



*Gateway to
formal economic
participation*



COMPANIES AND INTELLECTUAL
PROPERTY REGISTRATION OFFICE

a member of **thedti** group

annual report

2008/2009

annual report **2008/2009**



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PROPERTY REGISTRATION OFFICE

a member of **the dti** group

CIPRO VISION

To “position CIPRO as an innovative, customer-focused gateway to formal economic participation.”

CIPRO aims to deliver the ultimate business entity registration experience.

CIPRO MISSION

“CIPRO is the official custodian of the legal status of Companies, Close Corporations, Co-operatives and Intellectual Property rights, the disclosure of such information to stakeholders and dispute resolution on infringements to these rights.”

In support of this mission, its CIPRO’s pay-off line is:

“Gateway to formal economic participation”

VALUES

These values form part of the changes to the culture that the organisation will create to achieve its vision and mission. The values include:

Trust

Honesty/Integrity

Empowerment

Accuracy

Accountability

Fairness

Loyalty

Transparency

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STRATEGIC OBJECTIVES

CIPRO has identified its strategic objectives for the year 2008/09 in order to coordinate and direct the efforts of the organisation.

	STRATEGIC OBJECTIVE	ACTIVITY
1.	To provide all CIPRO services online by March 2010	Enterprise Content Management (ECM)
2.	To monitor and measure resource utilisation by July 2008	Implementation of Organisational Performance Management Policy
3.	To entrench a high-performance culture by December 2009	People Transformation Strategy
4.	To focus on core CIPRO processes only by June 2011	Outsource all non-core CIPRO processes
5.	To engineer/improve business processes by December 2010	Enterprise Content Management (ECM)
6.	To resolve over-utilisation of CIPRO facilities by April 2008	Move relevant CIPRO resources to a new building
7.	To improve availability of ICT systems by July 2008	Stabilise ICT infrastructure
8.	To improve decision-making by December 2009	Establish Business Intelligence
9.	To improve customer satisfaction by September 2009	Establish Customer Relationship Management
10.	To effect legislative changes under the new Companies Act in respect of CIPRO by December 2011	Establish CIPRO as a Commission
11.	To ensure indemnity, insurance, investment and integrity by July 2009	Establish Enterprise Security Capability
12.	To eradicate fraud and ensure business continuity by December 2009	Review and enhance Risk Management Capability
13.	To control and measure all changes to CIPRO by September 2009	Establish Change Management Capability
14.	To develop a quality performance culture and customer focus by March 2009	Review and enhance Quality Management Systems
15.	To align CIPRO's processes, information, people and systems by June 2010	Establish Enterprise Architecture Capability
16.	To ensure CIPRO complies with its external legislative environment by March 2011	Establish Compliance Management Capability
17.	To broaden the footprint of CIPRO's services by December 2009	Decentralise CIPRO's services
18.	To establish a central IP register for Africa by December 2010	Establish PAN Africa Office
19.	To consolidate Intellectual Property initiatives by 2011	Develop National IP Strategy



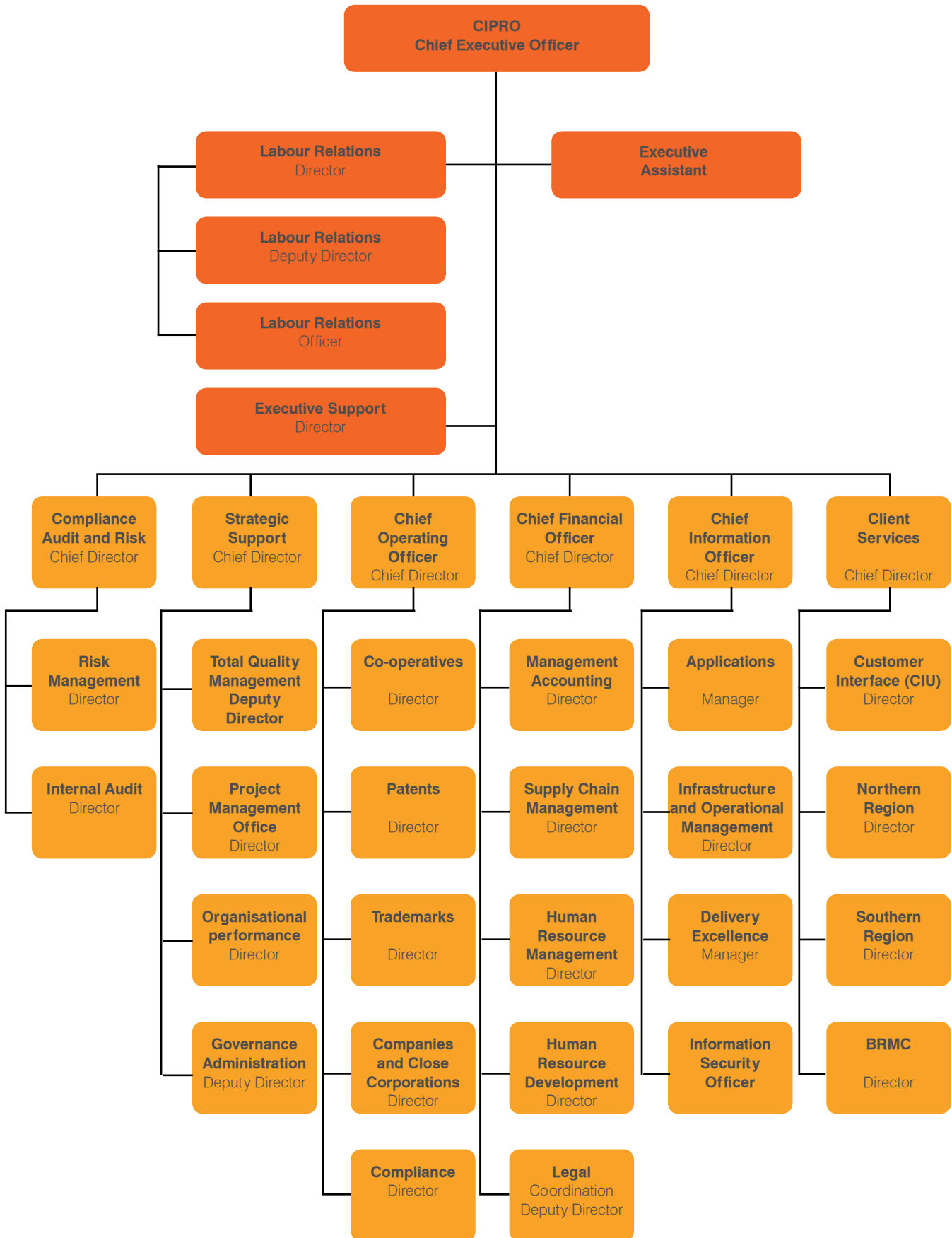
CIPRO'S CORE LEGAL FRAMEWORK

TYPE	DOMAIN	ACT
Administer	Intellectual Property	1. Patents Act, 1978 (Act 57 of 1978)
		2. Trade Marks Act, 1963 and 1993 (Act 62 of 1963 and Act 194 of 1993)
		3. Designs Act, 1967 and 1993 (Act 57 of 1967 and Act 195 of 1993)
		4. Copyright Act, (Act 98 of 1978)
		5. Registration of Copyright in Cinematograph Films Act, 1977 (Act 62 of 1977)
		6. Merchandise Marks Act, 1941 (Act 17 of 1941) - amended 2002
		7. Intellectual Property Laws Rationalisation Act, 1977 (Act 107 of 1977)
		8. Counterfeit Goods Act, 1997 (Act 37 of 1997)
		9. Performer's Protection Act, 1967 (Act 11 of 1967)
		10. Unauthorised use of Emblems Act, 1961 (Act 37 of 1961)
		11. Stem van Suid-Afrika Act, 1959 (Act 2 of 1959)
		12. Vlaglied Copyright Act, 1974 (Act 9 of 1974)
Administer	Companies	13. Companies Act, 1973 (Act 61 of 1973)
Administer	Close Corporations	14. Close Corporations Act, 1984 (Act 69 of 1984)
		15. Share Blocks Control Act, 1980 (Act 59 of 1980)
		16. Business Names Act, 1960 (Act 27 of 1960)
		17. Rationalisation of Corporate Laws Act, 1996 (Act 45 of 1996)
Administer	Cooperatives	18. Cooperatives Act, 1981 (Act 91 of 1981)
		19. Cooperatives Act, 2005 (Act 14 of 2005)
Member Compliance	Treaty Operational	20. Paris Convention Treaty
		21. Patent Cooperation Treaty
		22. Berne Convention Treaty
		23. Budapest Treaty
		24. TRIPS Agreement Treaty

CIPRO's core business activities are governed by the above legal framework, which is defined by the various laws, related elements as well as international treaties.



HIGH-LEVEL ORGANISATIONAL STRUCTURE





CHIEF EXECUTIVE OFFICER'S OVERVIEW



The mandate of CIPRO is to ensure the registration of companies, close corporations, co-operatives and intellectual property rights as well as regulate the disclosure of information and dispute resolution arising from infringements to these rights. The past year was challenging for CIPRO in the light of the global economic crisis, which to a certain extent, impacted on its core business. CIPRO has nevertheless reached new heights through various internal and external transformation processes, enabling it to meet its strategic objectives in compliance with its mandate, CIPRO'S transformation included a number of initiatives to enhance operations and service to its customers.

New Companies Bill

Although CIPRO has achieved a number of accomplishments since its inception in 2002, this year will stand out as a turning point with the new **Companies Bill** being passed by Parliament. This redefines CIPRO'S framework with regard to the services it should render. A striking feature of the new Bill is the removal of the need for a special resolution when increasing or decreasing the number of shares in issue, reclassifying shares or determining the rights attach to shares in a specific issue. This Bill also requires CIPRO and Office of Companies and Intellectual Property Enforcement (OCIPE) to merge to become a Commission within a period of 18 months of the promulgation of the new Companies Act, 2008 (Act 71 of 2008). OCIPE is an enforcement unit which will contribute to improve the effectiveness of the Commission.

Not only will this streamline the task of business owners, but it will also mark the next phase of transforming business registration to new efficiency levels. CIPRO looks forward to this new development as the dawn of a new era.

ISO 9001 Certificate – a public service benchmark

CIPRO is directing all efforts towards improving its service as a strong foundation on which to build its services to internal as well as external customers. It was against this background that hard work commenced in 2007, culminating in **the ISO 9001 Certification in 2008**. This quality management system sets direction, ensuring that all processes are aligned with CIPRO'S strategy to meet customers' expectations.

Broadening CIPRO'S Footprint

In order to broaden CIPRO'S footprint, a decentralisation process was initiated and approved by the Director-General of **the dti**. The primary focus was to expand access to CIPRO'S services through building and maintaining decentralised partnerships. This led to various Service Level Agreements (**SLAs**) with decentralised partners being signed during the period under review. Significant efforts have been put into improving customer service levels through these strategic partners, clients and stakeholders. CIPRO is currently establishing a national presence in the country by strengthening its relationships with **the dti**, and other Council of Trade and Industry Institutions (COTII). Some of these partners include Eastern Cape Development Corporation (ECDC), Limpopo Economic Development Enterprise (LIMDEV), South African Post Office (SAPO), Limpopo Business Support Agency (LIBSA), Small Enterprise Development Agency (SEDA), Department of Economic Development and Tourism (DEDT) and Durban Chamber of Commerce.

Establishing these decentralised partnerships was a giant step towards placing CIPRO'S services at the doorstep of all South Africans. The next phase of the decentralisation process will be to build on this success.

Information and Communication Technology (ICT)

Enterprise Content Management – building a lasting legacy

A multimillion rand tender was awarded for the implementation of an Enterprise Content Management (ECM) solution which will completely transform CIPRO'S services to its customers. It will take CIPRO from a paper to digital processing and storage

environment, making services accessible using web-based and mobile technology. This project is now in full implementation mode and it is envisaged that the transformation will be completed within a period of two years ending March 2011. At the core of this project is the overhaul of the current legacy systems into an integrated system that is able to respond to customer demands. The ECM is the first of its kind in the public sector and has been dubbed one of the most ambitious ICT projects undertaken by CIPRO in recent times. It will also see increased collaboration with other sister organisations and departments in realising integrated business registration.

Compliance Audit and Risk

The major role of the Compliance, Audit and Risk (CAR) division is to ensure that CIPRO complies with the legislation it administers as well as legislation governed by other institutions. CIPRO subscribes to good corporate governance principles as laid down by the King II report and the requirements of Public Finance Management Act, Act No 1 of 1999 (PFMA) at all levels. Generally, CAR has found CIPRO to be broadly compliant with the King II recommendations. Where there were lapses, additional control measures were recommended. Management has committed itself to implement additional controls to improve governance. The audit plan was developed and implemented for the year under review. The implementation of the plan was conducted in such a way as to minimize duplication with the Auditor-General. A Risk Register has been kept and the implementation thereof monitored.

Intellectual Property – the future

The registration of Intellectual Property (IP) is regulated by the Intellectual Property Act, 1977 (Act 107 of 1977). The economic downturn has resulted in financial and administrative implications for Intellectual Property offices worldwide and South Africa, with more than 85% of patent applications filed with CIPRO coming from foreign applicants, CIPRO has not been immune to this. In order to continuously improve the Intellectual Property registration, CIPRO participated in national and international stakeholder forums with professional bodies.

One of the principal mandates of the World Intellectual Property Organization (WIPO) is to offer technical assistance to developing countries. As a signatory to this organisation, CIPRO now provides an opportunity to clients on its website to access the WIPO website for searches regarding IP. This service by WIPO includes access to and use of technological information contained in patent documents in order to accelerate the economic, social and cultural development in developing countries. In line with this part of its mandate, WIPO has assisted a number of developing countries and countries in transition in establishing their national industrial property information system by providing, inter alia, expert assistance, training, and collections of patent documents. In the new financial year we will see an even more spirited effort towards making IP one of CIPRO's leading areas.

Efforts were also made with various countries to benchmark best practices and to discuss co-operation agreements and future training needs. Meetings were conducted with Australian, Chinese, Korean, Indian, Mexican and Kenyan IP Offices and Registrars from Caribbean regions. CIPRO also attended the Madrid Working Group, Standing Committee on Trade Marks and WIPO General Assembly. The IP Patents, Designs and Copyrights Division attended PCT training in Korea and the 13th session of the Standing Committee on Patent Law (SCP) in Geneva. Presentations were also given to Chinese and Japanese delegations by CIPRO.

The reason why the organisation experienced a decrease in the registration of new Trade Marks is because of the fact that Trade Mark owners worldwide choose the territories they wish to protect more carefully and only lodge applications in the countries they really need, as Trade Mark protection is expensive. IP Offices experienced a worldwide downturn in the registration of Trade Marks and again South Africa is no exception. Monthly statistics indicate that the worst downturn was experienced in November 2008 and onwards.

Co-operatives

The promotion of co-operatives as an empowerment vehicle has already resulted in significant growth with around 6 000 registrations for this year which is 55% above the projected target and considered to be a major achievement. The implementation of the new Co-operatives Act, 2005 (Act 14 of 2005) with the full implication of rolling this out nationally, took place during the year under review. The increasing trend is expected to continue and marketing initiatives from CIPRO are directed towards informing the broader community of the benefits of the registration of co-operatives. We expect to see more of the co-operatives in the new financial year as a vehicle to rural and community development.

Companies and Close Corporations

The economic downturn and the uncertainty surrounding the implementation of the new Companies Bill negatively affected the registration of new companies during the past year; however, the registration of close corporations increased and exceeded the projected target for the year by 5.2%. The increased interest in close corporations as a business entity may be as a result of the corporate law reform process as well as the level of publicity this generated.

Strategic Support

CIPRO changed its approach in delivering on its mandate in developing the strategic plan for the period 2008/9 to 2010/11, by applying **business architecture principles**. This ensured the alignment of CIPRO's vision and mission to the goals and strategic objectives of the organisation. A new organisational structure followed the strategy and the structure was designed and implemented to support CIPRO's strategies, to address sound corporate governance principles, and to deliver on its mandate.

To strengthen **strategic support** for CIPRO and to be compliant with relevant prescripts an organisational performance management policy was approved and will be implemented in the new financial year. The revival of the **Project Management Office** is a major accomplishment in taking the organisation forward.

Capacitation of Executive Positions

In addition to the existing CIPRO executive management team (CET) which was appointed in the previous year, a further two executive managers were appointed to strengthen the executive team of the organisation. The team now consists of the following executive managers:

- Chief Operations Officer: Ms Melanie Bernard-Fryer
- Chief Audit Executive: Ms Tintswalo Nkuna
- Chief Information Officer: Dr Michael Twum-Darko
- Chief Financial Officer: Mr Renier du Toit
- Executive Head Strategic Support: Mr Lungile Dukwana

These appointments position the organisation appropriately to advance the progress already made in the previous years of CIPRO's transformation.

Finances

Financial objectives have been achieved, milestones have been met and, sound financial management principles had successfully been applied within CIPRO to overcome the organisational challenges. A Finance Support Forum and Finance Helpdesk have been established to provide constant support and training to all CIPRO divisions. The divisional budget allocations were approved by the CET for the new financial year. The overall financial performance is detailed in the financial report.

People Transformation

A People Transformation Strategy has been developed and is being implemented as a strategic initiative in order to build emotional capital in support of the overall CIPRO Transformation Programme (CTP). Included are talent and skills retention programmes, value institutionalisation, accelerated development, diversity management as well as employee wellness programmes aimed at managing morale and equipping staff with tools to deal with change. One of the main aims of the People Transformation Strategy is also the establishment of disability, race and gender representivity on all levels within the organisation. The numerical targets indicated in the CIPRO Employment Equity (EE) Plan (2009-11) are based on cabinet targets as well as the ethnic and gender distribution within the economically active population of South Africa. At an organisational level, gender targets for 2008/09 have been exceeded. Satisfactory progress has been made in terms of the employment of women in senior management positions, overall race and gender representivity within CIPRO and the employment of people with disabilities. Although there is still a minimal gap in respect of achieving the disability target, an aggressive strategy is being pursued to actively recruit people with disabilities.



CIPRO's CET: Left to Right : Executive Head: Mr. L Dukwana (Strategic Support); Dr M Twum-Darko (CIO), Ms M Bernard-Fryer (COO), Mr Keith W. Sendwe (CEO), Dr Elsabé Conradie Executive Manager: (Customer Services), Ms T Nkuna (CAE), Mr Renier Du Toit (CFO)

Key Interventions

As part of the transformation process various opportunities were identified during the period under review and these will continue to be implemented in the new financial year.

- **The stabilisation of CIPRO's ICT systems** remains a challenge in the coming period under review until the legacy systems had been replaced;
- The transformation of CIPRO's **document management systems** from a **paper-based system to a digitised document-based** system for easy accessibility. The process to address this has commenced;
- Implementation of an **In-house Registry (IHR)** for both paper and electronic documentation in compliance with the legal, functional and security requirements of CIPRO and the laws governing it. A feasibility study is being conducted and the project is expected to run into the 2009/10 financial year;
- **IP Patent electronic documents** – The second phase of providing for the period 1987 and back has been approved. It is anticipated that this phase will be complete within the next few months;
- **Decentralising CIPRO's services** to broaden the footprint of CIPRO by making the services available. The first phase of establishing partnerships with implementation agents has been concluded during this financial year. Preparations for the second phase have also started.
- **Move to new offices** - The resolving of the over utilization of CIPRO facilities is addressed through this project and is already in an advanced stage. The move is set to take place during the last quarter of the 2009/10 financial year and the office space planning has already been completed; and
- **CIPRO as a Commission project** - The new Companies Bill that had been passed by Parliament requires that **CIPRO and OCIPE** merge and become a **Commission**. The restructuring of **CIPRO into the Commission**, which include the organisational and staff establishment, will be addressed within the next reporting period.

Conclusion

The CIPRO management team would like to thank the previous Minister, Mr Mandisi Mphahla, the Deputy Ministers, Dr Rob Davies and Ms Elizabeth Thabethe as well as the Director-General of **the dti**, Mr Tshediso Matona, and his executive team for their contribution in channelling CIPRO towards becoming a world leader in its field. Furthermore, we would like to welcome the new leadership under the auspices of the Minister, Dr Rob Davies and Deputy Ministers Ms. Maria Ntuli and Ms. Thandi Tobais-Pokolo to **the dti** group. The CIPRO executive team wishes to thank all managers and officials who contributed in taking CIPRO to the next level through their hard work, commitment and dedication.

Mr Keith W Sendwe
Chief Executive Officer

SUMMARY OF BUSINESS PERFORMANCE

CIPRO's Services (Offerings)

1 Core Business

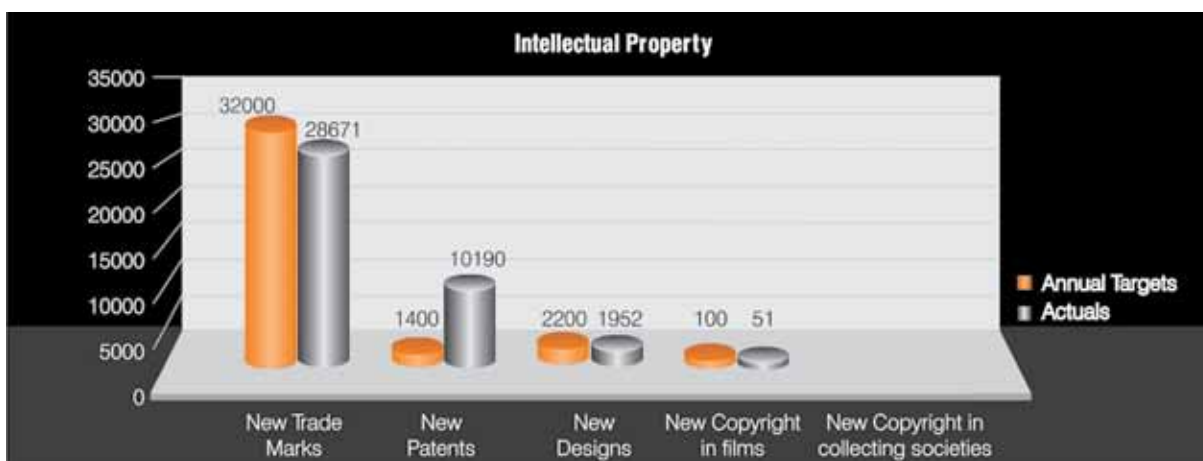
CIPRO in essence focuses on registration of and disclosure of information relating to enterprises and intellectual property. This report is an analysis of achievements and challenges experienced by CIPRO business for the year under review. Where possible the analysis includes the comparison with the previous year's **performance indicators** for the offerings. CIPRO's core business includes registration of Companies, Closed Corporations, Co-operatives and Intellectual Property (Patents, Copyright, Trade Mark and Designs) Legal Regulatory Services is responsible for the implementation of the entire regulatory framework applicable to CIPRO.

1.1 Registration Intellectual Property

An analysis of the performance of each of the offerings is addressed in paragraphs 1.1.1 to 1.1.5 below. It mainly focuses on new registration within the respective categories and is analysed to explain the trends. Targeted outputs and actual performance of the offerings are tabled below. A visual presentation of the actual performance against the annual target is displayed in **figure 1** below. The analysis of the performance in this area will be based on the table and **figure 1** below.

