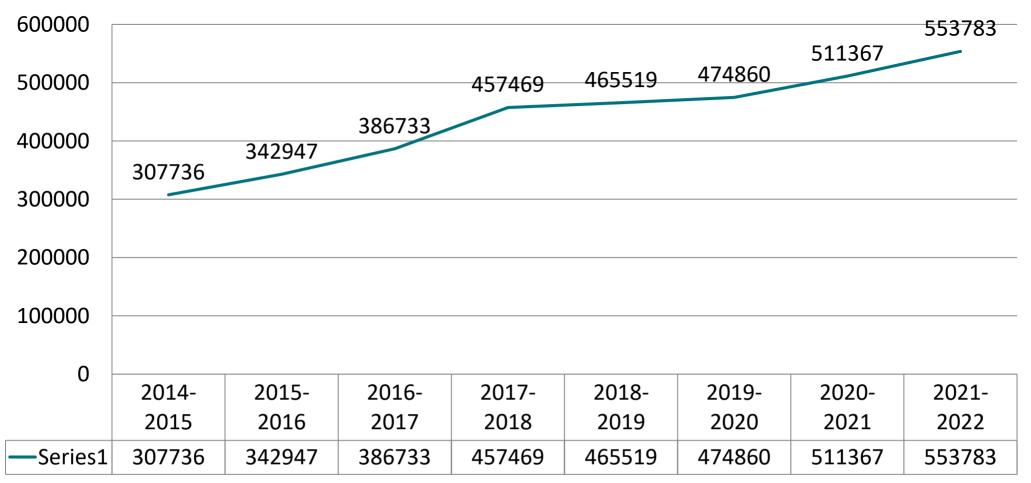
## PROGRAMME 3 : BUSINESS REGULATION AND GROUP TURNAROUND TIMES(TAT) 1

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3
Trade marks applications	Number	10 504	10 774	9803
	ATAT	2	2	2
	SDS (3 working days)	90%	97%	90%
Trade marks registrations	Number	6 099	1 358	987
	АТАТ	132 (66+66)	132 (66+66)	132 (66+66)
	SDS (66 + 66 working days)	Not available	89%	0
Name reservations	Number	111 833	131 006	106 505
	ATAT	1	2	1
	SDS	99%	89%	96%
Companies Registrations	Number	117 799	115 951	110 024
	ATAT	1 day	1 day	1
	SDS	97%	4%	97%
<b>Co-operatives Registrations</b>	Number	1 149	1 535	1 271
	АТАТ	2 days	1 day	1 day
	SDS (3 days)	91%	100%	100%