INTELLECTUAL PROPERTY OFFERING	TARGETED OUTPUTS	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE
New Trademarks	32,000 (8,000 per quarter)	Trend in trade marks	28,671 - 10.4% less than the projected target.
New Patents	12,000 (3,000 per quarter)	Trend in patents	10,190 - 15% less than the projected target
New Designs	2,200 (550 per quarter)	Trend in designs	1,952 - 11.27% less than the projected target
New Copyright in Films	100 (25 per quarter)	Trend in copyright	51 - 49% less than the projected target
New Copyright in Collecting Societies	Not quantified yet	Reports on assessment for compliance	This is a regulatory and advisory function and can not be quantified in numbers

Figure 1



1.1.1 Trade Marks

The registration of Trade Marks is influenced by a number of variables, including Trade Mark owners wishing to protect their Trade Marks more carefully and the price of Trade Mark trademark protection. Turnaround times for new applications (including building, capturing, proofreading, scanning, opening paper files) are two working days and one day for renewals from date of application. Although there was a minimal increase of 2.2% in new Trade Marks in the previous year, it is evident that the decline for the period under review may be as a result of the impact of the global economy. The organisation experienced a decrease of **10.4%** in the registration of new Trade Marks, as Trade Mark owners now choose their territories where they wish to protect more carefully. The projected target for the previous year was 30,000 and the total volumes received was 31,627. For the period under review the projected target was 30,000 and actual registrations numbered 28,671. See comparative statistics for 2007/08 and 2008/09 in **figure 2**.

1.1.2 New Patents

Based on an analysis of international trends, the volume of new patents projected for the year under review was 12 000. The total volumes lodged in the previous year was 10 830, 9.8% lower than the projected target. For the year under review, however, the volume of expected new designs was **15%** lower. This may also be influenced by greater knowledge with regard to patents and therefore registration. Marketing endeavours to educate the community at large will be put in place to emphasise the importance and benefits of patent registrations. The volumes of patents lodged were also influenced by variables such as global trends, which resulted in financial and administrative implications for IP offices worldwide, with South Africa being no exception. The majority of registrations at CIPRO come from foreign applicants and the global financial crisis could have serious implications for an IP office like CIPRO, which is in the process of becoming a Commission with financial self-sustainability. Although not yet alarming, CIPRO is sensitive to global economic trends, and aggressive marketing within our own territory is a priority for CIPRO in the new financial year. See comparative statistics for 2007/08 and 2008/09 in figure 2.

1.1.3 Designs

The lodgement of new designs is influenced by the fact that awareness around new designs may be lacking as individuals are not informed about their rights to protect a design that they own. This need will be addressed through marketing initiatives. The economic meltdown might also have contributed to the lower than expected figures. Projected volumes for new designs in the period under review was 2 200, with performance being 11.3% lower than expected. See comparative statistics for 2007/08 and 2008/09 in **figure 2**.

1.1.4 Copyright in Films

The lodgment of copyright in films is quite different from that for designs and Trade Marks which are purely of registration in nature. Copyright in films is of an advisory nature rather than registration and the impact of the economic crisis cannot be quantified in terms of financial figures. Furthermore, not much can be said in registration figures, as registration takes place only in films, while other copyright works such as books are not subject to registration. The projected volume for the copyright in films for this year was 104. The target was missed by 49% which may be due to the lack of reporting in this regard as the copyright Act, 1978 (Act 98 of 197) is act is new. See comparative statistics for 2007/08 and 2008/09 in **figure 2**.

Figure 2



1.1.5 Copyright in Collecting Societies

Regulations on Collecting Societies in music were only introduced in June 2006. There is no historic database that can be used to determine trends. Accredited Collecting Societies have published tariffs for payment of royalties to users for licensing purposes. Regulations on collective management were effectively implemented during 2008. It should, however, be noted that CIPRO has so far succeeded in collective management of rights in music royalties, with R20 million having been collected, which copyright owners will be sharing as from the end of April 2009 subject to approval of distribution plans by CIPRO as regulatory body. This figure has been considered a trivial amount taking into account that other super users, such as broadcasting corporations, have not yet discharged their statutory obligation of paying royalties.

1.2 Registration of Co-operatives, Companies and Close Corporations

The Co-operatives Act 2005, (Act 14 of 2005), the Companies Bill of 2008 as well as the Closed Corporations Act 1984, (Act 69 of 1984) apply to these areas of core business. This section of the report gives an overview of the implementation of these acts in support of the creation of a gateway to formal economic participation. The growth and number of

registered co-operatives and entities registered as well as the number of transactions processed were analysed to determine the performance indicators for the registration of co-operatives, companies and close corporations. An analysis on the performance of each of the categories of registrations is addressed in paragraphs 1.2.1 to 1.2.3 below. A visual presentation of the actual performance against the annual target is in **figure 3** below. An analysis of each of the offerings follows the graph.

INTELLECTUAL PROPERTY OFFERING	TARGETED OUTPUTS	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE
New Co-operatives registrations	3, 900	Trend in number of entities registered compared to previous years	6, 504 - 55% more than the projected target
New Company registrations	45, 000	Trend in number of entities registered compared to previous years	27, 358 - 39.2% less than the projected target
New Close Corporation registrations	248, 000	Trend in number of entities registered compared to previous years	261, 065 - 5.2% above the projected target

Figure 3



1.2.1 Co-operatives

The projected volume for the year under review was 3 500 and the actual volumes received was 6 504. The target was therefore exceeded by 55% and this may be due to the increased focus as a community empowerment vehicle for this type of entity. The increasing trend is expected to continue in the new financial year.

1.2.2 Companies

The targeted volume for the year under review for the registration of new companies was 45 000, based on the baseline of 37 329 achieved in the previous year. However, a total of 27 358 companies were registered this year, 39.2% less than expected, which may be related to the global economic meltdown as this area is largely related to economic conditions. Another contributing factor may be that the registration of a company has higher administrative requirements than that of a close corporation.

1.2.3 Close Corporations

Close corporations incorporations are the most favoured form of business based on the trends that have been observed. This is also informed by the ease of administering this form of business. This year has not been different in the sense that the upward trend continued leading to the target (248 000) being exceeded by 5.2%. The reason that the target was exceeded may be due to a great deal of interest in the close corporation as a business entity and as a result of the corporate law reform process. Another contributing factor was the level of publicity received. The increase may continue in the new financial year as a result of the corporate law reform process.

2 Legal and Regulatory Services

The unit is apart from their compliance and regulatory functions also responsible to ensure that law reform is aligned with the business realities of CIPRO. The compliance and regulatory functions, registrations and lodgements of annual returns is will first be addressed first, followed by the division's contribution to law reform and the related functions.

The annual returns for public companies are already at full strength and the database has been cleaned up, with dormant enterprises being eliminated. Dormant enterprises are inactive companies that do not submit annual returns

due to their inactive status. Once these companies become active and submit their annual returns as required, their information will be restored on CIPRO's database. During the year under review annual returns on close corporations were launched in order to ensure that the most reliable information exists. The growth and number of annual returns for private and public companies as well as co-operatives and close corporations registered were analysed to determine the performance thereof. In addition to that an analysis of name registrations, name approvals, name objections received as well as objections finalised will also be addressed in the following paragraphs. (see 2.2 below).

2.1 Registrations

Name Reservations, Approvals and Name Objections

Name reservations refer to the total process of name search and name approval. The name approvals refer to the approval of names following the name reservations and the necessary objection processes. The number of name approvals for the year under review is 463, 541, 2.5% more than the approvals granted in the previous year. The number of searches conducted during the same period was 471 608, 3.4% above the projected target. On the other hand, the total number of objections received was 1, 220 and the total of objections finalised 1, 383. This figure includes the objections carried over from the previous year. The main reason for objections originates from confusingly similar names of businesses in the same industry or where a Trade Mark, own owed by somebody had been registered as a business name.

2.2 Lodgement of Annual Returns

The lodgement of annual returns refers to the annual returns received from the various entities as registered by CIPRO. Targeted outputs and actual performance of the lodgement of annual returns is tabled below. See figure 4 below for a visual presentation of the actual performance against the annual target. An analysis of each of the offerings follows the graph.

Figure 4



ANNUAL RETURNS	TARGETED OUTPUTS	PERFORMANCE INDICATORS	ACTUAL PERFORMANCE
Public Companies	3, 500	Compliance levels and deregistration and distribution	4, 318 - 23.3% above the projected target
Private Companies	142, 000	Compliance levels and deregistration and distribution	170,605 - 20.14% above the projected target.
Close Corporations	620, 000 annual target	Compliance levels and deregistration and distribution	113, 409 - 63.4% less than projected target
Co-operatives - Lodgements	800	Volume received within 180 days of end of co-ops financial year	95 - 88.12% under the projected target
Co-operatives de-registration	200	Volume received within 180 days of end of co-ops financial year	589 - 194% above the projected target

2.2.1 Lodgement of Annual Returns for Public Companies

The target of 3 500 for lodgement of annual returns for this financial year was exceeded by 23.3%, with 4 318 annual returns being received. This is an improvement from the previous year where there was an underachievement of 3.5%.

The achievement can be attributed to the fact that companies became more compliant with their legal obligations in terms of the Companies Act, 1973 (Act 61 of 1973) and other legislation. The financial stability of companies which enable them to pay and lodge their annual returns is also a contributing factor. A marketing initiative was also instituted by CIPRO to create a greater awareness of the importance to submit annual returns for the companies.

2.2.2 Lodgement of Annual Returns for Private Companies

Targeted volumes projected for the previous year was 160 000. The total volume received for the previous year was 155 112, 3.1% lower than the projected target. The projected target for the period under review was 142 000 and the actual number received was 170 605, 14% above the projected target and therefore a major achievement. There was no de-registration of private companies during this year. Approximately 60% of private companies have not complied in lodging their annual returns and therefore a high increase in deregistration can be expected. The general extension in respect of annual returns for private companies lapsed on 1 September 2007. Thereafter private companies have had to lodge annual returns, and deregistration will only commence during the period under review.

2.2.3 Lodgement of Annual Returns for Close Corporations

As lodgements for close corporations only started during the year under review, no statistics with regard to the previous year are available. The first and second quarters were pilot projects and were not taken into consideration in the calculations for the graph. Average lodgements for the year were far less than the projected (anticipated) 310 000 and the criteria that were used might have been too high as there was no baseline.

2.2.4 Lodgement of Annual Returns for Co-operatives

Statistics for the previous year are not in line with the available statistics, no annual target was set for annual returns and therefore a comparison with the previous year is not possible. The lodgement of annual reports did not reach the target, not only as a result of non-compliance by co-operatives, but also due to the fact that annual returns need only be lodged not later than within 180 days after the end of the financial year. The criterion that was used for the annual target will have to be reviewed to be in line with the 180-day period after the end of the financial year. The fact that the target for deregistration was exceeded by 194% is of major concern as it highlights non-compliance by the co-operatives.

2.3 Legislation, Regulations, Delegations and Policies

This division is apart from the above functions also responsible to provide input to law reform and ensure that it is aligned with the business realities of CIPRO. During the period under review a new Companies Bill was drafted by **the dti** and put through the parliamentary processes for approval. The approval and publishing of draft regulations will be addressed in the new financial year. The division is also responsible for the following functions:

2.3.1 Drafting Regulations and input to Drafting Legislation

Amended corporate and Intellectual Property regulations to address the annual revision of fees includes the development of proposed amendments to fees and the obtaining of Treasury approval for any changes in those fees. Legislative tables reflecting current fees and proposed amendments to fees were developed and discussed with the National Treasury, although no revision of fees was implemented during the period under review. One of the challenges impacting on the non-finalisation in specifically obtaining Treasury approval and publishing amendments to the fees was the compliance with legal requirements.

2.3.2 Cooperate with CCRD - input to Corporate Law Reform

As mentioned in the introduction of the Chief Executive Officer's Overview, the new companies Bill had been passed by Parliament. The drafting of regulations of the bill will be undertaken by the Consumer and Corporate Regulatory Division (CCRD) of **the dti**. The division is continuously assisting in coordinating the corporate law reform process.

2.3.3 Co-ordinating Revision of Delegations

Co-ordinating revision (upgrading) of CIPRO delegations as needed included the finalisation of the Financial and Procurement Delegation which was signed off by the DG in July 2008. A delegations register is in a process of being put in place.

2.3.4 Co-ordination Revision of Policies and Updating CIPRO Policy Register

CIPRO prescribes the revision of policies and the Legal Division coordinates the revision of policies on an annual basis and is also responsible for the updating of the Policy Register. Finance and Procurement policies were updated for the period under review and policies of other divisions will be finalised in the new financial year.

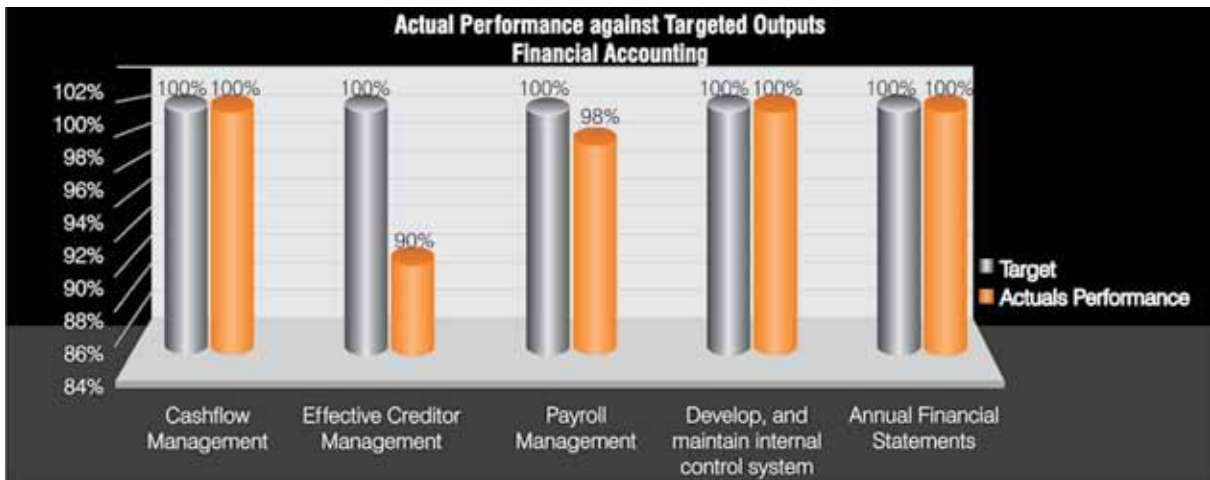
3 Finance, Safety and Security Services

This division's strategic vision is to effectively develop and provide account- and management support services as well as financial information that meet the requirements of internal and external clients and customers of CIPRO. The broad spectrum of the division is structured in the following six (6) categories:

3.1 Financial Accounting

This area of responsibility includes the effective and active cash management and creditor management which entail the timeous payment of suppliers. Other functions are effective payroll management, development and maintenance of internal control systems and the preparation of annual financial statements. The latter is reflected in the Financials in this annual report.

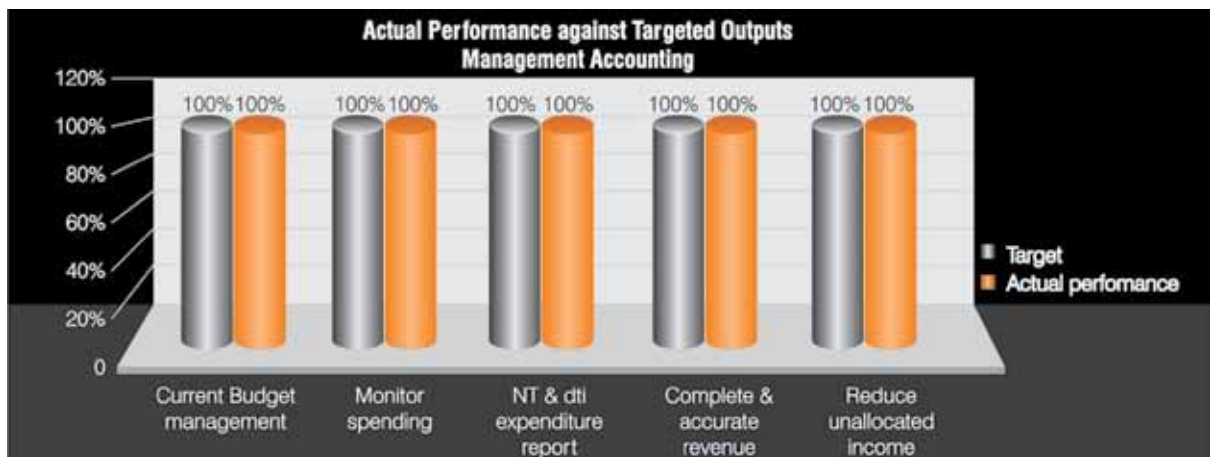
Figure 5



3.2 Management Accounting

The primary functions in this area are the submission of the National Expenditure to **the dti** as well as the reports for National Treasury and **the dti** on the expenditure. Budget allocations to the respective divisions within CIPRO and the monitoring of the spending, complete and accurate revenue and monthly reconciliations are also the responsibility of this unit.

Figure 6



3.3 Supply Chain Management (SCM)

Procurement plans had have been developed to improve procurement processes by eliminating non-value adding activities. This unit is also responsible for the preparation of financial year-end activities including assets verification and the safeguarding thereof. A challenge in this area of responsibility is to ensure sufficient human resource capacity in order to render effective procurement support to the organisation and to update and maintain a valid supplier database.

3.4 Safety, Security, Facilities Management

This unit is primarily responsible for contingency planning and disaster recovery, including business continuity planning. Contingency, disaster recovery and business continuity plans were developed, role-players were identified and training in this regard commenced in the period under review. The planning for the move to the new building has commenced and 95% of the space planning has been completed, as finalising of staff figures for CIPRO becoming a Commission has delayed the final floor-plan layouts. Facilities-related contracts were secured for the first six months of the new financial year.

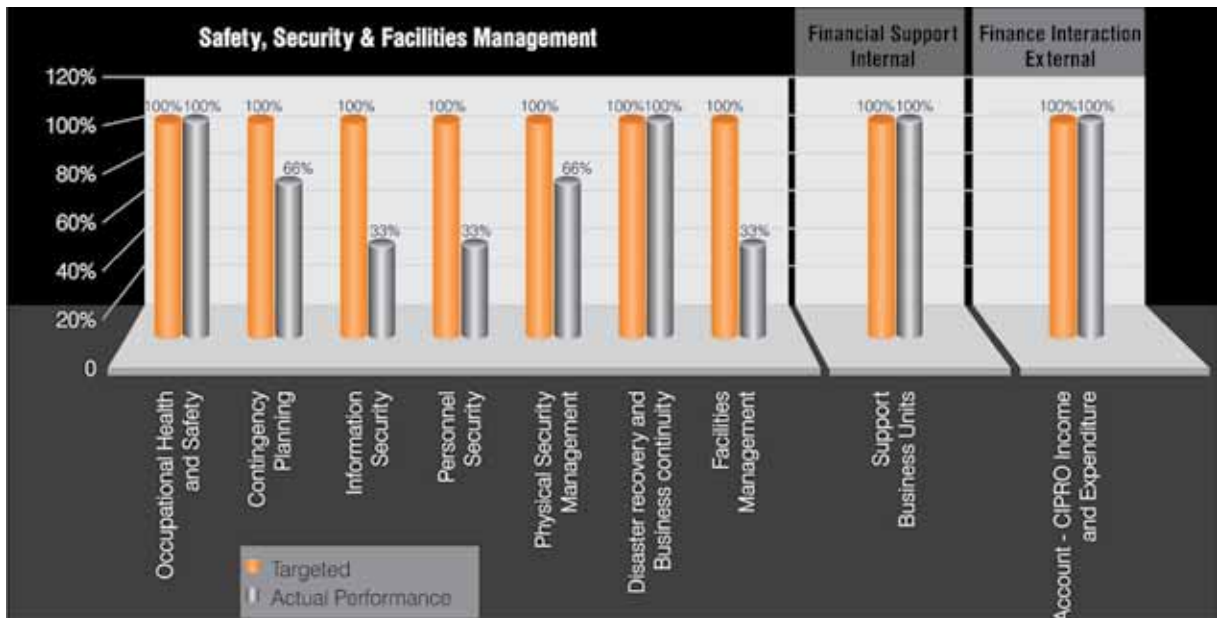
Figure 7



3.5 Financial Support to Internal- and External Stakeholders

The financial support function for internal stakeholders includes effective advice and assistance to all business units as well as monthly Finance Support Forums. Financial support to external stakeholders entails the management of the account for CIPRO's income and expenditure to the Auditor-General, National Treasury, Parliament, SCOPA and ultimately to the general public. In addition, the unit attended to the Auditor-General's requests and facilitated responses to preliminary audit queries.

Figure 8



4 Human Capital

A revised organisational structure was approved in the last quarter of 2008. This structure is associated with a process of addressing current staff, contract worker and temporary worker issues, filling of vacancies and the creation of strategic capacity to implement and sustain the strategic direction. This unit is responsible for CIPRO's HR Plan, which was approved and submitted to the Auditor-General for auditing. Constraints that influenced the actual performance

were the pending commission versus budget constraints as well as the high vacancy rate of 21% due to the challenges of office space and furniture. Another important function is the management and administration of leave, and the unit managed to address the absenteeism rate which was 7.3% for the year under review. The management of employee benefits was also conducted successfully by the unit, quarterly audits were performed and unqualified audit reports were received.

5 Human Resource Development

The focus in this division was specifically directed to impact on staff retention, development and the general wellbeing of CIPRO's staff. The review of the performance management system took place and performance management agreements were put in place to be in line with the strategic initiatives and business plan objectives and were effectively managed. Training was a strong focus point to ensure that the necessary training and re-training could be done to ensure efficiency and multi skilling. Specific areas of expertise in the organisation have been identified and equipped with sufficient skills. Three areas for improvement were identified to be in line with the business plan objectives; these areas were Talent and Skills, Diversity Management and Employee Health and Wellness. These areas were managed effectively and details thereof will be addressed in the HR Oversight Report. Three areas for improvement were identified to be in line with the business plan objectives; these areas were Talent and Skills- Diversity Management and Employee Health and Wellness Programme. These areas were managed effectively and details thereof will be addressed in the HR Oversight Report. A visual presentation of activities in the Talent and sSkills and Diversity Management is displayed in **figure 9** below.

Figure 9



A visual presentation of the activities within the Employee Health and Wellness Programme is displayed in **figure 10** below.

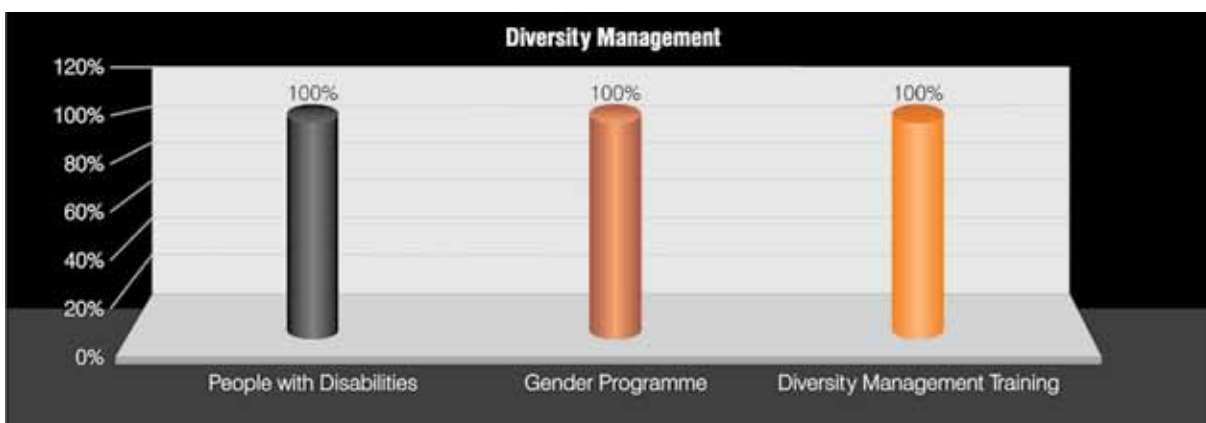
Figure 10



Although the measurement of performance in these areas, which is mainly a support and human resource development function, were difficult to link to percentages the overall performance in this unit was outstanding.

A visual display of the activities within the Diversity Management area can be seen in **figure 11** below.

Figure 11



6 Strategic Support Division

The Strategic Support Division consists of four components: Total Quality Management, Organisational Performance, Project Management and Governance Administration. (The latter component is in a process of implementation.)

6.1 Total Quality Management (TQM) is an integral focus in all functions in the organisation and the TQM strategy is aligned with CIPRO strategic objectives. Two important requirements were strived for; firstly instilling confidence amongst customers in CIPRO's ability to deliver the desired service consistently to meet customer needs and expectations and secondly, meeting the organisation's requirements, both internally and externally, at an optimum cost with efficient use of our available resources (human, materials, technology and information).

6.2 Organisational Performance

To strengthen strategic support to be legislatively compliant in terms of strategic support to CIPRO a performance management framework and reference model was developed and an organisational performance management policy was approved. The implementation of the policy will commence in the first quarter of the 2009/10 financial year and is directed towards the embedding of a performance culture within the organisation. Performance indicators and key performance areas will be developed strengthened and linked to the individual performance development agreements Performance management capability was acquired and performance management awareness was continuously created through communication, feedback and marketing of the endeavors of this unit. A Senior Manager was appointed in the third quarter; the unit will be further capacitated in the new financial year.

6.3 Project Management

The revival of the Project Management Office took off in the second quarter of the year under review. A Senior Manager was appointed in this office and a process to build capacity, cultivate and embed a Project Management culture within CIPRO was initiated. Corrective action was taken to ensure effective project management and the availability of project documentation for the 2009/10 financial year as per methodology requirements. Duplication in project information has been cleaned and alignment of all projects to the strategic objectives has been completed. The project portfolio register has been developed and the portfolio is constantly being monitored.

7 Compliance Audit and Risk

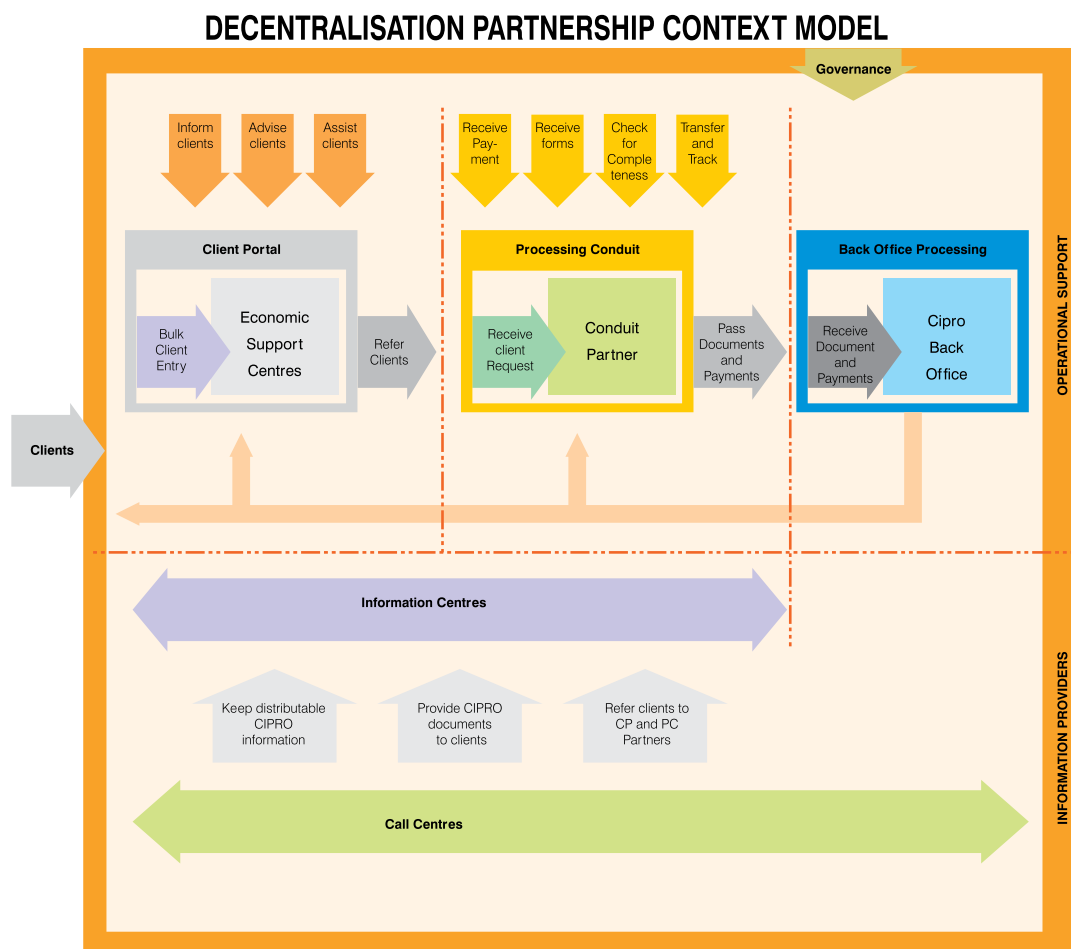
A report on organisational risks is included in the Annual Annual Plan Report and the focus areas of this division will be are briefly addressed. The focus in this area is to reduce the risks, weaknesses, fraud and corruption within the organisation. Continuous feedback of how the risks were reduced or eliminated is given through risk committee meetings and Audit Committee meetings and a recovery plan was implemented for operational issues. Quarterly audits were conducted and reports forwarded to the Audit Committee. Control weaknesses identified were reported to management with identified areas for improvement. Annual review of effectiveness of internal controls was also reported to the audit committee. There was general compliance with Corporate Governance although certain governance committees that were established were not fully functional; this, however, had no effect on the performance of this division.

8 Business Relations, Marketing and Communications (BRMC)

8.1 Customer Services

The main focus in this area of responsibility is to build and maintain partnerships and focus was placed on decentralised partnerships. Various Service Level Agreements (SLA's) with decentralised and other partners were signed during the period under review. Significant efforts have been put into improving customer service through strategic partners, clients and stakeholders. Bilateral meetings were held with various countries regarding agreements and training initiatives. CIPRO is in a process of establishing a national presence in the country by strengthening its relationships with **the dti**, and other COTII institutions. These partnerships enabled CIPRO to have national presence in all nine provinces. The decentralisation approach was approved by the DG of **the dti** and a diagram of the decentralisation partnership context model is illustrated by the figure below.

Figure 12



8.2 Customer Services (Marketing)

An important focus area of this division is the creating of awareness of CIPRO products and services through various marketing campaigns. A process of awareness and customer education through the road shows, exhibitions, awareness campaigns and TV- and video-based education will continue to sensitise customers about CIPRO products and how to make use of them utilise it. Existing relationships with stakeholders both international and local will be maintained and additional relations built where needed. These would include the international registry forums and associations CIPRO is part of, organised business and other government structures. The forums offer useful benchmarking opportunities and feedback to be used in ensuring that CIPRO stays on the forefront.

8.3 Internal Communication

Another focus area of this division is Internal Communication which takes place through the following mediums:

- Internal magazine (LISO) – Distributed every quarter to increase awareness and knowledge of staff on CIPRO developments and to create a culture of participation.
- E-communication - Continuous on a daily basis via e-mail notifications.

- General staff meetings. Feedback from staff members requires special attention to be given information about new developments and continuous coaching.
- Events calendar. Events calendar compiled and completed for past year.
- Media monitoring. Monitoring SA was appointed to monitor CIPRO appearances in the media. Daily and monthly reports submitted.
- CIPRO website reviewed and continuously updated. Several notices were placed on the website to inform customers of CIPRO developments.

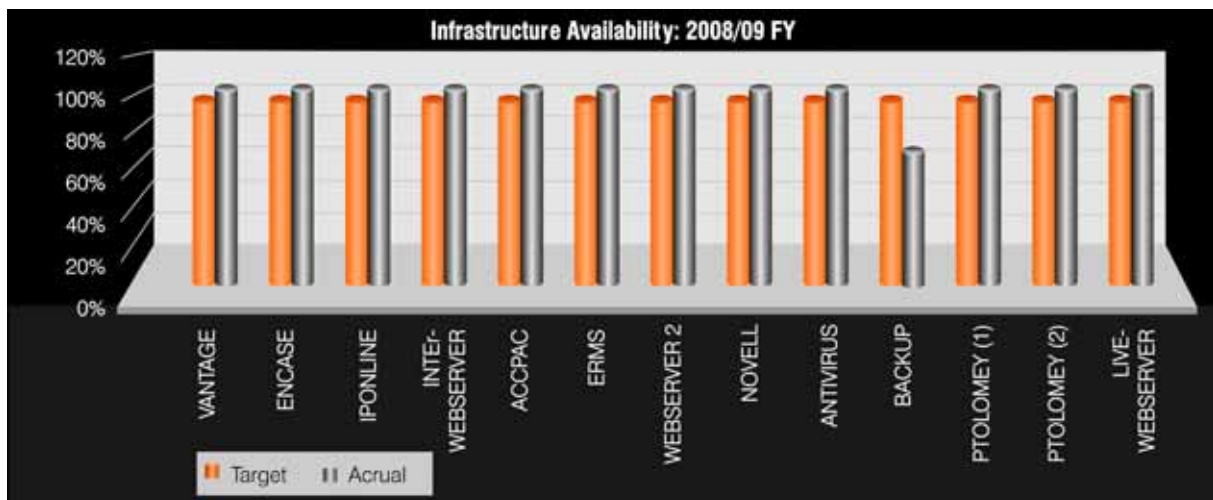
9 Information and Communication Technology

This division is responsible for the management of most of the special projects within CIPRO such as the Enterprise Content Management (ECM) and IP on- ILine. ECM is a major endeavour which will enable CIPRO to improve its information and communication services to internal and external customers and to be on the forefront of technology that can be compared to similar organisations worldwide. The duration of the project is 24 months and during the development of the project the biggest challenge for this division is to deal with legacy infrastructure which is difficult to administer. Infrastructure stabilisation services are rendered continuously and legacy systems in some areas of CIPRO had been assessed, architected and alternative solutions and technologies examined to determine long-term systems direction for these areas. ICT monitoring tools were enhanced to assist in constant monitoring of both hardware and software to ensure that appropriate action is taken in advance and optimal usage is obtained. By upgrading software and hardware capability and capacity, coupled with the establishment of high-performance external web services ensure that the organisation is able to deliver the needed electronic based services efficiently and roll out other initiatives.

Infrastructure availability has improved significantly in the year under review. Another challenge that the division experienced was the lack of human resource capacity and it had to rely on the services of external consultants, which in its own way contributed to lack of continuity, transfer of knowledge was neglected and it was costly for the organisation. This problem has been overcome and the capacity within ICT has been extended through the appointment of permanent employees in critical vacant positions. See table below:

	2007/08	2008/09
Staff Compliment	35	35
Consultants	28	14
Permanent Staff	07	14
Vacant	0	07
Total Cost	R23 million	R15 million

Figure 13



Actual shows CIPRO's infrastructure availability which was at an average of 99.9% as opposed to the Target which is at 95.00%. The low availability of the backup server was due to hardware being technologically obsolete. This problem is being resolved through a tender process to acquire new hardware.

10 PERFORMANCE OF PROJECTS IN THE PERIOD UNDER REVIEW

The Project Office took the responsibility to align projects with the four strategic imperatives of the organisation and to direct the projects towards accomplishing the objectives of CIPRO.

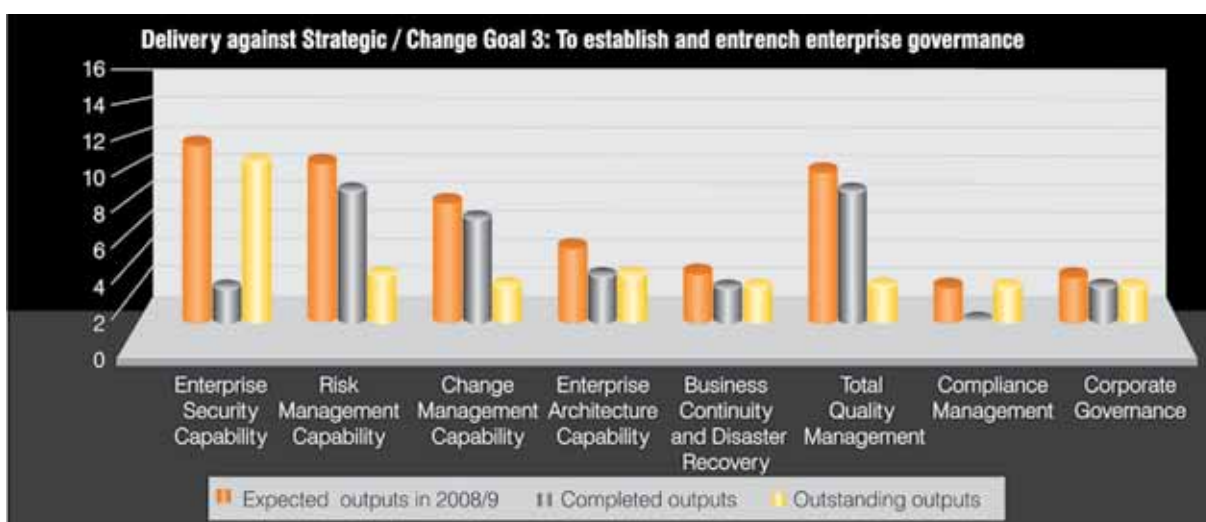
10.1 Strategic objective 1

Projects registered which are directed towards strategic objective 1, which is "The Provision of Value-added, Effective and Efficient Service Delivery" are the following:

- E-CIPRO;
- Performance Management Capability;
- People Transformation Capability;
- New Office Move;
- Business Intelligence Capability;
- CRM Capability; and
- Stable ICT Capability

Detail of individual performance on the abovementioned projects is indicated in **figure 14**:

Figure 14



10.2 Strategic objectives 2

"CIPRO as a Commission" is the only project directed toward, which is "To Implement New Relevant Legislative Changes". was "CIPRO as a Commission". However, this project was not commissioned for implementation in 2008/9 financial year and the approved allocation for this project is 2009/10 – 2011/12 MTRERF, due to legislation coming into effect in financial years to come.

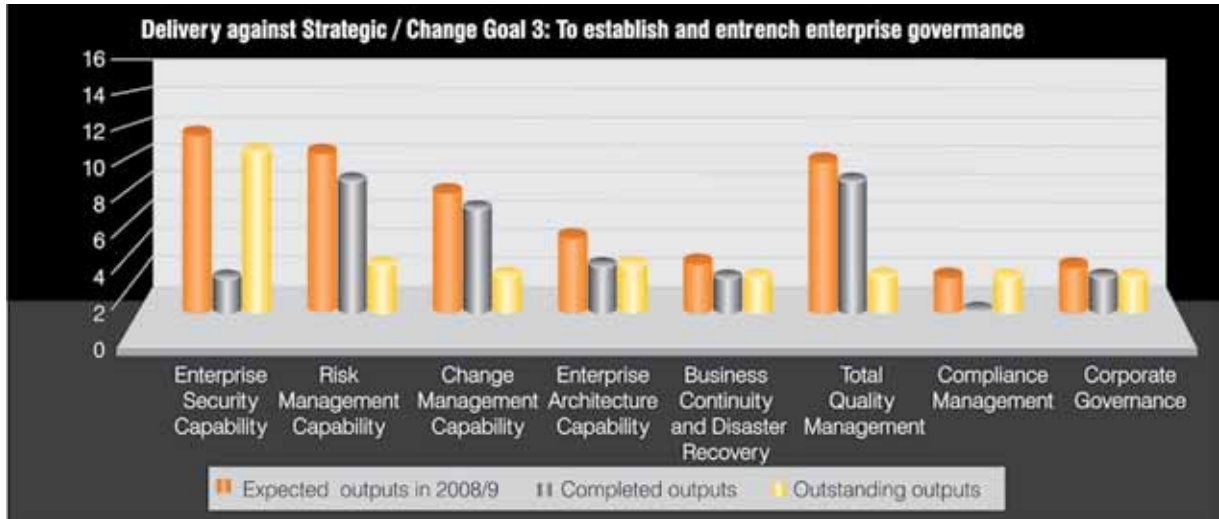
10.3 Strategic objective 3

Projects in the category of "Establishing and Entrenching Enterprise Governance", were classified under the "Institutional Transformation" leg of the CTP. These projects are the following:

- Enterprise Security Capability;
- Change Management Capability;
- Business Continuity and Disaster Recovery;
- Compliance Management; and
- Risk Management Capability;
- Enterprise Architecture Capability;
- Total Quality Management;
- Corporate Governance

Detail of individual project performance against is illustrated in **figure 15** below.

Figure 15



10.4 Strategic objective 4

Projects to “Establish and Ensure Broad Geographical Access to CIPRO Services” (strategic objective 4), didn't progress as anticipated, but are a priority in the new financial year. Projects referred to in this category are the following:

- Decentralisation;
- National IP Strategy; and
- Pan African IP Office;
- IP Online.

Detail of individual project performance against illustrated in **figure 16** below.

Figure 16



11 Conclusion

Detail information on the performance of each of the core business units as well as the support and other functions can be seen in Annexure 1, which depicts the programme performance report for the reporting period.



FINANCIALS



ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2009

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Accounting Officer's Responsibility for the Annual Financial Statements for the year ended 31 March 2009

The financial statements for the 2008/09 financial year are prepared in accordance with South African Statements of Generally Accepted Accounting Practice (SA GAAP) and incorporate disclosure in line with the accounting philosophy of the entity and the requirements of the Public Finance Management Act 1999 (Act no 1 of 1999). The financial statements are based on appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The accounting officer is responsible for the preparation and integrity of the financial statements and related information included in the Annual Report. In order for the accounting officer to discharge these responsibilities, as well as those bestowed on him in terms of the Public Finance Management Act and other applicable legislation, he has developed, and maintains, a system of internal controls.

The internal controls include a risk-based system approach of internal accounting and administrative controls designed to provide reasonable, but not absolute, assurance that assets are safeguarded and transactions executed and recorded in accordance with generally accepted business practices, as well as the entity's policies and procedures. Trained and skilled personnel with an appropriate segregation of duties implement these controls. Monitoring of these controls includes a regular review of their operations by the Accounting Officer and independent oversight by an audit committee.

The Auditor-General, as external auditor, is responsible for reporting on the financial statements.

The Accounting Officer approved and signed the annual financial statements for the year ended **31 March 2009, as set out on pages 41 to 61.**

Mr T. Matona
Director-General (Accounting Officer: CIPRO)
10 September 2009

REPORT OF THE ACCOUNTING OFFICER

Financial Statements for the year ended 31 March 2009

The financial year ending 31 March 2009 was an extraordinary year for CIPRO in many ways. With sound financial management principles and proper financial controls introduced, CIPRO received an unqualified audit report for the previous two financial years. With the basic financial management controls in place CIPRO in 2008/2009 started to focus on the other institutional transformation imperatives.

These related to:

- Structural review and filling of vacancies with the right people with the right skills.
- Implementing performance management, both individual and organisational.
- Implementing improved internal controls and corporate governance.
- Reviewing and improving ICT Infrastructure, stability and bandwidth.
- Implementing electronic initiatives to improve access by clients.
- Implementation of a quality management system with ISO 9001:2000 certification.
- Establishing a customer service culture with specific initiatives.
- Preparation for decentralisation of specific functions to ensure availability and accessibility of certain services nationally.
- Implementing skills development programs.
- Business continuity (disaster recovery).
- Elimination of backlogs and improvement of turnaround times.

The 2008/2009 financial year is also where the global economic slowdown developed into a fully blown economic and development crisis with far reaching consequences for the economic fortunes of South Africa. As South Africa is experiencing the negative impact of the global economic slowdown CIPRO needs to evaluate its position within a changing economic, legislative and institutional environment.

As part of this process CIPRO needs to understand the challenges it faces and to develop strategies and programs to deal with these issues. It becomes increasingly clear that an effective response to this crisis requires greater co-operation amongst partners in the public and private sectors.

In this regard CIPRO plays a major role and needs to ensure that it provides processes for the creation of companies in line with government's economic and service delivery mandate in an effective and efficient way.

GOVERNANCE REPORT

The underlying principles of corporate governance that CIPRO follows are the values, ethics and commitment of best business practices. CIPRO as a trading entity within **the dti** reports directly to the Director-General as the Accounting Officer for the organisation.

CIPRO Committees

CIPRO has established the following governance committees:

Audit Committee

The Audit Committee established on 29 October 2002, is constituted in terms of the PFMA, Treasury regulations and sound corporate governance practices. The main responsibilities of the Audit Committee are set out in its Audit Charter, which is in line with those prescribed in the Treasury Regulations to the PFMA. It plays a key and proactive role in overseeing, monitoring and advising management and internal audit in conducting audits. It further ensures accountability on the part of management as well as internal and external auditors. Additional functions of the Audit Committee are to monitor risk areas, to evaluate internal controls and monitor the implementation of corrective measures by management.

For the 2008/09 financial year the Audit Committee met on the following dates:

- 23 May 2008
- 29 July 2008

- 30 October 2008
- 10 March 2009

The composition of the Audit Committee for the Financial Year ending 31 March 2009 was as follows:

NAMES OF MEMBERS	ROLE	NUMBER OF MEETINGS	MEETINGS ATTENDED
Mr. AC Coombe	Chairperson - Independent	4	4
Mr. L Yanta	Member - Independent	4	3
Mr. DA Braithwaite	Member - Independent	4	4
Mr. T Matona	Director General: the dti	4	1
Mr. KW Sendwe	Chief Executive Officer: CIPRO	4	2

Risk Management

The purpose of the Risk Management Committee is to review corporate risk management and control processes and to monitor key strategic risks identified in the organisation. The primary role of the Risk Management Committee is to assess and monitor risk management within the organisation. The committee also monitors the implementation of audit recommendations regarding management action to mitigate identified risks.

For the 2008/09 financial year the Risk Management Committee met on the following dates:

- 15 May 2008
- 17 July 2008
- 20 October 2008
- 24 February 2009

The composition of the Risk Management Committee for the Financial Year ending 31 March 2009 was as follows:

NAMES OF MEMBERS	ROLE	NUMBER OF MEETINGS	MEETINGS ATTENDED
Mr L Yanta	Chairperson - Independent	4	4
Mr KW Sendwe	Chief Executive Officer: CIPRO	4	2
Ms T Nkuna	Head: Compliance, Audit and Risk	4	4
Mr ER du Toit	Chief Financial Officer	4	3
Mrs M Bernard-Fryer	Chief Operating Officer	4	2
Dr M Twum-Darko	Chief Information Officer	4	3

REVIEW OF OPERATING RESULTS

During the financial year under review CIPRO made substantial progress in achieving its objectives. Below are some of the highlights for the 2008/2009 financial year:

- All the preparations to accede to Madrid Agreements/Protocol for Trademarks are completed.
- The Disqualified Directors Register was implemented and is functional.
- The decentralisation project is 90% complete and has improved service delivery especially to rural areas.
- Implementation of New Co-Operatives Act and the attendant system implementation was completed.
- CIPRO Transformation Projects (CTP). A project for the replacement of all the old legacy ICT systems started in 2008/2009 that will ensure that service delivery to clients will be substantially improved.
- Obtaining ISO9001: 2000 accreditation from the South African Bureau of Standards.
- The recruitment of well qualified and experienced executive and senior management is 70% complete.
- Annual returns for Close Corporations (CC's) were implemented and operational.