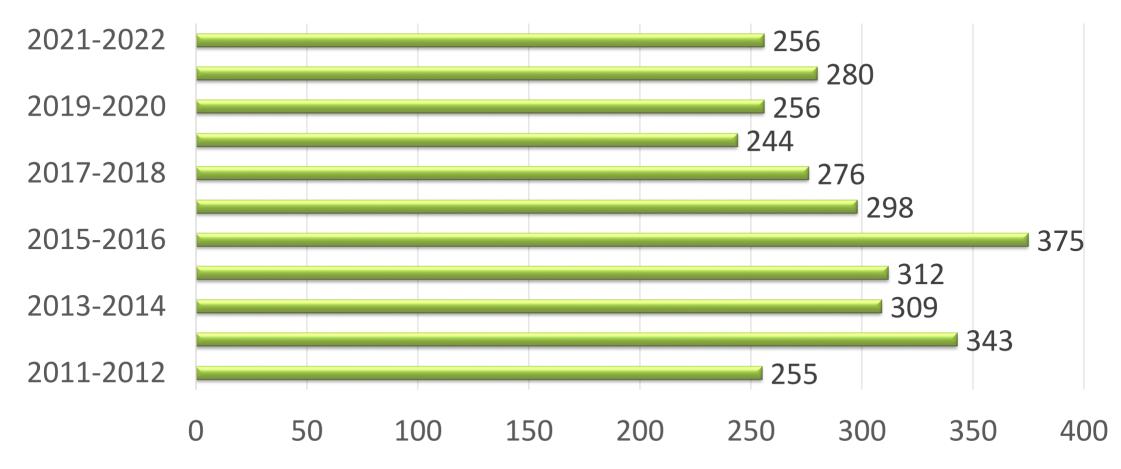
## PROGRAMME 3 : BUSINESS REGULATION AND GROUP TURNAROUND TIMES(TAT) 2

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3
Director Amendments	Number	43 067 (Electronic) 1 012 (Manual)	40 926 (Electronic) 1 045 (Manual)	37415 (Electronic) 1160 (Manual)
	ATAT	3 (Electronic) 3 (Manual)	3 (Electronic) 3 (Manual)	2 (Electronic) 2 (Manual)
	SDS	75%	96,5%	97% (Electronic) 99% (Manual)
Member Amendments	Number	4 887 (Electronic) 2 495 (Manual)	4 436 (Electronic) 2 311 (Manual)	3982 (Electronic) 2245 (Manual)
	АТАТ	2 (Electronic) 1 (Manual)	1 (Electronic) 2 (Manual)	1 (Electronic) 2 (Manual)
	SDS	92% (Electronic) 99% (Manual)	92% (Electronic) 95% (Manual	99% (Electronic) 98% (Manual)
Company Name Changes	Number	14 977	14 250	12 123
	ATAT	1	1	1
	SDS	100%	100%	100%
Company Financial Year End Changes	Number	1 187	1	1291
	ATAT	1 day	1 day	1 day
	SDS	100%	100%	100%

AR VOLUMES SINCE 2014/15

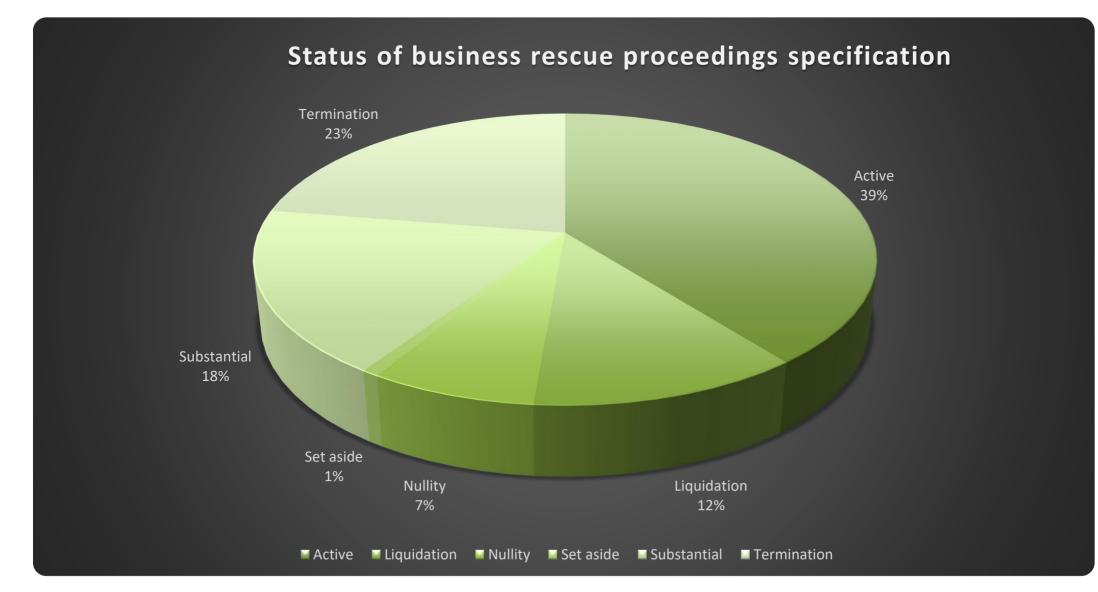


# Volume of Business Rescue Proceedings April to December 2021



	_												Grand
Year/Month	🝸 April	May	June	July	August	September	October	November	December	January	February	March	Total
2011-2012	2	7	27	16	33	66	21	35	48	60	39	29	383
2012-2013	32	44	23	21	57	53	46	49	18	18	37	42	440
2013-2014	31	44	34	43	44	29	47	28	9	36	34	30	409
2014-2015	23	34	33	31	54	35	43	34	25	28	24	49	413
2015-2016	40	32	22	67	55	35	57	51	16	20	47	39	481
2016-2017	27	40	35	39	41	29	33	33	21	19	28	30	375
2017-2018	16	27	42	26	33	35	32	46	19	25	31	30	362
2018-2019	18	41	27	39	29	30	22	18	20	26	48	31	349
2019-2020	28	26	33	35	27	31	36	29	11	26	47	44	373
2020-2021	18	59	30	44	16	36	30	33	14	30	30	33	373
2021-2022	20	38	18	18	37	51	31	33	10				256
Grand Total	255	392	324	379	426	430	398	389	211	288	365	357	4214