Deviation from Accounting Standards – Annual Return Revenue

The financial statements for the 2008/09 financial year are prepared in accordance with South African Statements of Generally Accepted Accounting Practice (SA GAAP) except for the recognition of Annual Return revenue on a accrue basis for the reasons as set out below.

The Accounting policy of CIPRO states that: See next page.

“Revenue on annual returns is recognised on the cash basis due to the nature of the services rendered. Companies liable for paying annual returns are not considered as debtors but are deregistered on failure to pay the due fees.”

CIPRO from the inception of Annual Returns accounted for the actual revenue on a cash basis for the following reasons:

Section 173 of the Companies Act provides that all companies must lodge an Annual Return with the Registrar of Companies together with the prescribed fee. It further requires that this return must be lodged every year, by no later than the end on the month, which follows upon the month within which the anniversary of the company’s incorporation occurs. In order to enable outstanding prescribed fees for un-submitted annual returns to be classified as debts owing to CIPRO, a legal claim in respect of those monies needs to be established against the defaulting companies together with the prescribed fee.. This is not possible as the default is not non-payment of the fee but non-submission of the annual return.

Section 176 of the Companies Act is a Legislative Mechanism by which the Registrar of Companies may notify defaulting Companies of their failure to comply with the lodgement of annual returns or other documents. CIPRO only has a right to the annual return revenue if it can establish a claim in law in respect thereof. If a claim could be established such a claim should also be enforceable in a court of law. This is not the case with outstanding annual return revenue.

The fee for annual returns is a **sui generis** type of fee (only example of its kind) and the accounting policy adopted by CIPRO in respect of annual returns, is the only practical and logical policy for the circumstances.

CIPRO cannot determine the rand amount of debtors, as the fees payable by private companies are determined on a sliding scale based on turnover and turnover is not able to be established with any accuracy prior to submission of the annual returns. For public and external companies a flat rate of R4, 500.00.

The accounting treatment of Annual Return Revenue is based on the fact that there is currently no standard within IFRS or South African Statements of Generally Accepted Accounting Practice (SA GAAP) that specifically deals with revenue from non-exchange transactions.

CIPRO has engaged with the office of the Accountant-General, regarding the seeking of an exemption from the SA GAAP accounting standard by CIPRO, as far as its revenue recognition reporting is concerned, due to the nature of the Annual Return fee system.

CIPRO will furthermore be consulting with the office of the Auditor-General on an ongoing basis as regards the methodology being applied by CIPRO as far as debtor management is concerned, in order to properly align its accounting policy and reporting, with the revenue recognition requirements in terms of SA GAAP

Review of Financial Results

The accounting treatment of annual return revenue is based on the fact that there is currently no standard within IFRS or South African Statements of Generally Accepted Accounting Practice (SA GAAP) that deals with revenue from non-exchange transactions.

CIPRO is entirely self-funded from levies and fees charged for the services it renders to its clients. For the year under review the global economic crisis did not materially impact on the revenue generated and the total income of R316, 1 million exceeded the 2008/2009 revenue budget by R17, 6 million. It is however expected that the economic slowdown will impact on the future income potential. In this regard CIPRO will adjust its business plans in order to ensure sustainability.

A graphical presentation of the total financial results is shown below:



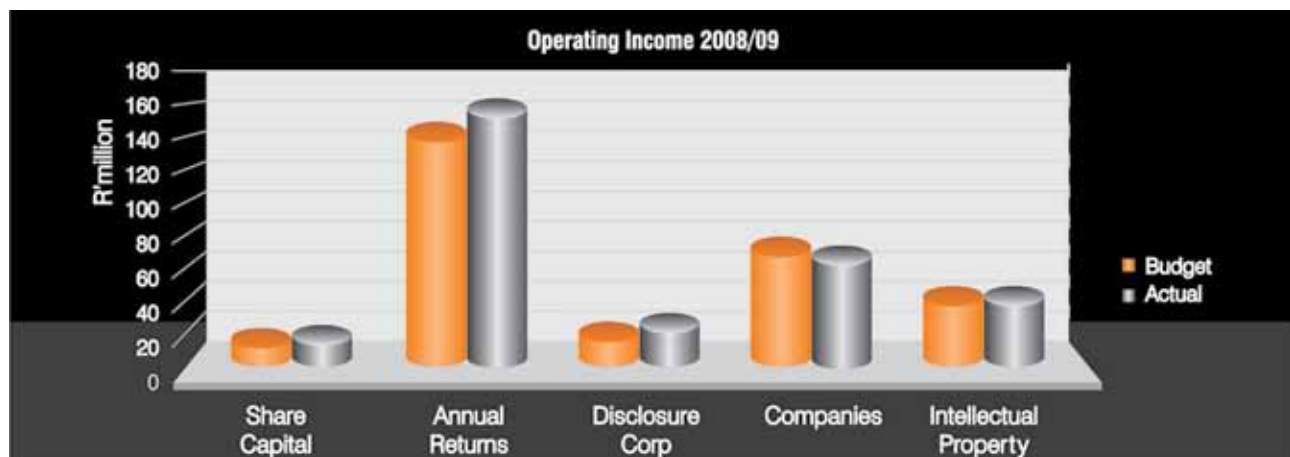
The overall operating results for the year ending 31 March 2009 were as follows:

DESCRIPTION	BUDGET 2008/09	ACTUAL 2008/09	VARIANCE ACTUAL / BUDGET	ACTUAL 2007/08
	R'MILLION	R'MILLION	R'MILLION	R'MILLION
Income				
Operating Income	298,4	316,0	17,6	277,7
Other	2,4	4,3	1,9	0,3
Interest	10,0	48,4	38,4	30,0
TOTAL	310,8	368,7	57,9	308,0
Expenditure				
Operating expenditure	395,6	227,9	167,7	181,6
Closing surplus	(84,8)	140,8	225,6	126,4
TOTAL	310,8	368,7	57,9	308,0

Income:

The actual operating income for CIPRO increased by 13, 8% from 2007/08. This can be attributed to the stricter controls instituted for the collection of annual return fees.

The following graph indicates the break down of income per income source:



Analysis of Operating Income (excluding other income such as Interest Received)

INCOME	BUDGET 2008/09 R'MILLION	ACTUAL 2008/09 R'MILLION	VARIANCE / BUDGET 2008/09 R'MILLION %		ACTUAL 2007/08 R'MILLION
Share Capital	12,5	16,4	3,9	31,2	12,6
Annual Returns	152,4	166,7	14,3	9,4	138,2
Corporate Information	16,6	21,0	4,4	26,5	16,7
Companies and Close Corporations	74,5	70,9	(3,6)	(4,8)	69,9
Intellectual Property	42,4	41,0	(1,4)	(3,3)	40,3
Total	298,4	316,0	17,6	5,9	277,7

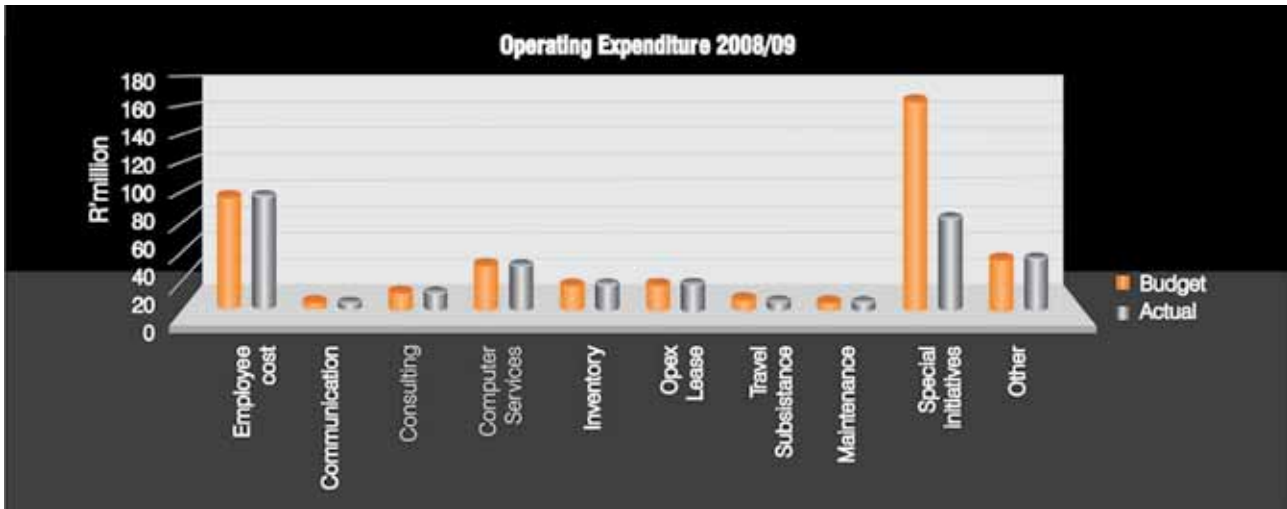
Analysis of revenue:

From the table above it will be noted that the total of all revenue streams exceeded the year to date budget for the reporting period. This can be attributed to the positive reaction by companies in respect of Annual Returns that exceeded the budget with R14, 3 million. Revenue related to Cooperatives is not recorded separately and is included in the total revenue for Companies.

The impact of the slowdown in the economy impacted on the revenue growth in the last quarter of the reporting period. This is evident in the negative revenue performance of Companies, Close Corporations and Intellectual Property against the budget. It is expected that the impact will deepen during the 2009/2010 financial year. For the 2009/2010 financial year it is however expected that any negative impact from the economic slowdown on Company and Close Corporation registration activities will be mitigated by the positive response to the implementation of annual returns on 1 September 2008 for Close Corporations.

Expenditure:

The graph below indicates the break down per main expenditure group.



Analysis of Operating Expenditure (excluding special initiatives)

Employee costs under spent for the financial year under review by R20, 1 million and this is due to a number of vacancies only filled during the last quarter of the financial year. Most of the other operating expenditure categories realised a small savings for the financial year. The biggest under spending is realised against the special initiatives budget.

Special Initiatives

- In order to improve service delivery a number of institutional transformation initiatives were approved as part of achieving the strategic objectives of CIPRO. In this regard a total amount of R420 million was allocated toward these initiatives.
- Although the performance against the budget is lower than expected many of the projects are inter-dependant and the actual expenditure will follow in the 2009/2010 financial year.



From the graph it will be noted that employee cost is the largest expense group and this reflects the nature of the business of CIPRO namely that of a service-orientated organisation. The increase in employee cost for the past two financial years is due to the development of a new organisational structure that is aligned to the strategic objectives, the development of a sound management structure and a commitment to filling of these positions with qualified and skilled persons. It is expected that the employee cost will increase during the next financial year. In terms of the new Companies Act additional regulatory functions will be introduced that will require more human resource capacity.

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Strategy

The ICT strategic plan for the MTEF of 2008/09 was the creation of a unique and valuable position involving a different set of activities. The plan provides unique input into the core strategic direction of CIPRO and interprets the potential for technology to transform the business, drive innovation and spur growth. The plan mapped out the gaps between the organisations business growth and sustainable agenda and its ICT capability. At the same time not becoming “a reactive cost-cutter” but a proactive advocate of how and where the application of ICT can create CIPRO’s business values of tomorrow.

Strategic Project: Enterprise Content Management (ECM)

A number of projects were approved in terms of the ICT strategy. For the 2008/2009 financial year the focus was on the acquisition and implementation of an Enterprise Content Management (ECM) solution based on Service Oriented Architecture (SOA) principles. The solution is to replace current CIPRO inflexible and non-integrated (legacy) business applications (i.e. Computron, ERMS, Ptolomy and IP Online).

These high maintenance cost systems have many gaps and due to their poor architecture, non-normalised database and weak access facilities, CIPRO is hindered in addressing the following challenges:

- The challenge to promote and sustain decisive leadership, create stability, grow revenue and reduce operational cost and embrace the new Companies Act.
- The challenge to improve registration processes i.e. professional, prompt and appropriate service.
- e-IP – e-learning for national awareness and education on IP as a means to drive innovation, job creation and reduce poverty.
- The challenge to make registration forms more relevant to the needs of the South African economy and improves data quality.
- The challenge to reach out to more potential CCs to submit annual returns – introduction of “value-add” incentives to companies to submit annual returns – e.g. value-add loyalty plan.

The following major benefits are to be expected after the complete implementation of the ECM solution:

- Online “name availability” search using meaning based computing algorithm.
- The use of mobile phones and landlines to transact business with CIPRO.
- Online verification and authentication of all accounting agents/officers.
- Notification to Directors of companies and cooperatives, and members of CCs of all changes to company information.
- A 24 hour, 7 days a week contact centre for CIPRO ensuring round the clock services to our client base.
- 24 hour, 7 days a week online registration services for companies and cooperatives.
- Online filing of statutory and procedural documents or forms.
- Online fee enquiry, payment services and service request status inquiry services.
- Non-compliance reports relating to filing, annual returns, reporting, etc.
- Significant reduction of company incorporation.
- Expectation of over two million concurrent users per second across the world using the CIPRO website.
- Access to over 700 million pages of digitised company paper records.
- Online access to IP bibliography, abstracts, online access and searches for registered trademarks.

Innovation and integration

CIPRO seeks not only to improve its products and services, but also its business processes, management systems, policies and core business models. To accomplish that, CIPRO will continue to seek to integrate advanced technology using the new ECM solution far deeper into its operations.

ECM Investigation

A tender for the implementation of an Enterprise Content Management system to the value of R153 million was awarded in the period under review. In this regard an amount of R56 million has been spent in the 2008/2009 financial year. Subsequent to the awarding of the tender a number of allegations of irregularities regarding the procurement of the ECM solution was received by CIPRO. Management due to the nature of the allegations requested the Auditor General of SA to conduct an investigation into the procurement of the ECM solution. At the time of finalising the financial statements and audit the investigation was still in process.

HUMAN RESOURCE MANAGEMENT

The 2008/2009 financial year was characterised by CIPRO making great strides in terms of stabilising its management core by the filling of critical executive and senior management positions. The appointment of senior managers has gone a long way in terms of ensuring the leadership capacity to drive its identified strategic imperatives.

Significant appointments and terminations:

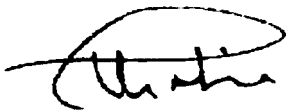
The following senior appointments were made in the year under review:

- Ms MT Nkuna was appointed Executive Manager: Compliance, Audit and Risk on 14 April 2008.
- Mr L Dukwana was appointed Executive Manager: Strategic Support on 1 January 2009.

No senior management resignations occurred in the year under review.

CIPRO is currently in the process of redesigning its organisational structure in response to becoming a Commission and fulfilling new functions as specified by the new Companies Act. In this regard, a People Transformation Strategy is actively pursued in order to build the required emotional capital in support of the overall CIPRO Transformation Programme (CTP). This programme delivered substantial results in terms of ensuring that our demographic composition reflects the diversity within the broader South African population; aligning people performance to the organisational strategy. This is in order to manage performance for results; creating a learning organisation through competency development; attracting and retaining critical skills; enhancing employee health and well-being as well as the institutionalisation of CIPRO's core values.

In the 2009/2010 financial year, the key focus will be on leveraging the positive shifts that have occurred in terms of our "Best Company To Work For" Survey results and to engage in intensive change management interventions as a critical determinant of organisation transformation. In order to achieve our Human Capital vision of "*Excellence in People Transformation and Business Partnership for a High Performance CIPRO*", employee involvement becomes crucial in decision-making in order to inspire staff to own the culture, business goals and strategic imperatives of CIPRO.



Mr. T. Matona
Director-General (Accounting Officer: CIPRO)
10 September 2009

REPORT OF THE AUDIT COMMITTEE

for the year ended 31 March 2009

We present our report for the year ended 31 March 2009.

AUDIT COMMITTEE MEMBERS AND ATTENDANCE

The Audit Committee, consisting of the members listed below, convened four times during the year under review, in terms of its approved terms of reference. There were no changes to the composition of the Audit Committee during the year under review.

Name of Member	Number of meetings attended
Independent Non-Executive Members	
Mr. A C Coombe (Chairperson)	4
Mr L Yanta	3
Mr. D A Braithwaite	4
Executive Members – ex officio	
Mr. T Matona (Director-General)	1
Mr KW Sendwe (Chief Executive Officer)	2

The Director-General has ensured adequate representation on his behalf for meetings that he could not attend, due to urgent requests from the Minister.

AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee reports that it has complied with its responsibilities arising from section 38(1)(a) of the PFMA and Treasury Regulations 3.1.13. The Audit Committee also reports that it has appropriate terms of reference in the form of its Audit Committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

EFFECTIVENESS OF INTERNAL CONTROL

The systems of internal control are designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed.

From the various reports of the Auditor-General of South Africa and the Co-Sourced Internal Auditors, the Audit Committee noted that no significant or material non-compliance with prescribed policies and procedures have been reported. In line with the PFMA, Internal Audit provides the Audit Committee and Management with assurance that the internal controls are appropriate and effective. This is achieved by means of an appropriate quarterly tracking process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. During the forthcoming year, the Audit Committee will monitor instances of control weakness identified during the financial year ended 31 March 2009.

A separate Risk Management Committee manages and monitors the assessment and control of risk on a prioritized basis throughout the organisation. The Internal Auditors use this risk control framework to prepare their audit coverage plans and to undertake audit work in the higher risk areas identified.

QUALITY OF MANAGEMENT REPORTS

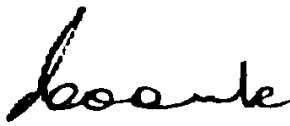
The Audit Committee is satisfied with the content and quality of the quarterly reports as prepared and issued by Management during the year under review in terms of the PFMA.

EVALUATION OF FINANCIAL STATEMENTS

The Audit Committee has:

- Reviewed and discussed with Management the audited annual financial statements to be included in the annual report;
- Reviewed the Auditor-General of South Africa's management letter and Management's response thereto;
- Reviewed the appropriateness of accounting policies and practices;
- Reviewed significant adjustments resulting from the annual audit.

The Audit Committee concurs with and accepts the audit opinion of the Auditor-General of South Africa on the annual financial statements and recommends that the audited annual financial statements, read together with the report of the Auditor-General of South Africa, be accepted.



A C Coombe
Chairperson of the Audit Committee
10 September 2009

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION OF THE COMPANIES AND INTELLECTUAL PROPERTY REGISTRATION OFFICE FOR THE YEAR ENDED 31 MARCH 2009

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Companies and Intellectual Property Registration Office (CIPRO) which comprise the balance sheet as at 31 March 2009, and income statement, the statement of changes in equity and the cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 41 to 61.

The accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Statements of Generally Accepted Accounting Practice (SA Statements of GAAP) and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA), my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing read with *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis for qualified opinion

Revenue

7. Section 173 of the Companies Act requires companies to lodge their annual returns to CIPRO within one month of the company year end together with the prescribed fee. Furthermore, section 176 of the Companies Act makes provision for CIPRO to enforce companies to comply with the provisions of the Act. CIPRO's accounting policy of recognising revenue from annual returns on a cash basis is not consistent with the substance of the transaction and the accrual principle determined in the framework of SA Statements of GAAP. CIPRO has only recognised revenue for those companies who submitted their annual returns during the annual year and not for all companies who were liable to lodge a return. Consequently revenue, accounts receivable, accumulated surplus and the corresponding figures are understated. I was not able to quantify the understatement, due to the company database of CIPRO not being completely updated with information on companies that should have been de-registered as well as the annual return revenue system not being able to operate as a debtor's management system.

Opinion

8. In my opinion, except for the effects of the matter described in the Basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of CIPRO as at 31 March 2009 and its financial performance and its cash flows for the year then ended, in accordance with the South African Statements of Generally Accepted Accounting Practice (SA Statements of GAAP) and in the manner required by the PFMA.

Emphasis of matter

I draw attention to the following matter on which I do not express a qualified opinion:

Restatement of corresponding figures

9. As disclosed in note 6 to the financial statements, the corresponding figures for 31 March 2008 have been restated as a result of an error discovered during the year ended 31 March 2009 in the financial statements of CIPRO at, and for the year ended, 31 March 2008.

Other matters

I draw attention to the following matters that relate to my responsibilities in the audit of the financial statements:

Governance framework

10. The governance principles that impact the auditor's opinion on the financial statements are related to the responsibilities and practices exercised by the accounting officer and executive management and are reflected in the internal control deficiencies and key governance responsibilities addressed below:

Internal control deficiencies

11. Section 38(1)(a)(i) of the PFMA states that the accounting officer must ensure that the trading entity has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The table below depicts the root cause that gave rise to the deficiencies in the system of internal control, which led to the qualified opinion. The root causes are categorised according to the five components of an effective system of internal control. (The number listed per component can be followed with the legend below the table.) In some instances deficiencies exist in more than one internal control component.

PAR. NO.	BASIS FOR QUALIFIED OPINION	CE	RA	CA	IC	M
7	Revenue			6		

12. CIPRO's accounting policy of recognising revenue from annual returns on a cash basis is not consistent with the substance of the transactions and the accrual principle determined in the framework of SA Statements of GAAP

LEGEND

CE = Control environment

The organisational structure does not address areas of responsibility and lines of reporting to support effective control over financial reporting. 1

Management and staff are not assigned appropriate levels of authority and responsibility to facilitate control over financial reporting. 2

Human resource policies do not facilitate effective recruitment and training, disciplining and supervision of personnel. 3

Integrity and ethical values have not been developed and are not understood to set the standard for financial reporting. 4

The accounting officer does not exercise oversight responsibility over financial reporting and internal control. 5

Management's philosophy and operating style do not promote effective control over financial reporting. 6

The entity does not have individuals competent in financial reporting and related matters. 7

RA = Risk assessment

Management has not specified financial reporting objectives to enable the identification of risks to reliable financial reporting. 1

The entity does not identify risks to the achievement of financial reporting objectives. 2

The entity does not analyse the likelihood and impact of the risks identified. 3

LEGEND	
The entity does not determine a risk strategy/action plan to manage identified risks.	4
The potential for material misstatement due to fraud is not considered.	5
CA = Control activities	
There is inadequate segregation of duties to prevent fraudulent data and asset misappropriation.	1
General information technology controls have not been designed to maintain the integrity of the information system and the security of the data.	2
Manual or automated controls are not designed to ensure that the transactions have occurred, are authorised, and are completely and accurately processed.	3
Actions are not taken to address risks to the achievement of financial reporting objectives.	4
Control activities are not selected and developed to mitigate risks over financial reporting.	5
Policies and procedures related to financial reporting are not established and communicated.	6
Realistic targets are not set for financial performance measures, which are in turn not linked to an effective reward system.	7
IC = Information and communication	
Pertinent information is not identified and captured in a form and time frame to support financial reporting.	1
Information required to implement internal control is not available to personnel to enable internal control responsibilities.	2
Communications do not enable and support the understanding and execution of internal control processes and responsibilities by personnel.	3
M = Monitoring	
Ongoing monitoring and supervision are not undertaken to enable an assessment of the effectiveness of internal control over financial reporting.	1
Neither reviews by internal audit or the audit committee nor self -assessments are evident.	2
Internal control deficiencies are not identified and communicated in a timely manner to allow for corrective action to be taken.	3

Key governance responsibilities

13. The PFMA tasks the accounting officer with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of key governance responsibilities, which I have assessed as follows:

NO.	MATTER	Y	N
Clear trail of supporting documentation that is easily available and provided in a timely manner			
1.	No significant difficulties were experienced during the audit concerning delays or the availability of requested information.	√	
Quality of financial statements and related management information			
2.	The financial statements were not subject to any material amendments resulting from the audit.		√
3.	The annual report was submitted for consideration prior to the tabling of the auditor's report.	√	
Timelines of financial statements and management information			
4.	The annual financial statements were submitted for auditing as per the legislated deadlines section 40 of the PFMA.	√	
Availability of key officials during audit			
5.	Key officials were available throughout the audit process.	√	
Development and compliance with risk management, effective internal control and governance practices			
6.	Audit committee		
	• The trading entity had an audit committee in operation throughout the financial year.	√	
	• The audit committee operates in accordance with approved, written terms of reference.	√	
	• The audit committee substantially fulfilled its responsibilities for the year, as set out in section 77 of the PFMA and Treasury Regulation 3.1.10.	√	
7.	Internal audit		
	• CIPRO had an internal audit function in operation throughout the financial year.	√	

NO.	MATTER	Y	N
	• The internal audit function operates in terms of an approved internal audit plan.	√	
	• The internal audit function substantially fulfilled its responsibilities for the year, as set out in Treasury Regulation 3.2	√	
8.	There are no significant deficiencies in the design and implementation of internal control in respect of financial and risk management.		√
9.	There are no significant deficiencies in the design and implementation of internal control in respect of compliance with applicable laws and regulations.	√	
10.	The information systems were appropriate to facilitate the preparation of the financial statements.	√	
11.	A risk assessment was conducted on a regular basis and a risk management strategy, which includes a fraud prevention plan, is documented and used as set out in Treasury Regulation 3.2.	√	
12.	Powers and duties have been assigned, as set out in section 44 of the PFMA.	√	
Follow-up of audit findings			
13.	The prior year audit findings have been substantially addressed.	√	
Issues relating to the reporting of performance information			
14.	The information systems were appropriate to facilitate the preparation of a performance report that is accurate and complete.	√	
15.	Adequate control processes and procedures are designed and implemented to ensure the accuracy and completeness of reported performance information.	√	
16.	A strategic plan was prepared and approved for the financial year under review for purposes of monitoring the performance in relation to the budget and delivery by CIPRO against its mandate, predetermined objectives, outputs, indicators and targets (Treasury Regulation 5.1, 5.2 and 6.1)		√
17.	There is a functioning performance management system and performance bonuses are only paid after proper assessment and approval by those charged with governance.	√	

14. Controls implemented by management were not effective to ensure ongoing monitoring and supervision to ensure full compliance to finance and performance management reporting.

Investigations

15. An investigation was being conducted into the procurement of the Enterprise Content Management (ECM) system. The investigation aims to establish whether any irregularities existed during the awarding of the contract. The investigation was still ongoing at the reporting date.
16. A special investigation was being conducted to establish whether the controls relating to monitoring of compliance and performance for various contracts were adequate. The investigation was finalised in the year under review and a report was issued to management, which contained various recommendations for CIPRO to consider and implement.
17. An investigation was conducted to probe allegations of irregularities in the registration of entities. Other internal investigations were also conducted based on incidents reported by CIPRO clients through the national anti-corruption hotline. The investigations focused on transactions processed by certain CIPRO officials pertaining to the registration of entities. The preliminary investigation has resulted in five officials within CIPRO being suspended.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Report on performance information

18. I have reviewed the performance information as set out on pages 78 to 161.

The accounting officer's responsibility for the performance information

19. The accounting officer has additional responsibilities as required by section 40(3)(a) of the PFMA to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the trading entity.

The Auditor-General's responsibility

20. I conducted my engagement in accordance with section 13 of the PAA read with *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008*.

21. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.
22. I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for the findings reported below.

Findings on performance information

Non-compliance with regulatory requirements

Approval of strategic plan by the relevant executive authority

23. The executive authority of CIPRO did not approve the strategic plan submitted by the accounting officer, as required by Treasury Regulation 5.1.1.

Content of strategic plan

24. The strategic plan of CIPRO did not include the measurable objectives, expected outcomes, programme outputs, indicators (measures) and targets as required by Treasury Regulation 5.2.3(d).

Usefulness and reliability of reported performance information

25. The following criteria were used to assess the usefulness and reliability of the information on the entity's performance with respect to the objectives in its business plan:
- Consistency: Has the entity reported on its performance with regard to its objectives, indicators and targets in its approved business plan?
 - Relevance: Is the performance information as reflected in the indicators and targets clearly linked to the predetermined objectives and mandate. Is this specific and measurable, and is the time period or deadline for delivery specified?
 - Reliability: Can the reported performance information be traced back to the source data or documentation and is the reported performance information accurate and complete in relation to the source data or documentation?

The following audit findings relate to the above criteria:

Reported performance information not relevant

26. The following targets and/or measures included in the performance information were not:
- specific in clearly identifying the nature and the required level of performance
 - measurable in identifying the required performance
 - time bound in specifying the time period or deadline for delivery

ACTIVITY	TARGETED OUTPUT	PERFORMANCE INDICATORS	QUARTERLY MILESTONES/TARGETS
Copyright in collecting societies	Efficient administration of the process and volumes of applications	Reports on assessment for compliance.	Projection for the year cannot be quantified due to nature of the service rendered.
Participation in stakeholder forums with professional bodies	Address division specific issues obtained from feedback	Feedback from stakeholders in forums.	Continuous (Quarterly).
Administration of Active Production filing.	Production filing actively administered.	Production filing administered according to the SLA.	Continuous.
Cooperate with CCRD - input to corporate law reform. Define e-CIPRO	Law reform aligned with business realities of CIPRO.	Finalization of draft companies bill (coordinated by CCRD).	
Consolidation Approach	E-CIPRO Consolidation Approach.	No measure is included in the business plan	E-CIPRO Consolidation Approach [Q3 07/08].

ACTIVITY	TARGETED OUTPUT	PERFORMANCE INDICATORS	QUARTERLY MILESTONES/TARGETS
Define Consolidated e-CIPRO Programme Documentation.	Consolidated e-CIPRO Programme documentation.	No measure is included in the business plan	Consolidated e-CIPRO Programme Documentation [Q1 08/09].
Launch e-CIPRO Project.	Launched e-CIPRO Project.	No measure is included in the business plan	Launched e-CIPRO Project [Q2 08/09].
Execute e-CIPRO Projects.	E-CIPRO Project Deliverables.	No measure is included in the business plan	E-CIPRO Project Deliverables.
Approve e-CIPRO Deliverables.	E-CIPRO Project Deliverables/ (approve).	No measure is included in the business plan	E-CIPRO Project Deliverables/ (approved).
Close e-CIPRO Project.	New e-CIPRO Capability & Capacity.	No measure is included in the business plan	New e-CIPRO Capability & Capacity.
Handover to Operations	Fully Operational e-CIPRO.	No measure is included in the business plan	Fully Operational e-CIPRO.
Execute e-CIPRO Processes.	E-CIPRO Process Outputs.	No measure is included in the business plan	E-CIPRO Process Outputs.

Appreciation

27. The assistance rendered by the staff of CIPRO during the audit is sincerely appreciated.

Auditor - General

Pretoria
10 September 2009



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Balance Sheet as at 31 March 2009

		2009 R	2008 R
	NOTE		RESTATED
Assets			
Non-current assets		76 641 694	24 948 553
Property, plant and equipment	4	9 771 552	14 991 570
Intangible assets	5	66 870 142	9 956 983
Current assets		524 466 910	375 979 320
Inventories	7	578 587	743 506
Trade and other receivables	8	4 309 174	5 441 896
Cash and cash equivalents	9	519 579 149	369 793 918
Total assets		601 108 604	400 927 873
Equity and liabilities			
Equity		484 601 514	343 715 422
Capitalisation reserve	10	4 562 148	4 562 148
Retained earnings	24.2	480 039 366	339 153 274
Non Current liabilities		699 656	-
Finance lease liability	4.2	699 656	-
Current liabilities		115 807 434	57 212 451
Current portion of financial lease liability	4.2	489 852	-
Provisions	11	9 936 059	8 524 194
Trade and other payables	12	105 381 523	48 688 257
Total equity and liabilities		601 108 604	400 927 873

Income Statement for the year ended 31 March 2009

		2009	2008
	NOTE	R	R
Revenue	13	316 062 578	277 718 219
Other operating income	14	4 364 608	334 312
Total income from operations		320 427 186	278 052 531
Total operating expenditure		(227 926 563)	(181 627 858)
Audit fees	18	(6 150 510)	(5 083 992)
Advertising cost		(8 965 998)	(3 344 433)
Bank charges		(4 031 332)	(4 714 100)
Communication and postage fees		(3 037 244)	(1 868 221)
Consulting and professional fees	15	(33 088 873)	(35 280 345)
Depreciation and amortisation	16	(13 107 213)	(7 020 087)
Employee costs	17	(87 253 433)	(71 113 286)
Finance costs		(81 502)	(70 113)
Internet and network cost		(4 440 600)	(7 155 704)
Maintenance and repair		(1 995 493)	(475 387)
Operating leases	18	(16 234 664)	(17 905 821)
Publications, printing and stationery	18	(16 852 350)	(11 864 177)
Temporary administrative support staff		(8 983 757)	(2 974 682)
Travelling and subsistence		(6 329 746)	(3 085 623)
Other operating expenses		(17 373 848)	(9 671 887)
Surplus from operations	22	92 500 623	96 424 673
Finance income	20	48 385 469	30 011 194
Net surplus for the year	24.2	140 886 092	126 435 867

Statement of Changes in Equity

		CAPITALISATION RESERVE	RETAINED EARNINGS	TOTAL
	NOTE	R	R	R
Balance at 1 April 2007		4 562 148	206 728 197	211 290 345
Net surplus for the year		-	126 435 867	126 435 867
Prior year adjustment	6	-	5 989 210	5 989 210
Balance at 31 March 2008		4 562 148	339 153 274	343 715 422
Net surplus for the year		-	140 886 092	140 886 092
Balance at 31 March 2009		4 562 148	480 039 366	484 601 514

Cash Flow Statement for the year ended 31 March 2009

		2009	2008
	NOTE	R	R
Cash flows from operating activities		213 921 471	146 465 669
Cash generated from operations	22	165 617 504	116 524 588
Finance income	20	48 385 469	30 011 194
Finance cost		(81 502)	(70 113)
Cash flows from investing activities		(64 835 896)	(16 666 473)
Acquisition of property, plant and equipment	4	(2 309 054)	(7 804 531)
Proceeds on disposal of property, plant and equipment	4	2 300	-
Acquisition of intangible assets	5	(62 529 142)	(8 861 942)
Cash flows from financing activities		699 656	-
Increase in finance lease liability	2	699 656	-
Net increase in cash and cash equivalents		149 785 231	129 799 196
Cash and cash equivalents at beginning of year		369 793 918	239 994 722
Cash and cash equivalents at end of year	9	519 579 149	369 793 918

Notes to the Annual Financial Statements

1 Accounting policies

1.1 Principal accounting policy

The principal accounting policy and the disclosures made in the financial statements conform to South African Statements of Generally Accepted Accounting Practice (SA GAAP). These accounting policies are consistent with those of prior years except for the change set out in note 3 – Changes in Accounting Policy.

1.2 Basis of preparation

The financial statements are prepared on the historical cost basis. The presentation currency of the financial statements is South African Rand and figures are rounded to the closest Rand. The financial statements are prepared on a going concern basis.

1.3 Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment. Depreciation is provided on the straight-line basis, over the estimated useful lives of assets on the following basis:

	NUMBER OF YEARS
Computer Equipment	3
Office Furniture and other Equipment	5

The assets' residual values and useful lives are reviewed and adjusted where appropriate at each balance sheet date. Where appropriate expected residual values are taken into account in determining the depreciable values of the assets. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

The gain or loss arising on the disposal of an asset is determined as the difference between sale proceeds and the carrying amount of the asset and is recognised in the income statement in the year in which it occurs. Maintenance and repairs, which neither materially add to the value of the assets nor appreciably prolong their useful lives, are recognised in the income statement in the year incurred.

1.4 Intangible assets

Intangible assets represent directly attributable costs associated with the acquisition, development and installation of software systems, computer software and licences. Software, which is not an integral part of related computer hardware, is classified as intangible assets. Capitalised computer software, licence and development expenditure is stated at cost less accumulated amortisation and any impairment losses.

Amortisation is charged to the income statement on a straight-line basis over the estimated useful lives of intangible assets, which has been set at three years. The difference between the net disposal proceeds and the carrying amount of an intangible asset is the gain or loss on disposal of that asset. These gains and losses are recognised in the income statement in the year in which they occur.

1.5 Impairment

The carrying amounts of all assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the recoverable amount is estimated as the higher of net selling price and value in use. In assessing value in use, the expected future cash flows from the asset are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is recognised in the income statement whenever the carrying amount of an asset exceeds its recoverable amount.

For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs. An impairment loss is recognised in the income statement whenever the carrying amount of the cash-generating unit exceeds its recoverable amount. A previously recognised impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount, however, not to an amount higher than the carrying amount that would have been determined (net of depreciation) had no impairment been recognised in prior years.

1.6 Leases

Finance leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. Assets held under finance leases are capitalised as property, plant and equipment at their cash equivalent cost. The corresponding liability is included in the balance sheet as a finance lease obligation. The cash equivalent cost is the lower of the fair value of the asset and the present value of the minimum lease payments at inception of the lease. Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability.

Operating leases

Leases where the lessor retains the risks and rewards of ownership of the underlying asset are classified as operating leases. Payments made under operating leases are charged against income on a straight-line basis over the period of the lease. Rentals in respect of operating leases with fixed escalations are recognised as an expense on a straight-line basis over the term of the lease so as to account for the time pattern of the lessee's benefit.

1.7 Inventories

Inventories comprise stationery and consumables and are stated at the lower of cost and net realisable value. Cost is based on the weighted average principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. Obsolete, redundant, damaged and slow-moving inventory is provided for in the income statement.

1.8 Financial instruments

Non-derivative financial instruments comprise investments, trade and other receivables, cash and cash equivalents, loans and borrowings, and trade and other payables. Classification depends on the purpose for which the financial instruments were obtained/incurred and takes place at initial recognition. Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit or loss, any directly attributable transaction costs, except as described below.

A financial instrument is recognised if the entity becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the entity's contractual rights to the cash flows from the financial assets expire or if the entity transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Financial liabilities are derecognised if the entity's obligations specified in the contract expire or are discharged or cancelled.

Financial instruments are subsequently measured as follows:

Loans and receivables

Trade and other receivables originated by the entity are stated at cost less provision for doubtful debts. Provision is made when there is objective evidence that CIPRO will not be able to collect the debts. Bad debts are written off when identified. Subsequent recoveries of amounts previously written off are credited against the operating expenses in the Income Statement.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank, cash on hand and deposits on call, net of any bank overdrafts, all of which are available for use by the entity unless otherwise stated. For purpose of the cash flow statement, cash equivalents consist of cash and cash equivalents as defined. Cash and cash equivalents are recognised at cost, which equates to their fair value.

Trade and other payables

Trade payables, which are normally settled within 30 days from receipt of invoice, are recognised and carried at original invoice amount. Trade and other payables are stated at their nominal values.

Investments

Investments are initially recorded at cost and subsequently carried at amortised cost. Any subsequent impairment is included in the determination of other net income.

Derecognition of financial assets and liabilities

Financial assets

Financial assets are derecognised when the right to receive cash flows from the asset have expired or have been transferred and the company has transferred substantially all risks and rewards of ownership.

Financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

1.9 Revenue recognition

Income

Revenue represents fees for services rendered and is recognised on registration of the application for South African registrations and other services, and on transferring of the application files abroad for international registrations. Advance payments on debtor accounts are only recognised on the rendering of services.

Revenue on annual returns is recognised on the cash basis due to the nature of the services rendered. Companies liable for paying annual returns are not considered as debtors, but are deregistered on failure to pay the due fees.

Unallocated income

Deposits, which are not allocated to an agent code within 36 months of receipt, are recognised as revenue. If subsequent evidence is obtained, the revenue is derecognised.

Deferred income

Advance payments, that have been allocated to an agent code but have not been utilised for a period of 36 months from receipt, are recognised as revenue. If subsequent claims are made, the revenue is derecognised.

1.10 Finance income

Finance income comprises interest income on funds invested, gains on the disposal of financial assets and changes in the fair value of financial assets at fair value through profit or loss. Finance income is recognised as it accrues, using the effective interest method.

1.11 Finance cost

Finance expenses comprise interest expense on borrowings, changes in fair value of financial assets at fair value through profit or loss and impairment losses recognised on financial assets. All borrowing costs are recognised in profit or loss using the effective interest method.

1.12 Provisions

Provisions are recognised when the entity has a present legal or constructive obligation as a result of past events, for which it is probable that an outflow of economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Where the effect of discounting to present value is material, provisions are adjusted to reflect the time value of money, and where appropriate, the risk specific to the liability.

1.13 Employee benefits

Post-employment benefits

Retirement

The entity provides a defined contributions plan for the benefit of its employees. The contribution from employees and the entity are paid into the Government Employees' Pension Fund. The entity's contributions to the Fund are charged to the income statement in the year to which they relate.

The entity is not liable for any deficits due to the difference between the present value of the benefit obligations and the fair value of the assets managed by the Government Employees' Pension Fund. Any potential liabilities are disclosed in the financial statements of the National Revenue Fund and not in the financial statements of CIPRO.

Medical

No contributions are made by the entity to the medical aid of retired employees.

Short and long-term benefits

The cost of all short-term employee benefits, such as salaries, bonuses, housing allowances, medical and other contributions is recognised during the period in which the employee renders the related service and is not discounted. The vesting portion of long-term benefits is recognised and provided for at balance sheet date, based on current salary rates.

Termination benefits

Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The entity recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed formal plan without the possibility of withdrawal or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. If the benefit falls due more than 12 months after balance sheet date, it is discounted to present value.

1.14 Critical accounting estimates and judgments

Management makes estimates and assumptions concerning the future in applying its accounting policies. The resulting accounting estimates may, by definition, not equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities are detailed in the notes to the financial statements where applicable. Management continually evaluates estimates and judgments based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Details of management accounting estimates and judgements are disclosed under the relevant notes.

2 Other information

2.1 Public sector practices and policies

2.1.1 Related party transactions

The entity operates as a trading entity of **the dti** within the South African Government environment. In line with prevailing government practices the entity is not entitled to accrue for certain of its revenue. On the other hand, it is also not obligated to pay for certain expenditure. The income and expenditure not recorded in the entity's income statement is, for disclosure purposes only, as follows:

Income

CIPRO services are rendered free of charge to other government entities. The total amount for such services cannot be quantified as no process has been introduced to record such transactions.

Expenditure

Included in the total rental cost for Block F at **the dti** Campus is cost related to the utilisation of the call centre facilities of **the dti**. The total value for such services cannot be quantified as no process has been introduced to record such transactions.

All transactions and balances with national departments of Government and state-controlled entities are regarded as related party transactions. Transactions with such entities are at arm's length and on normal commercial terms. The above services are classified as related party transactions. The following transactions and balances were recorded relating to transactions with related parties as defined.

Summary of related party transactions as required in terms of IAS 24 (AC 126)

NAME	RELATIONSHIP	NATURE OF TRANSACTION	TRANSACTIONS 2009 R	BALANCE DUE AT 31 MARCH 2009 R	TRANSACTIONS 2008 R	BALANCE DUE AT 31 MARCH 2008 R
Department of Agriculture	Service provider	Salary claim	-	-	12 284	-
Department of Arts and Culture	Service Provider	Salary claim	28 343	-	-	-
Department of Environmental Affairs and Tourism	Service Provider	Salary claim	21 237	-	-	-
Department of Justice	Service provider	Legal services	80 838	-	63 367	-
Department of Public Works	Service provider	Repairs to building	-	-	19 566	-
Department of Science and Technology	Service provider	Salary claim	522	-	-	-
Department of Social Development	Service provider	Salary claim	40 570	-	-	-
Department of Trade and Industry	Parent department	Lease of building and other operating expenditure	8 459 031	270 452	8 366 079	41 932
Government Employee Medical Scheme	Medical fund	Medical fund contribution	4 147 341	425 183	3 350 453	-
Government Employee Pension Fund	Pension fund	Pension fund contribution	7 566 607	137 822	6 354 944	-
Government Printing Works	Service provider	Printing fees	8 914 488	11 254	8 553 172	269 304
Human Science Research Council	Service provider	Customer care survey	-	-	793 326	-
SABS Commercial (Pty) Ltd	Service provider	ISO accreditation	-	-	74 019	74 019
SAMDI Training	Service provider	Training fees	665 110	118 300	127 800	-
SITA	Service provider	IT services	18 236 618	1 091 755	9 126 650	3 098 854
South African Post Office	Service provider	Postal fees	38 344	3 519	49 137	-
South African Revenue Services	Receiver of Revenue	Employment tax payments	11 054 348	1 041 971	8 834 869	30 176
Statistics South Africa	Service provider	Information	25 172	-	-	-

Other related party transactions relate to key management personnel of which detail information is disclosed in note 17.

2.1.2 Public Finance Management Act reporting requirements as required in terms of Section 40(3) (b) of the Act.

	2009	2008
	R	R
No material losses have occurred during the current financial year due to criminal conduct nor any unauthorised expenditure, irregular expenditure, fruitless expenditure or wasteful expenditure, except as indicated below:		
Loss of property, plant and equipment (refer note 4)	35 542	144 917
Inventory write-off (refer to note 7)	20 965	16 725
During the physical verification of inventory, a difference was identified between the physical inventory and the theoretical inventory. These differences were a result of: Inventory items damaged Inventory items that cannot be accounted for.		
Fruitless Expenditure	-	74 608
Irregular expenditure	86 778	2 471 366
The expenditure is due to the prescribed approval process for the deviation of the tender process not being followed.		
The expenditure of R68 853 relates to the advertising of a special in depth review focussing on SMME's.	68 853	-
The expenditure of R17 925 relates to the printing of training material.	17 925	-
Gifts and Donations	18 980	-
The acceptance or granting of a gift, donation and sponsorship is managed in terms of Section 76 of the Public Finance Management Act, 1999 (Act 1 of 1999), and Treasury Regulation 21. Gifts and donation for the year under review:		
Sponsored conference – Ms T Nkuna (Head: Compliance, Audit and Risk)	7 500	-
Liquor gift – Mrs M Bernard-Fryer (Chief Operating Officer)	3 500	-
Smaller gifts (less than R300) to various staff members	7 980	-

3 Change in Accounting Policy

	2009	2008
	R	R
The annual financial statements are prepared on the basis of South African Statements of GAAP and are consistent with the prior year except for the change in revenue recognition policy.		
The revenue policy was changed in the current year to recognise all unallocated deposits and deferred income that is older than 36 months and remains unclaimed by the depositor. The effect on the annual financial statement in the current year is as follows:		
Recognition of Revenue		
The change in accounting policy has been applied prospectively.		
• Recognition of revenue	2 993 377	-
• Write-off of credit balances older than 36 months	(194 592)	-

4 Property, plant and equipment (including leased assets)

TOTAL ASSETS	COST	ACCUMULATED DEPRECIATION	CARRYING AMOUNT
	R	R	R
31 March 2009			
Computer equipment	20 014 491	(13 047 804)	6 966 687
Furniture and other equipment	6 588 529	(3 783 664)	2 804 865
	<u>26 603 020</u>	<u>(16 831 468)</u>	<u>9 771 552</u>
31 March 2008			
Computer equipment	20 571 810	(12 655 938)	7 915 872
Furniture and other equipment	6 570 863	(3 656 188)	2 914 675
Prior year adjustment	-	4 161 023	4 161 023
	<u>27 142 673</u>	<u>(12 151 103)</u>	<u>14 991 570</u>

Reconciliation of carrying amounts

	COMPUTER EQUIPMENT	FURNITURE AND OTHER EQUIPMENT	2009	2008
	R	R	R	R
Opening balance: 1 April (restated)	11 195 030	3 796 540	14 991 570	8 759 660
Acquisitions during the year	2 164 452	144 602	2 309 054	7 804 531
Disposals during the year	(37 759)	(83)	(37 842)	(144 917)
Depreciation for the year	(6 355 036)	(1 136 194)	(7 491 230)	(5 588 727)
Prior year adjustment	-	-	-	4 161 023
Carrying amount at end of year	<u>6 966 687</u>	<u>2 804 865</u>	<u>9 771 552</u>	<u>14 991 570</u>

A physical verification exercise was performed on property, plant and equipment and the outcome of this exercise resulted in a write-off of R 37 842 as set out below:

	COST	ACCUMULATED DEPRECIATION	NET BOOK VALUE
Redundant, unserviceable and damaged assets	2 797 009	(2 784 711)	12 298
Lost assets	51 698	(26 154)	25 544
	<u>2 848 707</u>	<u>(2 810 865)</u>	<u>37 842</u>
Sale of disposed assets			<u>(2 300)</u>
			<u>35 542</u>

A decision was taken by management to write off these assets.