# **STATUS OF BUSINESS RESCUE PROCEEDINGS**



# Annual Financial Statements(AFS)

Statistics	Description			
	Quarter 1			
4059	Annual Financial statements received			
199	Annual financial statements reviewed			
Quarter 2				
4286	Annual Financial statements received			
180	Annual financial statements reviewed			
	Quarter 3			
3684	Annual Financial statements received			
162	Annual financial statements reviewed			

#### **CORPORATE COMPLIANCE AND ENFORCEMENT**

# <u>Reportable Irregularities</u>

	Q1	Q2	Q3
Opening Balance	313	321	283
Cases Received	20	33	24
Closed Cases	12	71	17
Closing Balance	321	283	290

### **CORPORATE COMPLIANCE AND ENFORCEMENT**

### High Profile Companies under Investigation

High Profile Cases under Investigation
Quarter 1
South African Post Office SOC
Communicare NPC
Denel SOC
Attacq Ltd
Quarter 2
Cipla Medpro South Africa
Medpro Pharmaceutica
Quarter 3
Nova Propgrow Group Holdings
Young Women's Business Network (YWBN)

# Enforcement cases

### ALLEGATIONS AND/OR SPECIFIC SECTION (S) OF THE ACT CONTRAVENED

- •Annual General Meeting (AGM);
- Disclosure of the Prescribed Officers remuneration [(section 30(4(a) of the Act;
- Social & Ethics Committee establishment;
- •Illegal appointment of director;
- Section 161 read with Section 163 of the Act;
- Possible attempt to amend company records CoR 168 Notice Challenging Filed Information Section 26 of the Act, Access to company information;
- •Fraud tender;
- •Labour disputes;

### **CORPORATE COMPLIANCE AND ENFORCEMENT**

- Education and Awareness
  - Director E-learning program developed and launched during Oct 2021
  - Numerous Webinars being held through social media due to limitation of MS Teams
  - Three physical(3) events,
    - Tlakgameng, North West
    - Groblersdal, Limpopo
    - Sandton, Gauteng

## WAY FORWARD FOR CIPC

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### **PART 3:**

### WAY FORWARD OVER NEXT FIVE YEARS FOR CIPC

- 1. Strengthen virtual channels to avail all the CIPC products and services 24/7.
- 2. Revise all current Mobile Services to function the same as modernised web services.
- 3. Enhance Chat-bot services as a new Customer Electronic Channel.
- 4. Implement AI on the processing of names and Intellectual Property.
- 5. Develop the capability to measure uptake of each channel
- 6. Increase the uptake of virtual channels a. Digital marketing and branding.
- 7. Strengthen existing partnerships and seek new partnerships to leverage their partners' key organisational competencies and capabilities such as databases, systems, networks, and value-add services.
- 8. <u>Further automation of processes:</u>
  - Automated foreign director verification (April 2022)
  - Automated director changes
  - Automated voluntary deregistration
- (April 2022) (June 2022) (July 2022)