4.1 Fair value of assets:

At balance sheet date, management re-assessed the useful life of existing property, plant and equipment as required per IAS 16. Management is of the opinion that assets that have a positive net book value should not be further adjusted as we cannot predict whether they will be in use beyond its estimated useful life.

4.2 Finance lease liability

	TOTAL 2009	TOTAL 2008
Finance lease liability	763 866	-
Total finance lease liability	1 347 958	-
Less: short term portion included in current liabilities	611 092	-

The finance lease liability is secured by the leased assets referred. The liability is repayable in quarterly instalments totalling R152 773, 04, payable in advance, commencing on 1 July 2008. The finance lease term is 3 years and has a renewal option. Interest is calculated at 12%.

Total future minimum finance lease payments under non-cancellable finance leases.

2009	TOTAL R	INTEREST * R	PRINCIPAL R
Less than one year	611 092	121 240	489 852
Between two and five years	763 866	64 210	699 656
	1 374 958	185 450	1 189 508
2008	R	R	R
	-	-	-
Less than one year	-	-	-
Between two and five years	-	-	-
	-	-	-

5 Intangible assets

INTANGIBLE ASSETS	COST R	ACCUMULATED AMORTISATION R	CARRYING AMOUNT R
31 March 2009			
Capitalised computer software and licences	76 371 243	(9 501 101)	66 870 142
31 March 2008			
Capitalised computer software and licences	16 839 932	(8 711 136)	8 128 796
Prior year adjustment	-	1 828 187	1 828 187
	16 839 932	(6 882 949)	9 956 983
RECONCILIATION OF CARRYING AMOUNTS:		2009 R	2008 R
Opening balance: 1 April (restated)		9 956 983	698 215
Acquisitions during the year **		62 529 142	8 861 942
Amortisation for the year		(5 615 983)	(1 431 361)
Disposals during the year		-	-
Carrying amount at end of year		66 870 142	8 128 796
Prior year adjustment		-	1 828 187
		66 870 142	9 956 983

** Included in acquisitions is an amount of R56 million that relates to the procurement of an Enterprise Content Management (ECM) system with a total contract value of R156 million.

A verification exercise was performed on intangible assets (computer software) and the outcome of this exercise resulted in a write-off as follows:

	COST	ACCUMULATED DEPRECIATION	NET BOOK VALUE
Redundant and obsolete assets	2 997 831	2 997 831	-
	2 997 831	2 997 831	-

A decision was taken by management to write off these assets.

6 Prior year adjustment

Property, plant and equipment and intangible assets were not adjusted in terms of IAS 16 in the prior year. The depreciation adjustment in terms of the methodology used was not material and management had made a judgement not to adjust. However in the current year the Auditor General is of the opinion that the methodology used was not appropriate and that an adjustment is necessary. The correction of the error results in adjustments as follows:

ADJUSTMENT AT NET BOOK VALUE	TOTAL 2009	TOTAL 2008
Property, Plant and Equipment	-	4 161 023
Intangible Assets	-	1 828 187
Adjustment to Retained Earnings	-	5 989 210

7 Inventories

	2009 R	2008 R
Stationery and consumable stores	599 552	760 231
Stock write-off	(20 965)	(16 725)
	578 587	743 506

8 Trade and other receivables

	2009 R	2008 R
Trade debtors	1 877 825	4 345 411
PCT debtor	127 140	48 612
	2 004 966	4 394 023
Deposits	659 795	27 594
Employee advances	265 662	171 229
Other debtors	407 485	-
Provision for doubtful debts	-	-
Prepaid expenses *	971 266	849 050
	4 309 174	5 441 896

* Pre-paid expenses:

- Conference fees paid	25 650	-
- Payment of equipment to be shipped from overseas	-	58 710
- Rental: ICT equipment	152 773	-
- Rental: Office accommodation	36 369	-
- Risk management software	75 240	-
- Software maintenance for April 2009	42 858	-
- Three year software maintenance agreement	638 376	790 340
	971 266	849 050

9 Cash and cash equivalents

	2009	2008
	R	R
Bank balance	3 892 694	5 641 584
Cash on hand	17 446	6 268
Call account– Corporation for Public Deposits (CPD)	515 669 009	364 146 066
	<u>519 579 149</u>	<u>369 793 918</u>

10 Capitalisation reserve

The Department of Trade and Industry transferred certain assets and liabilities to the entity on its establishment in April 2002. The carrying amounts of assets and liabilities, taken over at fairly determined estimated values at date of establishment were:

	2009	2008
Total assets	10 036 194	10 036 194
Total liabilities	(5 474 046)	(5 474 046)
	<u>4 562 148</u>	<u>4 562 148</u>

11 Provisions

2009	OPENING BALANCE	PROVISION RAISED/ (REVERSED)	PROVISION UTILISED	CLOSING BALANCE	CURRENT PORTION
	R	R	R	R	R
Leave pay benefits	5 062 746	5 962 896	(5 290 871)	5 734 771	5 734 771
Service bonus	2 037 448	4 698 289	(4 198 449)	2 537 288	2 537 288
Legal provision	184 000	-	-	184 000	184 000
Merit awards	1 240 000	1 463 157	(1 223 157)	1 480 000	1 480 000
	<u>8 524 194</u>	<u>12 124 342</u>	<u>(10 712 477)</u>	<u>9 936 059</u>	<u>9 936 059</u>

2008	OPENING BALANCE	PROVISION RAISED/ (REVERSED)	PROVISION UTILISED	CLOSING BALANCE	CURRENT PORTION
	R	R	R	R	R
Leave pay benefits	3 993 695	1 239 722	(170 671)	5 062 746	5 062 746
Service bonus	1 661 620	2 037 448	(1 661 620)	2 037 448	2 037 448
Legal provision	41 040	184 000	(41 040)	184 000	184 000
Merit awards	1 037 000	1 167 493	(964 493)	1 240 000	1 240 000
	<u>6 733 355</u>	<u>4 628 663</u>	<u>(2 837 824)</u>	<u>8 524 194</u>	<u>8 524 194</u>

Leave pay benefits and service bonuses are in terms of the conditions of service within CIPRO

Provision has been made for settlement cost in respect of legal cases against CIPRO, which existed at year-end but were not yet settled.

Merit awards are based on 1.5% of the total budgeted salary expenditure as per policy.

12 Trade and other payables

	2009	2008
	R	R
Trade creditors and accruals	75 326 398	19 044 100
Deferred income **	30 055 125	29 644 157
	<u>105 381 523</u>	<u>48 688 257</u>

** Deposits received in advance from customers for future transactions

The carrying amount approximates fair value because of the short period to settlement of these obligations. Trade payables are non-interest bearing and are normally settled on 30 day terms. Other payables (Deferred income) are non-interest bearing and are recognised as revenue on the date of registration of a transaction.

13 Revenue

	2009	2008
	R	R
Annual returns	166 742 604	138 201 021
Corporate information	18 844 659	15 365 919
Companies and close corporations	70 933 123	69 902 462
Data sales	2 089 880	1 388 637
Increase in company share capital	16 411 390	12 558 848
Intellectual property	41 040 922	40 301 332
	<u>316 062 578</u>	<u>277 718 219</u>

14 Other operating income

	2009	2008
	R	R
Recovery of prior year expenditure	-	50 970
Other income	854 302	61 592
PCT income	128 184	68 100
Recognition of inactive deposits as revenue	3 169 523	-
Recovery of expense (in respect of staff telephone accounts)	212 599	153 650
	<u>4 364 608</u>	<u>334 312</u>

15 Consulting and professional fees

	2009	2008
	R	R
Specialist Information Technology consultants	22 328 908	24 165 725
Management consultants	6 207 983	4 167 419
Short-term professional staffing requirements	4 551 982	6 947 201
	<u>33 088 873</u>	<u>35 280 345</u>

16 Depreciation and amortisation

	2009	2008
	R	R
Depreciation		
• Computer equipment	6 355 036	4 804 448
• Furniture and other equipment	1 136 194	784 278
Amortisation of intangible assets	5 615 983	1 431 361
	<u>13 107 213</u>	<u>7 020 087</u>

17 Employee costs

	2009	2008
	R	R
Total per the income statement	87 253 433	71 113 286
Employee costs include the gross remuneration of the following senior staff:		
Chief Executive Officer	1 287 696	881 113
Remuneration	1 044 397	845 115
Travel Allowance and other	138 071	35 998
Performance bonus	105 228	-
Chief Operating Officer*	-	572 177
Remuneration	-	548 927
Travel Allowance and other	-	23 250
Performance bonus	-	-
Chief Operating Officer	731 859	-
Remuneration	673 273	-
Travel Allowance and other	58 586	-
Performance bonus	0	-
Chief Financial Officer	776 737	669 191
Remuneration	676 184	663 523
Travel Allowance and other	4 694	5 668
Performance bonus	95 859	-
Chief Information Officer *	-	601 720
Remuneration	-	579 368
Travel Allowance and other	-	22 352
Performance bonus	-	0
Chief Information Officer (2008 = 3 months)	894 540	195 188
Remuneration	859 410	182 054
Travel Allowance and other	35 130	13 134
Performance bonus	-	-
Executive manager: Compliance Audit and Risk *	-	572 841
Remuneration	-	562 800
Travel Allowance and other	-	10 041
Performance bonus	-	-
Executive manager: Compliance Audit and Risk	687 465	-
Remuneration	619 659	-
Travel Allowance and other	67 806	-
Performance bonus	-	-
Executive manager: Customer Interface *	586 249	-
Remuneration	575 227	-
Travel Allowance and other	11 022	-
Performance bonus	-	-
Executive manager: Strategic Support (2008 = 9 months) (2009 = 3 months)	218 913	394 063
Remuneration	217 632	388 008
Travel Allowance and other	1 281	6 055
Performance bonus	-	-
Other information	Total 2009	Total 2008
Total establishment **	552	513
Headcount at 31 March	435	416
Vacant as at 31 March	117	97

* Acting allowance received

** New organisational structure approved on 22 December 2008

18 Surplus from operations

	2009	2008
	R	R
Surplus from operations after taking into consideration the following expenditure:		
Audit and Risk committees	161 471	140 254
Total audit fees	6 150 510	5 083 992
External audit fees	2 273 647	2 408 396
» Regularity audit	1 830 767	1 989 989
» Computer audits	442 880	418 407
Forensic investigations	443 036	897 844
Internal audit fees (Co-Sourced)	3 433 827	1 777 752
Legal fees	321 974	291 546
Operating lease charges	16 234 664	17 905 821
Vehicles	233 572	430 609
Furniture and other equipment	77 223	280 420
Property	8 046 810	7 613 127
Off-site storage facility	7 877 059	9 581 665
Publication, printing and stationery	16 852 350	11 864 177
Government printers	9 422 141	7 490 660
Stationery	3 818 558	2 512 902
Other	3 611 651	1 860 615

19 Defined contribution plan

It is the policy of the entity to provide retirement benefits to all employees. The Government Employee Pension Fund (GEPF) exists for this purpose. The entity is under no obligation to cover any unfunded benefits.

	2009	2008
	R	R
The total contribution to such scheme	7 566 607	6 354 944
	7 566 607	6 354 944

20 Finance income

	2009	2008
	R	R
Interest received	48 385 469	30 011 194

21 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases.

	0 –1 YEAR	2-5 YEARS	TOTAL
2009	R	R	R
Buildings (dti Campus lease)	8 141 920	-	8 141 920
Buildings (202 Esselen Street)	75 388	-	75 388
Motor vehicles	199 618	445 024	644 642
Backup Storage facility: Docufile	18 283	-	18 283
Off-site Storage facility: Metrofile	9 032 400	-	9 032 400
	<u>17 467 609</u>	<u>445 024</u>	<u>17 912 633</u>
2008			
Buildings (dti Campus lease)	7 644 996	-	7 644 996
Buildings (202 Esselen Street)	84 880	75 388	160 268
Motor vehicles	196 755	690 959	887 714
Off-site Storage facility: Metrofile	8 364 972	-	8 364 972
	<u>16 291 603</u>	<u>766 347</u>	<u>17 057 950</u>

The dti Campus lease

A formal agreement in respect of the premises CIPRO occupies at **the dti** Campus has not been finalised as yet, therefore only the known lease commitment for year one is reflected above. Although the lease cost after year one is not known it is expected that the cost will increase equal to the average CPI. During the year the cost relating to the lease of Block F in **the dti** campus was renegotiated to a reduced amount without a reduction in the usage or benefit.

Based on the aforesaid assumption it is estimated that the lease payment for years 2 to 5 will amount to R37 754 839.

Off-site file storage

A contract was entered into for off-site files storage over a five-year period (2004 – 2009). The cost relating to this contract is based on a cost-plus basis and the expected expenditure for 2009/10 is reflected above.

Office: 202 Esselen Street

The lease is for the renting of the 1st floor in 202 Esselen Street. The lease expires on 31 January 2010.

22 Notes to the cash flow statement

	2009	2008
	R	R
Profit from operations	92 500 623	96 424 673
Adjusted for non-cash flow items:		
Depreciation of property, plant and equipment	7 491 230	5 588 726
Amortisation of intangible assets	5 615 983	1 431 361
Loss in disposal of property, plant and equipment	35 542	144 917
Movement in provision for leave pay	672 025	1 069 051
Movement in provision for service bonus	499 840	375 828
Movement in provision for legal cases	-	142 960
Movement in provision for merit awards	240 000	203 000
Finance cost	81 502	70 113
Cash flows before changes in working capital	<u>107 136 745</u>	<u>105 450 629</u>
Decrease in inventories	164 919	262 379
Decrease in trade and other receivables	1 132 722	(3 619 765)
Increase in trade and other payables	57 183 118	14 431 345
Cash generated from operations	<u>165 617 504</u>	<u>116 524 588</u>

23 Taxation

The entity is not liable for any income tax in terms of section 10(1) (a) of the Income Tax Act, as amended. The entity is exempt from value-added taxation in terms of a Tax Authorities' directive dated 21 January 2003.

24 Contingent liabilities

	2009 R	2008 R
24.1 HOUSING GUARANTEES		
There are contingent liabilities in respect of guarantees given by CIPRO in terms of public service assistance for staff housing loans. Housing guarantees are secured by the pension fund of the relevant employee and the current value of the individual's pension fund is sufficient to cover the guarantee amount. History indicates that no expenditure has been realised in this regard. The likelihood of a possible outflow of resources is remote and no liability is recognised in the financial statements.	307 003	526 403
At balance sheet date, management re-assessed the fair value of the contingent liability of housing guarantees as required per IAS 37. No fair value adjustment was deemed necessary.		
24.2 SURPLUS FOR THE YEAR		
The surplus for the year of R140 886 092 has been classified as a contingent liability at 31 March 2009. In terms of Treasury Regulation 19.7.1, CIPRO at the end of the financial year needs to declare any surplus to National Treasury. National Treasury may apply such surplus to reduce any proposed allocation to the trading entity; or require that all or part of it be deposited in the Exchequer bank account. A request was submitted to National Treasury to retain the surplus for the 2008/2009 financial year in order to fund the 2009/2010 budget as approved by the Accounting Authority		

25 Changes to comparatives

Additional information was included to make the financial statements more relevant and comparable with current year information

- 25.1 Income Statement – Other operating expenditure was unbundled and more categories of operating expenditure were included for clarity purposes.
- 25.2 Note 1.8 Financial Instruments – More detail was added on to the accounting policy note to clarify CIPRO's policy.
- 25.3 Note 1.11 Revenue Recognition – More detail was added on the accounting policy note to explain the definition of Government Grants.
- 25.4 Note 19 Defined Contribution Plan – This note was added on to have a more detailed disclosure.
- 25.5 Note 12 Trade and other Payables - Income received in advance was reclassified as Deferred Income in the Accounts payable balance.
- 25.6 Note 15 Consulting and professional fees – More specific information was included in the note regarding the type of consulting and professional services sourced.
- 25.7 Note 17 Employee costs – The executive team of CIPRO was restructured during the financial year and only employees that formed part of the executive team at 31 March 2008 were included for comparative and disclosure purposes.
- 25.8 Note 18 Surplus from operations – More detail information was included for disclosure purposes.
- 25.9 Note 27 Management of Financial Risk – More detail was added on the Interest Rate risk.

26 PCT Trust Account

	2009 R	2008 R
Funds received to which CIPRO is not entitled to, are accounted for separately and deposited into a separate bank account. Only the amounts relating to services rendered by CIPRO have been accounted for in CIPRO's books.		
PCT Creditors	1 105 718	1 262 085
Funds received from South African clients to be paid over to the World Intellectual Property Organisation (WIPO) and the International Searching Authority (ISA).		
Balance in the PCT bank account	1 105 718	1 262 085
Any cost associated with the maintaining of the separate trust bank account, or any interest received on such trust funds, is for the account of CIPRO.		

27 Management of financial risk

Interest rate risk

As the entity has no significant interest bearing assets, the entity's income and operating cash flow are substantially independent of the change in market interest rates. The entity manages its interest rate risk by only investing its funds in accounts at financial institutions wherein the accounts accrue interest at market related interest rates. In terms of National Treasury regulations all surplus funds are deposited in the call account – Corporation for Public Deposits (CPD).

Credit risk

Reputable financial institutions are used for investing and cash handling purposes. At balance sheet date there were no significant concentrations of credit risk.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the balance sheet after taking into account that all debtor services are now paid for in advance.

Financial risk management

The main risks arising from the CIPRO's financial instruments are credit risk, market risk and liquidity risk. Financial assets which potential subject CIPRO to concentrations of credit risk consist mainly of cash and trade receivables. CIPRO's cash and short-term deposits are placed with high quality financial institutions as well as the SA Reserve Bank. Credit risk with respect to trade receivables is limited due to the fact that most of CIPRO's revenue transactions are carried out on a pre-paid basis. CIPRO's exposure to credit risk arises from default of the counter party, with a maximum exposure equal to the carrying amount of these instruments. Accordingly CIPRO has no significant concentration of credit risk.

Exposure to Credit Risk

The maximum exposure to credit risk at the reporting date from financial assets was

	2009	2008
Cash and cash equivalents	519 579 149	369 793 918
Other receivable	4 309 174	5 441 896
Total	523 888 323	375 235 814

Concentration of credit risk

The maximum exposure to credit risk for financial assets at the reporting date by credit rating category was follows:

2009	AAA AND GOVERNMENT	UNRATED
Cash and cash equivalent	519 579 149	-
Other receivables	-	4 309 174
2008	AAA AND GOVERNMENT	UNRATED
Cash and cash equivalent	369 793 918	-
Other receivables	-	5 441 896

Ageing of financial assets

The following table provides information regarding the credit quality of assets, which may expose CIPRO to credit risk

2009	NEITHER PAST DUE NOR IMPAIRED	PAST DUE BUT NOT IMPAIRED LESS THAN 5 MONTHS	PAST DUE BUT NOT IMPAIRED MORE THAN 5 MONTHS	CARRYING VALUE
Cash and cash equivalents	519 579 149	-	-	519 579 149
Other receivables	4 284 573	-	24 601	4 309 174
2008	NEITHER PAST DUE NOR IMPAIRED	PAST DUE BUT NOT IMPAIRED LESS THAN 5 MONTHS	PAST DUE BUT NOT IMPAIRED MORE THAN 5 MONTHS	CARRYING VALUE
Cash and cash equivalents	369 793 918	-	-	369 793 918
Other receivables	5 407 485	6 817	27 594	5 441 896

Market risk

Market risk is the risk that changes in market prices such as the interest rate will affect the value of the financial assets of CIPRO.

Interest rate risk

CIPRO's exposure to interest risk is managed by investing, on a short term basis in current accounts and the Corporation for Public Deposits (CPD) to ensure maximum interest on surplus funds. The risk arises when there are interest rate changes downward as this is likely to reduce the interest income on invested funds. CIPRO's risk on the finance leases arises when interest rates increases thereby increasing the liability on the leased assets.

Sensitivity Analysis

CIPRO is exposed to interest rate changes in respect of returns on its investments with financial institutions and interest payable on finance leases contracted with outside parties.

A change in the market interest rate would have increased / (decreased) the surplus for the year by the amounts below:

2009	CHANGE IN INTEREST	INCREASE / (DECREASE) IN THE SURPLUS FOR THE YEAR	
		UPWARD CHANGE	DOWNWARD CHANGE
Cash and cash equivalents	1%	61 178	(61 178)
Finance lease	1%	-	-
Increase / (decrease) in the surplus for the year			
2008	Change in interest	Upward change	Downward change
Cash and cash equivalents	1%	54 162	(54 162)
Finance lease	1%	(5 843)	5 843

Liquidity risk

CIPRO's risk to liquidity is a result of the funds available to cover future commitments. Taking into consideration CIPRO's current funding structures and availability of cash resources CIPRO regards this risk to be low provided National Treasury approves the retention of surplus.

The following table reflects the exposure to liquidity risk from financial liabilities

2009	CARRYING AMOUNT	TOTAL CASH FLOW	CONTRACTED CASH FLOW WITHIN 1 YEAR	CONTRACTUAL CASH FLOW 2-5 YEARS
Financial liabilities	46 923	46 923	46 923	-
2008	Carrying amount	Total cash flow	Contracted cash flow Within 1 year	Contractual cash flow 2-5 years
Financial liabilities	48 322	48 322	48 322	-

Fair Value

At 31 March 2009 and 31 March 2008, the carrying amounts of cash and cash equivalents, trade and other receivable, trade other trade payable and short-term loans approximate their fair values.