# FINANCIAL PERFORMANCE Q1 – Q3

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# **PART 4:**

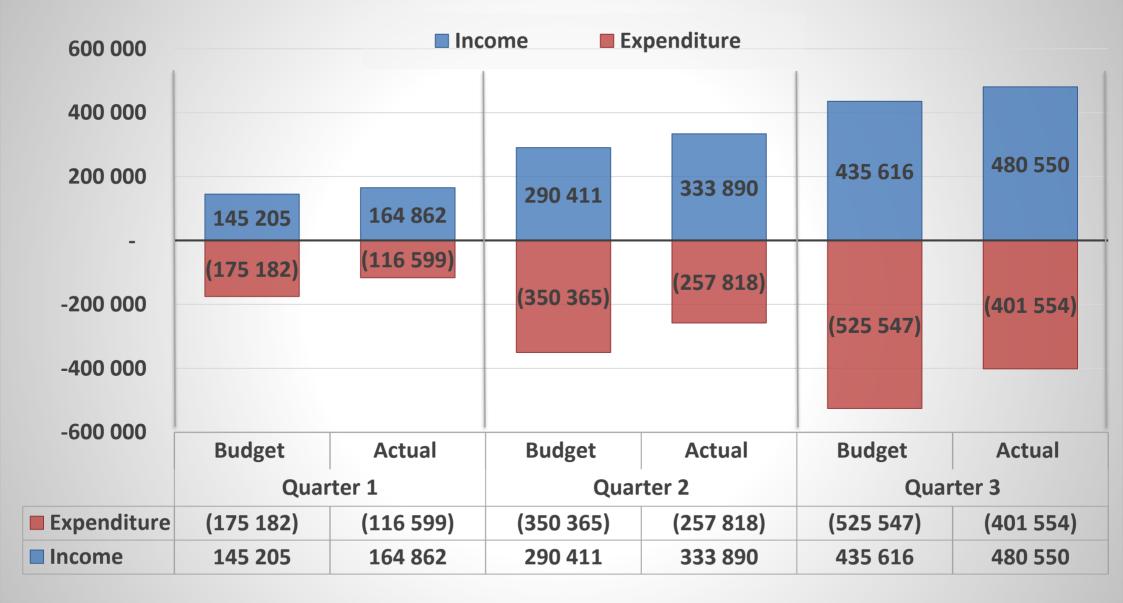
### AUDIT OUTCOME AND FINANCIAL RESULTS

Mar-20	Mar-21	Movement						
Overall audit opinion								
Financial performance: Surplus for the year (R'000)								
81 922	122 308							
Financial position: Net assets (R'000)								
503 129	550 637	1						
	Overall audit opinion Clean audit erformance: Surplus for t 81 922 ncial position: Net assets	Overall audit opinion      Clean audit    Clean audit      erformance: Surplus for the year (R'000)      81 922    122 308      ncial position: Net assets (R'000)						

# 2021/22 FINANCIAL INFORMATION: QUARTERS 1 - 3

1

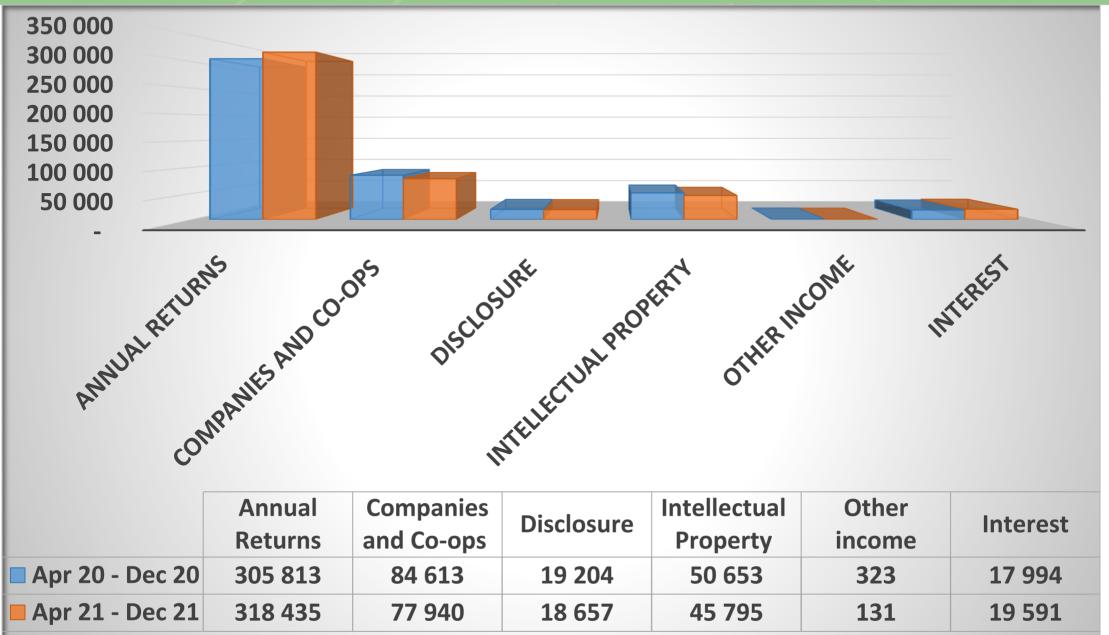
#### OVERVIEW OF THE ANNUAL BUDGET VS ACTUAL RESULTS 2021/22 R'000



#### 2021/22 REVENUE: BUDGET VS ACTUAL QUARTERS 1 – 3 R '000

	Quarter 1			Quarter 2		Quarter 3		Quarter 4		
Description	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Year end
										forecast
Annual Returns	89 018	109 187	23%	178 037	222 082	25%	267 055	318 435	19%	407 453
Companies and Cooperatives	29 561	27 740	-6%	59 122	55 169	-7%	88 683	77 940	-12%	107 501
Disclosure	7 364	6 695	-9%	14 774	13 130	-11%	22 093	18 657	-16%	26 021
Intellectual Property	13 381	15 115	13%	26 762	30 643	15%	40 142	45 795	14%	59 176
Other Income	97	55	-43%	195	113	-42%	292	131	-55%	229
Interest	5 761	6 071	5%	11 523	12 754	11%	17 284	19 591	13%	25 352
Total Income	145 182	164 863	14%	290 413	333 891	15%	435 549	480 549	10%	625 732

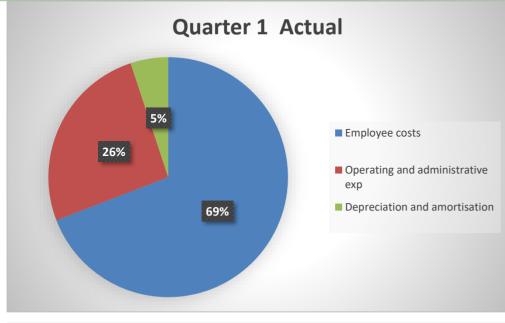
#### REVENUE ANALYSIS DECEMBER 2021 VS. DECEMBER 2020 (R'000)

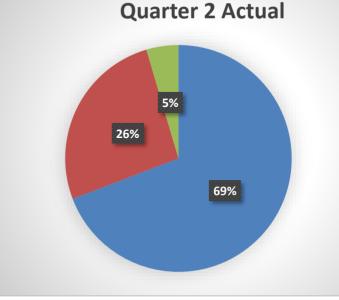


#### 2021/22 EXPENDITURE: BUDGET VS ACTUAL QUARTERS 1 – 3 R '000

	Quarter 1		Quarter 2		Quarter 3		Quarter 4			
Description	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Year end
										forecast
Employee costs	104 077	80 627	-23%	208 154	178 435	-14%	312 230	264 728	-15%	368 805
Operating and administrative exp	65 380	30 053	-54%	130 761	67 583	-48%	196 142	119 196	-39%	184 576
Depreciation and amortisation	5 725	5 919	3%	11 450	11 800	3%	17 175	17 630	3%	23 355
Total Expenditure	175 182	116 599	-33%	350 365	257 818	-26%	525 547	401 554	-24%	576 736

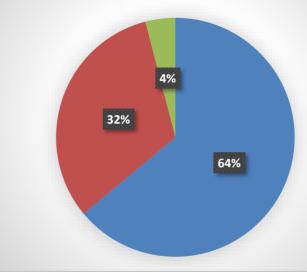
2021/22 EXPENDITURE ANALYSIS QUARTERS 1 – 3 R '000