28 Standards and interpretations issued but not yet effective or not applicable

At the date of finalisation of these financial statements, the following International Financial Reporting Standards (IFRS) were issued, but not yet effective:

IFRS	EFFECTIVE DATE	REASON NOT EFFECTIVE
IFRS 1 First Time Adoption of International Financial Reporting Standards	Annual periods beginning on or after 1 July 2009	This statement will not impact on the results but will likely result in certain additional disclosures in future.
IFRS 3 Business Combinations	Annual periods beginning on or after 1 July 2009	Not applicable
IFRS 5 Non current Assets Held for Sale and Discontinued Operations	Annual periods beginning on or after 1 July 2009	Not applicable
IFRS 27 Consolidated and Separate Financial Statements	Annual periods beginning on or after 1 July 2009	Not applicable
IAS 28 Investments in Associates	Annual periods beginning on or after 1 July 2009	Not applicable
IAS 31 Interest in Joint Ventures	Annual periods beginning on or after 1 July 2009	Not applicable
IAS 39 Financial Instruments: Recognition and Measurement	Annual periods beginning on or after 1 July 2009	Not applicable

Management is of the view that the adoption of these standards in future will have no material impact of the financial statements of CIPRO as most of them are not applicable to the business of CIPRO.

HR OVERSIGHT REPORT

1 Asset realisation

"The value of tangible assets such as cash, land and buildings, plant and equipment, and other balance sheet items are substantially less valuable than the intangible assets not carried on the balance sheet".

2 People Transformation Strategy

Considering the extensive nature of CIPRO's Transformation Programme (CTP), the organisation has embarked on a People Transformation Initiative in support of the CTP. People Transformation is pursued in acknowledgment of the fact that most organisational change initiatives tend to fail due to the inadequate management of the people element of the equation. In essence, the People Transformation Strategy is aimed at building emotional capital in support of CIPRO's transformation.

3 Overall objectives as per the CIPRO Transformation Programme

The overarching objective of the People Transformation Strategy is to encourage emotional engagement in order to build a high-performance culture within the organisation. In 2008/09, the following goals were pursued:

- 3.1 Aligning people performance to the CIPRO strategy and managing performance for results;
- 3.2 Creating a learning organisation through competency development;
- 3.3 Attracting and retaining critical skills;
- 3.4 Institutionalising CIPRO's values;
- 3.5 Developing visionary and transformational leadership skills;
- 3.6 Enhancing, respecting and appreciating diversity;
- 3.7 Enhancing employee health and wellbeing; and
- 3.8 Implement organisational development initiatives to enhance employee morale.

4 Achievements

4.1 Performance Management

In the 2008/09 financial year, a project was implemented to ensure alignment between management performance agreements and the strategic imperatives of the organisation. A further aim was to ensure improvement of management awareness in respect of the importance of performance management and compliance. Importantly, the foundation for the integration of individual and organisation performance management has been established. In this regard, 90% of all management performance agreements have been finalised for the 2009/10 financial years. A total of 87% of performance agreements for 2008/9 have been completed (see tables 7.1 – 7.4).

4.2 Organisational Learning and Development

CIPRO has embarked on an extensive project to redesign its organisational structure. In addition, the development of the Workplace Skills Plan (2008/09) was done in conjunction with management and staff in a consultative manner as envisioned by the Skills Development Act, No. 97 of 1998. All legislative requirements were complied with and regular reporting to PSETA was implemented. Training was provided in inter alia, Labour Relations, Customer Relationship Management, Computer Skills, ISO Training, Performance Management as well as Assessor and Skills Development Facilitator Training. In addition, a Training Impact Assessment Survey has been conducted to assess the impact of training in preparation for the 2009/10 WSP (see table 6.7 in this regard).

4.3 Leadership Development and Skills Retention

CIPRO has developed a Talent and Skills Development and Succession Planning Framework with specific emphasis on the retention of skills and talent specifically within the senior aged and critical skills categories of CIPRO employees. This framework details a structured succession management process aimed at closing the gap between the CIPRO's current leadership, skills and talent and its future requirements.

The framework that conceptualises CIPRO's approach to talent and skills retention and succession is illustrated in figure 16.

Implementation

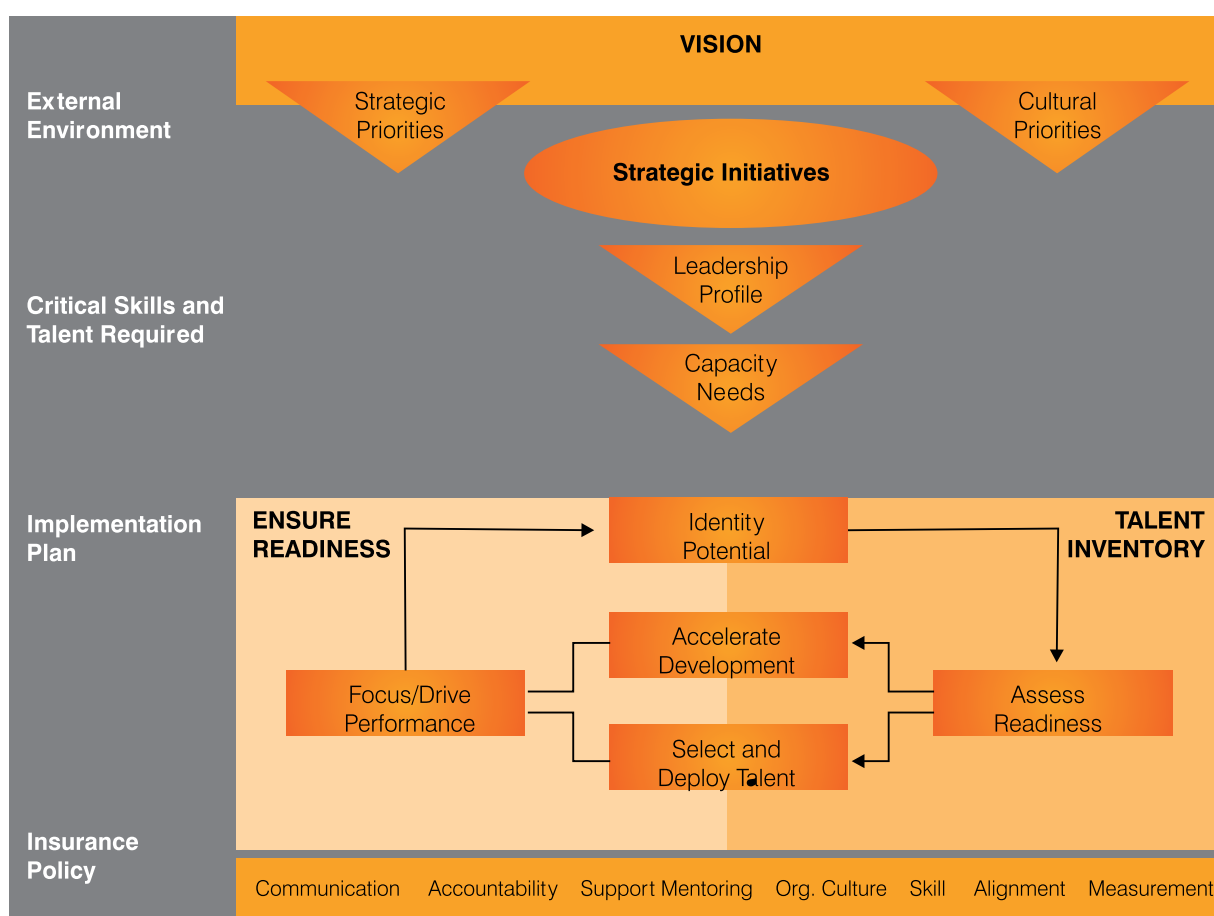
The following represents a differentiated approach to talent and skills retention as well as succession planning in terms of the various occupational levels within CIPRO.

Three talent pools have been identified, which are:

- Strategic Leadership Talent Pool (Levels 11-13)
- Operational Leadership Talent Pool (Levels 9-10)
- Emerging Leadership Talent Pool (Levels 6-8)

The management and leadership training consists of the executive, advanced and emerging management development programmes. These were facilitated through PALAMA as part of the Talent and Skills Retention and Succession Planning Framework. Fifty percent of MMS members have successfully completed the Executive Management Development Programme. The Emerging and Advanced Management Development Programmes were conducted during January and February 2009. The Proof of Evidence (POEs) for the relevant programmes was submitted to PALAMA for assessment.

Figure 17: Retention and Succession Planning Model



4.4 Value Institutionalisation

Organisational values as indicated in part B of this report form the basis of any organisation's cultural transformation. Therefore, the CIPRO values have been formulated via a consultative, inclusive process in which all staff members were involved. In order to institutionalise these values, various mainstreaming activities have been engaged in. Specifically the link between values and ethical behavior has been adequately established in the minds of CIPRO staff members in terms of spiritual wellness as well as fraud prevention programmes and communication sessions.

4.5 Diversity Management and Employment Equity

In CIPRO, employment equity is managed as an integral part of diversity management as the aim of the act is in essence to create and maintain workplace diversity. In this regard, CIPRO's Employment Equity and Diversity Management Strategy ensures that policy formulation and practice emphasise the mainstreaming of diversity in all human resource and people management interventions.

Invariably, Employment Equity forms a critical part of the People Transformation Initiative and CIPRO has therefore embarked on a process to review its employment equity processes with the intention of developing an Employment Equity Plan for the period 2009-2011. In preparation, CIPRO conducted a thorough audit of the current status, focusing on procedural compliance and substantive progress, the findings of which provided an informed basis for Employment Equity planning. An Employment Equity Strategy was developed in consultation with all stakeholders and a comprehensive analysis of human resources policies was undertaken to provide further information to enhance proper planning.

This process followed the basic framework as contained in the Employment Equity Act, No. 55 of 1998 and the Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices, which included an equity audit, the establishment of an Employment Equity Committee and the development and implementation of an Employment Equity Plan, culminating in an annual report to the Department of Labour. In determining numerical goals, a consultative process was followed with the active participation of the Employment Equity Committee as well as management.

The numerical targets indicated in CIPRO's Employment Equity Plan (2009-2011) are based on Cabinet targets as well as the ethnic distribution within the economically active population of South Africa. At an organisational level, gender targets for 2008/09 have been exceeded. Up to date, significant progress has been made in terms of:

- The employment of women in senior management positions;
- Overall race and gender representivity within CIPRO; and
- The employment of people with disabilities.

The following table represents CIPRO's progress in comparison to EE Plan/Cabinet/EAP targets. (see tables 6.1-6.7 in this regard)...

CATEGORY	CIPRO TARGETS (2008/09)	CIPRO'S CURRENT STATUS
SMS - Women	52.6%	50%
SMS – Black (Inclusive of African/ Coloured and Indian descent)	73.7%	72.2%
Women (All levels)	60.1%	63.9%
People with disabilities	2%	1.8%
African	69.2%	72.6%
Coloured	6.8%	5.7%
Indian	5%	2.1%
White-	18.8%	19.5%

4.6 Employee Health and Wellness

Employee Health and Wellness Management is an integral and foundational pillar of organisational transformation which is mainstreamed across the People Transformation Initiative. The organisation has successfully demonstrated its duty to care. By way of example, there is improved HIV and AIDS gender and disability mainstreaming. Furthermore, there is an encouraging level of cooperation and partnership with **the dti**. The activities in this area can be seen in the annexure to the annual report under Performance Information.

HR OVERSIGHT SUMMARY TABLES - APRIL 2008 TO MARCH 2009

Table 4.1 Personnel cost by programme

PROGRAMME	TOTAL VOTED EXPENDITURE (R'000)	COMPENSATION OF EMPLOYEES COST (R'000)	TRAINING EXPENDITURE (R'000)	PROFESSIONAL AND SPECIAL SERVICES (R'000)	COMPENSATION OF EMPLOYEES AS A PERCENTAGE OF TOTAL EXPENDITURE	AVERAGE COMPENSATION OF EMPLOYEES: COST PER EMPLOYEE (R'000)	EMPLOYMENT
CIPRO	310, 800	87, 253	2, 183	33, 088	28.07%	208	435

Table 4.2 Personnel costs by salary band

SALARY BANDS	COMPENSATION OF EMPLOYEES COST (R'000)	PERCENTAGE OF TOTAL PERSONNEL COST FOR DEPARTMENT	AVERAGE COMPENSATION COST PER EMPLOYEE (R)	TOTAL PERSONNEL COST FOR DEPARTMENT INCLUDING GOODS AND TRANSFERS (R'000)	NUMBER OF EMPLOYEES
Lower skilled (Levels 1-2)	93	0.1	93,000	77,800	1
Skilled (Levels 3-5)	2,000	2.2	153,846	77,800	13
Highly skilled production (Levels 6-8)	46,192	53	152,843	77,800	323
Highly skilled supervision (Levels 9-12)	27,990	32	354,304	77,800	79
Senior management (Levels 13-16)	7,405	8.4	528,929	77,800	14
Contract (Levels 9-12)	480	0.57	480,000	77,800	1
Contract (Levels 13-16)	3,093	3.5	773,250	77,800	4
TOTAL	87,253	100	207,757	0	435

Table 4.3 Job Evaluation

SALARY BAND	NUMBER OF POSTS	NUMBER OF JOBS EVALUATED	% OF POSTS EVALUATED	NUMBER OF POSTS UPGRADED	% OF UPGRADED POSTS EVALUATED	NUMBER OF POSTS DOWNGRADED	% OF DOWNGRADED POSTS EVALUATED
Lower skilled (Levels 1-2)	1	1	100	1	100	0	0
Contract (Levels 9-12)	1	0	0	0	0	0	0
Contract (Band B)	2	0	0	0	0	0	0
Contract (Band C)	2	0	0	0	0	0	0

SALARY BAND	NUMBER OF POSTS	NUMBER OF JOBS EVALUATED	% OF POSTS EVALUATED	NUMBER OF POSTS UPGRADED	% OF UPGRADED POSTS		NUMBER OF POSTS DOWNGRADED	% OF DOWNGRADED POSTS EVALUATED
					EVALUATED	UPGRADED		
Skilled (Levels 3-5)	19	6	31.6	5	83.3	0	0	
Highly skilled production (Levels 6-8)	386	21	5.4	13	61.9	2	9.5	
Highly skilled supervision (Levels 9-12)	116	17	14.7	0	0	1	5.9	
Senior Management Service Band A	8	1	12.5	0	0	0	0	
Senior Management Service Band B	13	0	0	0	0	0	0	
Senior Management Service Band C	4	0	0	0	0	0	0	
TOTAL	552	46	8.3	19	41.3	3	6.5	

Table 4.4: Profile of employees whose positions were upgraded due to their posts being upgraded

BENEFICIARIES	AFRICAN	ASIAN	COLOURED	WHITE	TOTAL
Female	3	0	1	4	8
Male	10	1	0	0	11
Total	13	1	1	4	19
Employees with a disability	1	0	0	0	1

Table 4.5: Employees whose salary level exceeded the grade determined by the job evaluation (in terms of PSR 1VC3)

OCCUPATION	NUMBER OF EMPLOYEES	JOB EVALUATION LEVEL	REASON FOR DEVIATION	RENUMERATION LEVEL	NO OF EMPLOYEES IN DEPT
Chief Executive Officer	1	15	16	1	1
ASD: Training and Development	1	9	10	1	1
Administration Officer-Facilities and Security	1	6	7	1	1
Manager: Recruitment	1	11	12	1	1
Manager: Organisational Design	1	11	12	1	1
Senior Manager: Compliance and Regulations	1	12	13	1	1
Manager: Marketing and Communication	1	11	12	1	1
Customer Assistant: Lodgements	1	5	6	1	1
Call Centre Agents	5	7	8	5	5
Total	13				
Percentage of Total Employment	3				435

Table 4.6: Profile of employees whose salary level exceeded the grade determined by the job evaluation (in terms of PSR 1VC3)

BENEFICIARIES	AFRICAN	ASIAN	COLOURED	WHITE	TOTAL
Female	4	0	1	1	6
Male	1	1	3	2	7
Total	5	1	4	3	13
Employees with a disability	0	0	0	0	0

Table 5.1: Annual turnover rates by salary band

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD (APRIL 2008)	APPOINTMENTS	TERMINATIONS	TURNOVER RATE
Lower skilled (Levels 1-2), Permanent	0	1	0	0
Skilled (Levels 3-5), Permanent	17	1	1	5.9
Highly skilled production (Levels 6-8), Permanent	330	16	13	3.9
Highly skilled supervision (Levels 9-12), Permanent	60	7	8	13.3
Senior Management Service Band A, Permanent	16	2	2	12.5
Senior Management Service Band B, Permanent	8	1	0	0
Senior Management Service Band C, Permanent	1	0	0	0
TOTAL	432	28	24	5.6

Table 5.2: Annual turnover rates by critical occupation

OCCUPATION	EMPLOYMENT AT BEGINNING OF PERIOD (APRIL 2008)	APPOINTMENTS	TERMINATIONS	TURNOVER RATE
Administrative related, Permanent	21	4	1	4.8
Communication and information related, Permanent	8	0	1	12.5
Economists, Permanent	4	0	0	0
Finance and economics related, Permanent	7	0	0	0
Financial clerks and credit controllers, Permanent	6	1	1	16.7
Food services aids and waiters, Permanent	1	0	0	0
General legal administration and rel. professionals, Permanent	5	1	1	20
Human resources and organisational development and relate professions, Permanent	1	0	1	100
Human resources clerks, Permanent	5	0	2	40
Human resources related, Permanent	11	0	1	9.1
Information technology related, Permanent	2	0	0	0
Legal related, Permanent	20	0	1	5

OCCUPATION	EMPLOYMENT AT BEGINNING OF PERIOD (APRIL 2008)	APPOINTMENTS	TERMINATIONS	TURNOVER RATE
Library mail and related clerks, Permanent	2	0	0	0
Logistical support personnel, Permanent	5	2	0	0
Other administrative and related clerks and organisers, Permanent	305	9	12	3.9
Other administrative policy and related officers, Permanent	8	2	1	12.5
Other information technology personnel., Permanent	4	2	0	0
Safety health and quality inspectors, Permanent	1	0	0	0
Secretaries and other keyboard operating clerks, Permanent	5	3	1	20
Security officers, Permanent	2	0	0	0
Senior managers, Permanent	8	4	1	12.5
Social work and related professionals, Permanent	1	0	0	0
TOTAL	432	28	24	5.6

Table 5.3: Reasons why staff is leaving the department

TERMINATION TYPE	NUMBER	PERCENTAGE OF TOTAL RESIGNATIONS	PERCENTAGE OF TOTAL EMPLOYMENT	TOTAL	TOTAL EMPLOYMENT
Death, Permanent	1	3.6	0.2	28	435
Resignation, Permanent	13	46.4	3	28	435
Expiry of contract, Permanent	1	3.6	0.2	28	435
Discharged due to ill health, Permanent	2	7.1	0.5	28	435
Dismissal-misconduct, Permanent	2	7.1	0.5	28	435
Retirement, Permanent	5	17.9	1.1	28	435
TOTAL	24	85.7	5.5	28	435
Resignations as % of employment					

6.5

Table 5.4: Promotions by critical occupation

OCCUPATION	EMPLOYMENT AT BEGINNING OF PERIOD (APRIL 2008)	PROMOTIONS TO ANOTHER SALARY LEVEL	PROMOTIONS TO ANOTHER SALARY LEVEL OF EMPLOYMENT	SALARY LEVEL PROMOTIONS AS A % OF EMPLOYMENT	PROGRESSIONS TO ANOTHER NOTCH WITHIN SALARY LEVEL	NOTCH PROGRESSIONS AS A % OF EMPLOYMENT
Administrative related	21	8	38.1	10	47.6	
Communication and information related	8	1	12.5	4	50	
Economists	4	2	50	1	25	
Finance and economics related	7	3	42.9	3	42.9	
Financial and related professionals	0	1	0	0	0	

OCCUPATION	EMPLOYMENT AT BEGINNING OF PERIOD (APRIL 2008)	PROMOTIONS TO ANOTHER SALARY LEVEL	SALARY LEVEL PROMOTIONS AS A % OF EMPLOYMENT	PROGRESSIONS TO ANOTHER NOTCH WITHIN SALARY LEVEL	PROGRESSIONS AS A % OF EMPLOYMENT	NOTCH
Financial clerks and credit controllers	6	1	16.7	4	66.7	
Food services aids and waiters	1	0	0	1	100	
General legal administration and related professionals	5	1	20	1	20	
Human resources and organisational development and related profession	1	2	200	0	0	
Human resources clerks	5	2	40	0	0	
Human resources related	11	7	63.6	3	27.3	
Information technology related	2	0	0	1	50	
Legal related	20	2	10	10	50	
Library mail and related clerks	2	0	0	1	50	
Logistical support personnel	5	0	0	3	60	
Other administrat and related clerks and organisers	305	11	3.6	215	70.5	
Other administrative policy and related officers	8	0	0	0	0	
Other information technology personnel.	4	0	0	1	25	
Safety health and quality inspectors	1	0	0	0	0	
Secretaries and other keyboard operating clerks	5	0	0	6	120	
Security officers	2	0	0	2	100	
Senior managers	8	3	37.5	13	162.5	
Social work and related professionals	1	0	0	0	0	
TOTAL	432	44	10.2	279	64.6	

Table 5.5: Promotions by salary band

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD (APRIL 2008)	PROMOTIONS TO ANOTHER SALARY LEVEL	SALARY LEVEL PROMOTIONS AS A % OF EMPLOYMENT	PROGRESSIONS TO ANOTHER NOTCH WITHIN SALARY LEVEL	PROGRESSIONS AS A % OF EMPLOYMENT	NOTCH
Skilled (Levels 3-5), Permanent	17	0	0	8	47.1	
Highly skilled production (Levels 6-8), Permanent	330	15	4.5	233	70.6	
Highly skilled supervision (Levels 9-12), Permanent	60	26	43.3	24	40	
Senior management (Levels 13-16), Permanent	10	3	30	9	90	
Contract (Levels 6-8), Permanent	7	0	0	0	0	

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD (APRIL 2008)	PROMOTIONS TO ANOTHER SALARY LEVEL	SALARY LEVEL PROMOTIONS AS A % OF EMPLOYMENT	PROGRESSIONS TO ANOTHER NOTCH WITHIN SALARY LEVEL	NOTCH PROGRESSIONS AS A % OF EMPLOYMENT
Contract (Levels 9-12), Permanent	4	0	0	0	0
Contract (Levels 13-16), Permanent	4	0	0	5	125
TOTAL	432	44	10.2	279	64.6

Table 6.1: Total number of employees (including employees with disabilities) per occupation category (SASCO)

OCUPATIONAL CATEGORIES	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, WHITE	MALE, TOTAL BLACKS	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	TOTAL
Legislators, senior officials and managers, Permanent	2	1	2	5	2	4	3	0	7	17
Professionals, Permanent	29	4	1	34	3	13	3	2	18	63
Technicians and associate professionals	18	0	2	20	1	15	0	1	16	43
Clerks, Permanent	83	2	0	85	6	152	13	0	165	308
Service and sales workers, Permanent	0	0	0	0	2	1	0	0	1	3
Elementary occupations, Permanent	0	0	0	0	0	1	0	0	1	1
TOTAL	132	7	5	144	14	186	19	3	208	435
Employees with disabilities	3	1	0	4	1	0	0	0	0	8

Table 6.2: Total number of employees (including employees with disabilities) per occupational band

OCUPATIONAL BANDS	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, WHITE	MALE, TOTAL BLACKS	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	TOTAL
Top Management, Permanent	1	1	0	2	1	0	0	0	0	3
Senior Management, Permanent	3	1	2	6	1	3	3	0	6	16
Professionally qualified and experienced specialists and mid-management, Permanent	25	3	2	30	4	13	2	1	16	61
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	96	2	1	99	8	165	13	2	180	343
Semi-skilled and discretionary decision making, Permanent	7	0	0	7	0	4	1	0	5	12