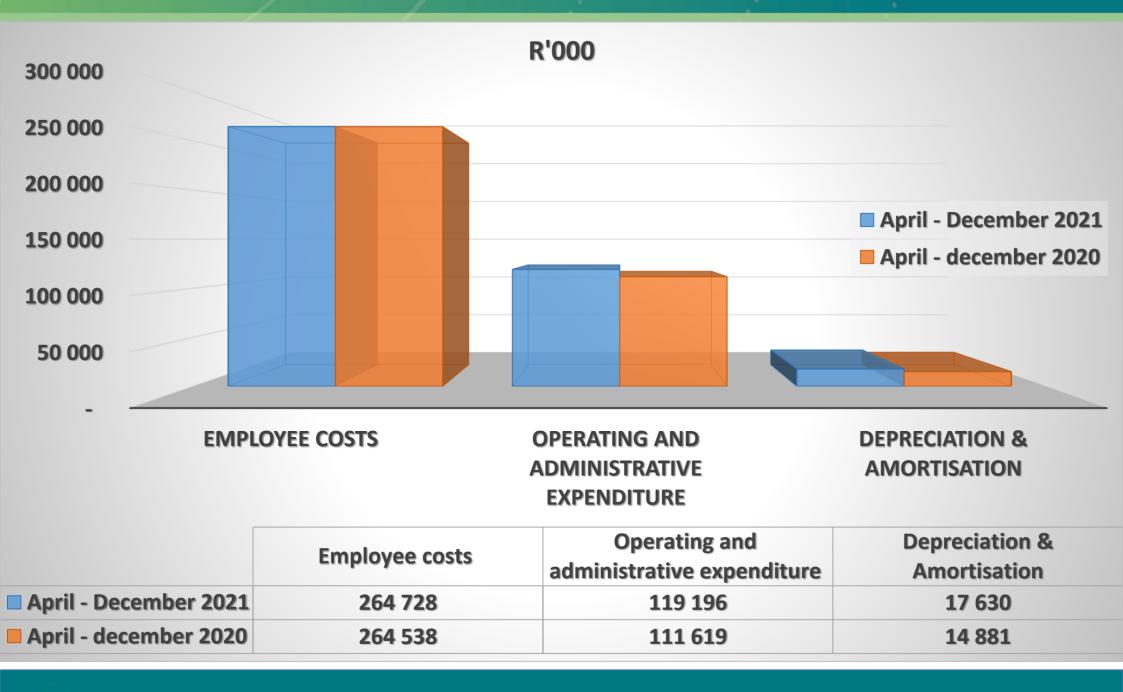


Quarter 3 Actual

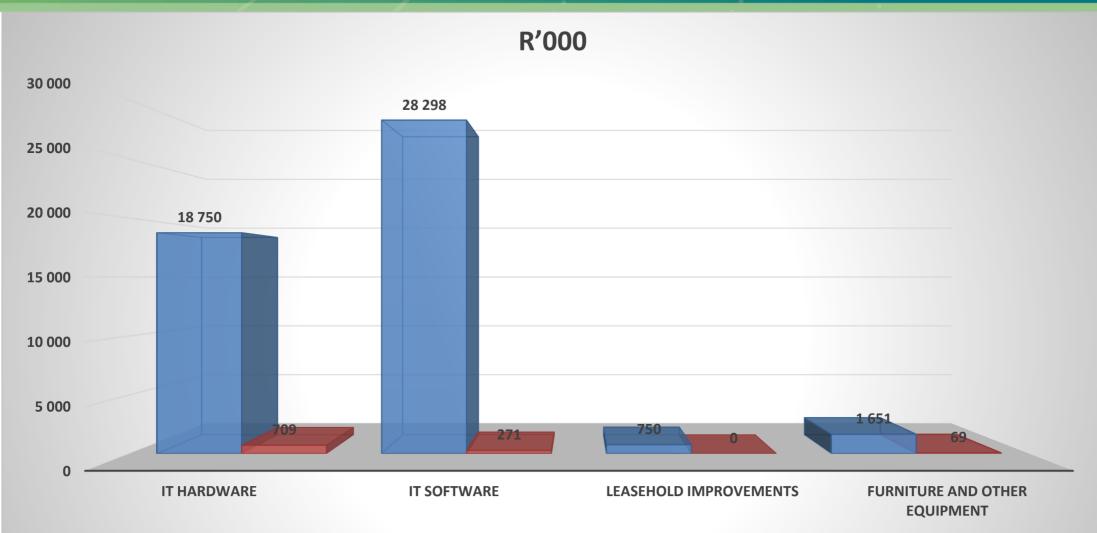




#### OPERATIONAL EXPENDITURE ANALYSIS DECEMBER 2021 VS DECEMBER 2020



#### CAPITAL EXPENDITURE ANALYSIS APRIL 2021 – DECEMBER 2021



	IT Hardware	IT Software	Leasehold Improvements	Furniture and other equipment
Budget	18 750	28 298	750	1 651
Actual	709	271	0	69



a member of the **dtic** group

# **THANK YOU**

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