OCCUPATIONAL BANDS	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Unskilled and defined decision making, Permanent	0	0	0	0	0	1	0	0	1	0	1
Contract	1	0	0	1	2	1	0	0	1	1	5
TOTAL	133	7	5	145	16	187	19	3	209	71	441

Table 6.3: Recruitment

OCCUPATIONAL BANDS	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Top Management, Permanent	1	0	0	1	0	0	0	0	0	0	1
Senior Management, Permanent	0	0	0	0	0	1	0	0	1	1	2
Professionally qualified and experienced specialists and mid-management, Permanent	3	0	1	4	0	3	0	0	3	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	9	0	0	9	0	6	1	0	7	1	17
Semi-skilled and discretionary decision making, Permanent	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making, Permanent	0	0	0	0	0	1	0	0	1	0	1
TOTAL	13	0	1	14	0	11	1	0	12	2	28

OCCUPATIONAL BANDS	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Employees with disabilities	0	0	0	0	0	0	0	0	0	0	0

Table 6.4: Promotions

OCCUPATIONAL BANDS	MALE, AFRICAN		MALE, COLOURED		MALE, INDIAN		MALE, TOTAL BLACKS		MALE, WHITE		FEMALE, AFRICAN		FEMALE, COLOURED		FEMALE, INDIAN		FEMALE, TOTAL BLACKS		FEMALE, WHITE		TOTAL
	AFRICAN	COLOURED	INDIAN	TOTAL BLACKS	WHITE	AFRICAN	COLOURED	INDIAN	TOTAL BLACKS	WHITE	AFRICAN	COLOURED	INDIAN	TOTAL BLACKS	WHITE	AFRICAN	COLOURED	INDIAN	TOTAL BLACKS	WHITE	
Top Management, Permanent	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Senior Management, Permanent	0	0	3	3	2	3	1	0	0	0	3	1	0	4	2	0	0	4	2	0	11
Professionally qualified and experienced specialists and mid-management, Permanent	23	2	0	25	4	10	1	0	0	0	10	1	0	11	10	0	0	11	10	0	50
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	60	1	1	62	3	141	8	0	0	0	149	0	0	149	34	0	0	149	34	0	248
Semi-skilled and discretionary decision making, Permanent	4	0	0	4	0	3	1	0	0	0	4	1	0	4	0	0	0	4	0	0	8
Contract (Top Management), Permanent	1	1	0	2	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	3
Contract (Senior Management), Permanent	0	0	0	0	0	0	2	0	0	0	2	0	0	2	0	0	0	2	0	0	2
TOTAL	88	4	4	96	10	157	13	0	0	0	170	13	0	170	47	0	0	170	47	0	323

Employees with disabilities

Table 6.5: Terminations

OCCUPATIONAL BANDS	MALE, AFRICAN		MALE, COLOURED		MALE, INDIAN		MALE, TOTAL BLACKS		MALE, WHITE		FEMALE, AFRICAN		FEMALE, COLOURED		FEMALE, INDIAN		FEMALE, TOTAL BLACKS		FEMALE, WHITE		TOTAL
	AFRICAN	COLOURED	INDIAN	TOTAL BLACKS	WHITE	AFRICAN	COLOURED	INDIAN	TOTAL BLACKS	WHITE	AFRICAN	COLOURED	INDIAN	TOTAL BLACKS	WHITE	AFRICAN	COLOURED	INDIAN	TOTAL BLACKS	WHITE	
Senior Management, Permanent	1	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0	0	1	0	0	2
Professionally qualified and experienced specialists and mid-management, Permanent	5	0	1	6	1	2	0	0	0	0	2	0	0	2	0	0	0	2	0	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	5	0	0	5	0	4	0	0	0	0	4	0	0	4	4	0	0	4	4	0	13
Semi-skilled and discretionary decision making, Permanent	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract (Professionally qualified), Permanent	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contract (Skilled technical), Permanent	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	15	0	1	12	1	6	1	12	1	1	6	1	0	7	4	0	0	7	4	0	24

	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Employees with disabilities	0	0	0	0	0	0	0	0	0	0	0

Table 6.6: Disciplinary action

DISCIPLINARY ACTION	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL	NOT AVAILABLE
TOTAL	3	1	0	4	1	4	0	0	0	9	0

Table 6.7: Skills development

OCCUPATIONAL CATEGORIES	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Legislators, Senior Officials and Managers	1	1	1	3	1	2	6	0	8	1	13
Professionals	44	13	4	61	19	8	1	4	13	45	138
Technicians and Associate Professionals	33	0	0	33	2	28	7	5	40	7	82
Clerks	63	5	0	68	4	135	7	0	142	37	251
Service and Sales Workers	0	0	0	0	0	0	0	0	0	0	0
Skilled Agriculture and Fishery Workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related Trades Workers	0	0	0	0	0	0	0	0	0	0	0
Plant and Machine Operators and Assemblers	0	0	0	0	0	0	0	0	0	0	0
Elementary Occupations	0	0	0	0	0	0	0	0	0	0	0
TOTAL	141	19	5	165	26	173	21	9	203	90	484
Employees with disabilities	2	1	0	3	1	0	0	0	0	2	6

Table 7.1: Performance Rewards by Race, Gender and Disability

DEMOGRAPHICS	NUMBER OF BENEFICIARIES	TOTAL EMPLOYMENT	PERCENTAGE OF TOTAL EMPLOYMENT	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)
African, Female	46	186	24.73	R 492,805.53	R 10,713.16
African, Male	23	132	17.42	R 301,149.47	R 13,093.46
Asian, Female	0	3	0	0	R 0.00
Asian, Male	1	5	20	R 45,738.84	R 45,738.84
Coloured, Female	5	19	26.32	R 79,626.87	R 15,925.37
Coloured, Male	1	7	14.29	R 9,400.08	R 9,400.08
Total Blacks, Female	51	207	51.05	572432.4	R 11,224.16
Total Blacks, Male	25	144	51.71	R 356,288.39	R 14,251.54
White, Female	26	70	37.14	R 298,900.14	R 11,496.16
White, Male	2	14	14.29	R 35,070.24	R 17,535.12
Employees with a disability	0	8	0	0	0
TOTAL	104	435	154.19	R 1,262,691.17	R 12,141.26

Table 7.2: Performance Rewards by Salary Band for Personnel below Senior Management Service

SALARY BAND	NUMBER OF BENEFICIARIES	TOTAL EMPLOYMENT	PERCENTAGE OF TOTAL EMPLOYMENT	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)
Lower skilled (Levels 1-2)	1	1	100	R 7,645.92	R 7,645.92
Skilled (Levels 3-5)	3	13	23.1	R 20,976.92	R 6,992.31
Highly skilled production (Levels 6-8)	82	327	25.07	R 777,488.07	R 9,607.24
Highly skilled supervision (Levels 9-12)	15	76	19.74	R 324,006.42	R 19,741.84
Contract (Levels 9-12)	0	1	0	0	0
Periodical Remuneration	0	0	0	0	0
TOTAL	101	417	167.91	R 1,130,117.33	R 11,189.28

Table 7.4: Performance-related Rewards (Cash Bonus) by Salary Band for Senior Management Service

SMS BAND	NUMBER OF BENEFICIARIES	TOTAL EMPLOYMENT	PERCENTAGE OF TOTAL EMPLOYMENT	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)	% OF SMS WAGE BILL	PERSONNEL COST SMS (R'000)
Band A	3	13	23.1	132,573.84	R 44,191.28	R 81,700.35	R 8,170,035.00
Band B	0	3	0	0	0	R 24,272.10	R 2,427,210.00
Band C	0	2	0	0	0	R 18,986.31	R 1,898,631.00
Band D	0	1	0	0	0	R 12,773.79	R 1,277,379.00
TOTAL	3	19	15.8	R 132,573.84	R 44,191.28	R 137,732.55	R 13,773,255.00
SMS BAND	NUMBER OF BENEFICIARIES	TOTAL EMPLOYMENT	PERCENTAGE OF TOTAL EMPLOYMENT	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)	% OF SMS WAGE BILL	PERSONNEL COST SMS (R'000)
Band A	3	13	23.1	132,573.84	R 44,191.28	R 81,700.35	R 8,170,035.00
Band B	0	3	0	0	0	R 24,272.10	R 2,427,210.00
Band C	0	2	0	0	0	R 18,986.31	R 1,898,631.00
Band D	0	1	0	0	0	R 12,773.79	R 1,277,379.00
TOTAL	3	19	15.8	R 132,573.84	R 44,191.28	R 137,732.55	R 13,773,255.00

ABBREVIATIONS AND ACRONYMS

ABBREVIATION	DESCRIPTION
ARIPO	African Regional Industrial Property Organisation
BRMC	Business Relations, Marketing and Communication
BUSA	Business Unity South Africa
CAN	Change Agent Network
CAR	Compliance, Audit and Risk
CC	Close Corporation
CCB	Change Control Board
CCRD	Consumer and Corporate Regulatory Division
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CET	CIPRO Executive Team
CHAMSA	Chambers of Commerce and Industry South Africa
CIPRO	Companies and Intellectual Property Registration Office
CIU	Customer Interface Unit
CMT	CIPRO Management Team
COTII	Council of Trade and Industry Institutions
COO	Chief Operating Officer
CPI	Consumer Price Index
CPD	Continued Professional Development
CRF	Corporate Registers Forum
CRM	Customer Relations Management
CTP	CIPRO Transition Programme
DEDT	Department of Economic Development and Tourism
DDR	Deregistered Directors' Register
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
EA	Enterprise Architecture
EBI	Ekurhuleni Business Initiative
ECDC	Eastern Cape Development Corporation
EE	Employment Equity
ECM	Enterprise Content Management
ENE	Estimates of National Expenditure
EPO	European Patent Office
ICT	Information and Communication Technology
IHR	In-house Registry
IP	Intellectual Property
ITIL	IT Infrastructure Library
JICA	Japan International Cooperation Agency
LED	Local Economic Development
LIBSA	Limpopo Business Support Agency
LIMDEV	Limpopo Economic Development Enterprise
MISS	Minimum Information Security Standards
MTREF	Medium-term Revenue and Expenditure Framework
NAFCOC	National African Federation Chamber of Commerce
NEPAD	New Partnership for Africa's Development
OCIPE	Office of Companies and Intellectual Property Enforcement
OHIM	Office for Harmonisation of International Markets
OPBDC	Off-site Paper-based Disclosure Centre
PCT	Patent Cooperation Treaty

ABBREVIATION	DESCRIPTION
PDA	Performance Development Assessment
PDE	Performance Development and Evaluation
PFMA	Public Finance Management Act
PILIR	Policy on Incapacity Leave and Ill-health Retirement
PM	Project Management
PMO	Project Management Office
PoE	Proof of Evidence
PRC	Project Review Committee
PSETA	Public Service SETA
PWC	PricewaterhouseCoopers
QMS	Quality Management System
R&D	Research and Development
RFQ	Request for Quotation
SADC	Southern African Development Community
SAITEX	South African International Trade Exhibition
SAPO	South African Post Office
SCM	Supply Chain Management
SCP	Standing Committee on Patent Law
SCOPA	Standing Committee on Public Accounts
SEDA	Small Enterprise Development Agency
SLA	Service Level Agreement
SP	Service Provider
SS	Strategic Support Division
The dti	The Department of Trade and Industry
TO	Temporary Officials
TQM	Total Quality Management
VCT	Voluntary Counseling and Testing
WIPO	World Intellectual Property Organisation

ADDRESS AND CONTACT DETAILS

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BUSINESS PLAN REPORTING MATRIX (OPERATIONS)

ANNEXURE A

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
	OFFERINGS.					
1	CIPRO PRODUCTS & SERVICES.					
1.1	Office of the COO					
	Intellectual Property, Companies and Close Corporations, Co-operatives					
	Registration services.	Production divisions effectively managed.	Monthly statistics, turnaround times, backlogs.		Monthly statistics are submitted to the COO. Turnaround times and backlogs are addressed in monthly reports to the CET.	
1.1.1	Intellectual Property (IP)					
1)	New Trade Marks	Efficient administration of the process and volumes of the Trade Marks. Projection for coming year: - Volume = 32, 000.	Trend in Trade Marks	8 000 per quarter.	Total for year is 28, 671. The target for the year was 32, 000, meaning that the target was missed by 10.4%.	Due to the economic credit crunch the organisation experienced a decrease in the registration of new Trade Marks. New products and new businesses require new Trade Marks. If there are fewer new products and new businesses there will be fewer Trade Marks. In addition, Trade Mark owners now choose their territories where they wish to protect more carefully and only lodge in the countries they really need as Trade Mark protection is expensive.
2)	New patents.	Efficient administration of the process and volumes of patents. Projection for coming year: - Volume = 12, 000 - Growth = estimated to 4.35%.	Trend in patents.	3, 000 per quarter.	The total for year is 10, 191. The target for the year was 12, 000, meaning that the target was missed by 15%.	The decline is due to the economic credit crunch.
3)	New designs.	Efficient administration of the process and volumes of designs. Projection for coming year: - Volume = 2, 200 - Growth = estimated to 10%.	Trend in designs.	550 per quarter.	The total for the year was 1, 952. The target for the year was 2, 200 which means that the target was missed by 11.3%	The decline is due to the economic credit crunch.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
4)	New copyright in films.	Efficient administration of the process and volumes of applications. Projection for coming year: Volume = 100	Trend in copyright.	25 per quarter.	The total for the year was 51. The target for the year was 100, meaning that the target was missed by 49%.	Although it is a regulated environment, non-compliance from copyright owners might, apart from the economic downturn, also have contributed to the decline, as they are not all aware of their rights.
5)	New popyright in collecting societies.	Efficient administration of the process and volumes of applications. Projection for coming year cannot be quantified due to nature of the service rendered.	Reports on assessment for compliance.	Degree of compliance to non-compliances.	- The number of non-compliances corrected. - Accredited Collecting Societies have published tariffs for payment of royalties to users for licensing purposes. - Regulations on collective management were effectively implemented.	Regulations recently promulgated. Non-compliances still need to be populated into the reports.
1.1.2 Co-operatives						
1)	New registration of co-operatives.	All new applications registered as received. Projection for coming year: - Volume = 3, 900 - Growth = 17%.	Trend in number of entities registered compared to previous years.	Q1 = 1, 013 Q2 = 1, 013 Q3 = 861 Q4 = 1, 013.	The total for the year was 6, 504. The target for the year was 3, 900 which means 55% above the target. Q1: 314 rejections Q2: 410 rejections Q3: 298 rejections Q4: 252 rejections.	New registrations exceeded quarterly target due to the marketing initiatives undertaken. The main reasons for rejections are: - No customer code submitted; - No or shortage of funds on customer's code; - Incomplete application forms; - Constitution not complying with the Co-operatives Act
1.1.3 Companies and Close Corporations						
1)	New company registrations.	Growing database of registered businesses and entities brought into the formal economy. Projection for coming year: - Volume = 45, 000 - Growth = 6,9%	Trend in number of entities registered compared to previous years.	11, 250 per quarter.	Total received was 27, 358. The target for the year was 45, 000, meaning that the target was missed by 39,2%.	mainly due to the economic credit crunch. There is also uncertainty in terms of new Companies Bill. Increased interest in the CC as a business form as a result of the corporate law reform process. The set target was too high to be achieved.
2)	New close corporation registrations.	Growing database of registered businesses and entities brought into the formal economy. Projection for coming year: - Volume = 248, 000 - Growth = 8,6%	Trend in number of entities registered compared to previous years.	62, 000 per quarter.	The target for the year was 248, 000 and the actual registrations were 261, 065. The target was therefore achieved and exceeded by 5,2%.	Target exceeded due to a lot of interest in the CC as a business entity and as a result of the corporate law reform process. Another contributing factor was the level of publicity it received.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
1.1.4	Legal and Regulatory Services					
1)	Name reservations, approvals and name objections.	Efficient administration of the growing database and process of name reservations. Projection for coming year 2008/09 - Volume = 456, 000 - Growth = 4.5%.	Turnaround times and volumes of name reservations.	114, 000 per quarter Projection for coming year 2008/09.	- The target for the year was 456, 000 and the actual number of searches were 471, 608, exceeding the target by 3.4%. - Name approvals: The number of name approvals was 463, 541. This is a 2.5% increase from previous year. Note: Name reservations refer to the total process of name search and name approval. - Objections received: A total of 1, 220 for the year. - Objections finalised: A total of 1, 383 objections were finalised. - Turnaround times at one and a half working days.	There is increasing awareness of the legislative requirements.
2)	Lodgement of annual returns (ARs) for public companies.	Administration of lodged volumes and associated cleansing of data and deregistration on inactive enterprises. Projection for coming year: - Volume of lodgements = 3, 500 - Volume of associated deregistration = 400 A drop in the number of annual returns lodged for public companies is being experienced. This can be ascribed to the rationalisation of subsidiary companies and conversions to other legal entities due to the high costs of administration.	Compliance levels and deregistration and distribution.	Lodgments: = 875 per quarter. Deregistration = 100 per quarter. A drop in the amount of annual returns lodges for public companies have been experienced.	The target for lodgments of public companies was 3, 500 for the year, actual number of lodgments is 4, 318, exceeding the target by 23.3%.	Target achieved. Number of lodgments was higher than the intended (anticipated) 875 per quarter.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
3)	Lodgement of annual returns (ARs) for private companies.	<p>The general extensions of annual returns for private companies lapsed on 1st September 2007 and subsequently the first batch of private companies were only referred for deregistration in September 2007. Therefore, it is very difficult to estimate the volume of deregistration of private companies.</p> <p>Approximately 60% of private companies have not complied in lodging their annual returns and therefore a high increase in deregistration can be expected.</p> <p>Cleansing of CIPRO database record by deregistration of inactive entities.</p> <p>Increased restoration of CIPRO records by active recapturing of information as corrected by annual return upon lodgements.</p> <p>Projection for coming year: - Volume of lodgments: = 142,000</p>	Compliance levels and deregistration and distribution.	35, 500 per quarter.	The target for lodgements of private companies was 142, 000 for the year. Actual number of lodgements submitted was 170, 605, exceeding the target by 20.14%.	Average of lodgements was higher than the intended (anticipated) 35, 500 per quarter.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
4)	Lodgement of annual returns (ARs) for close corporations.	Cleansing of CIPRO database records by deregistration of inactive entities Increased restoration of CIPRO records by active re-capturing of information as corrected by annual returns upon lodgements. Projection for coming year: - Volume of lodgments = 620, 000 - Volume of associated deregistration = 60% of registered close corporations. - Uptake of annual returns for close corporations is estimated at 40% of 155, 000 (as per 10th September 2007) registered close corporations.	Compliance levels and deregistration and distribution.	155, 000 per quarter.	- Intended target for the lodgement of annual returns for close corporations was applicable to quarters three and four only. Actual registrations for the two quarters were 66, 724. This was 78.5% less than the intended target of 310, 000 over a period of 6 months. (Please note that this information differs from the 4th Quarterly report, because quarters 1 and 2 should not have been accounted for in the report).	The targets were not reached as expected due to the fact that the marketing campaign is still in process of being rolled out in totality.
1.1.5	Co-operatives					
1)	Lodgement of annual returns for co-operatives.	Annual returns (ARs) available for disclosure. Volume received within 180 days of end of co-operative's financial year AR processed within three working days.		Volume of lodgements = 200 per quarter.	Annual target was 800 and actual returns processed were 95, an underachievement of 88.12%.	Did not reach the target due to non-compliance by co-operatives. Marketing of co-operatives and obligation to comply
				Volume of associated deregistration = 50 per quarter.	Annual target was 200, actual number of deregistration was 598, exceeded target by 194%.	Exceeded target by 194%.
1.2	ADVOCACY & COORDINATION					
1.2.1	CORE BUSINESS					
1.2.2	Office of the CEO and COO, Intellectual Property, Companies & Close Corporations, Co-operatives, Legal & Regulatory Services, Customer Services					
1)	Participation in stakeholder forums with professional bodies.	Address division specific issues obtained from feedback.	Feedback from stakeholders in forums.	Continuous (Quarterly).	- IP Stakeholders meetings were held on 9th April 2008, 12th June 2008, 3rd September 2008 and 11th March 2009. - Various subjects were discussed such as online billing, remote access, etc. - Copies of the minutes of the meeting are available for review. - Ongoing process.	

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
2)	Build and maintain strategic partnerships and relationships with clients and stakeholders, both international and national e.g. EPO, WIPO, OHIM, JICA, ARIPO, NAFCOC, BUSA, CHAMSA, SAPO, government departments, media, Banking Council, JSE, and national patent offices (e.g. Japan, France, Singapore, etc) . .	<ul style="list-style-type: none"> - Sharing workshops with partners. - Contribute in decision-making that impacts on the economy - Provide regular information to paint a correct picture of CIPRO - Client understanding and satisfaction - Obtain important information from them that will assist CIPRO. - Use their outlets as possible distribution channels - Become a reference model for SADC, NEPAD and other African countries - Protection of IP rights across countries - Entering international treaties. 	<ul style="list-style-type: none"> - Membership as well as strengthening our partnership by signing SLAs or MOUs. - Ranking in comparison to other similar offices - Integrated schedules with JSE with prospectuses time table, in view of Acts governing our activities - Joint training events; attend meetings and working groups and benchmarking. 	<ul style="list-style-type: none"> - Continuous maintenance of relationships - Business to be involved where necessary. 	<ul style="list-style-type: none"> - Trade Marks Division had meetings conducted with USPTO, Australian, Chinese, Korean, Indian, Mexican and Kenyan IP Offices and Registrars from Caribbean regions to discuss cooperation agreements and future training needs. - Attendance of Madrid Working Group, Standing Committee on Trade Marks, WIPO General Assemblies. - Training provided to staff from Namibian office. - A meeting was held with the Master's Office to define roles and responsibilities. - Committee was formed with National Treasury. - IP Patents, Designs and Copyrights reported the following events: - PCT Training in Korea 2-6th February 2009 attended). - Attended the 13th session of the Standing Committee on Patent Law (SCP) in Geneva from 23-27th March 2009. - Attended High Level Forum on IP & Global Issues in Beijing from 30-31st March 2009 - Presentation delivered at seminar on Economic Growth and IP Protection 26-30th January 2009 in Pretoria organised by WIPO, JICA & DST. - Presentations given to a Chinese delegation on 8th January 2009 at CIPRO. - Presentations given to Japanese. delegation on 2nd February 2009 at CIPRO 	<ul style="list-style-type: none"> Target achieved. MOU with FSB compiled awaiting approval.

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1.2.3	Customer Services					
1)	Build relationships with: the dti and other COTII institutions.	<ul style="list-style-type: none"> - One-stop shop; - Elimination of duplication; - Ease of interaction; - Reducing client's frustration. 	<ul style="list-style-type: none"> - Changes in registration levels - Alliances formalised. 	<ul style="list-style-type: none"> - "taking dti to the people" Q1 = 3 events Q2 = 3 events Q3 = 3 events Q4 = 3 events. 	<ul style="list-style-type: none"> - Regular Liaison Committee meetings - Imbizos & exhibitions attended with the dti and other stakeholders. - Decentralisation roll-out. - SLA's signed with various partners - One point of entry established - Service delivery plan was drawn up. - CIPRO signed SLA with SEDA on 29th March 2009. 	Shortage of Human Resources. Initial focus is on decentralised partnerships.
1.2.4	Intellectual Property, Companies and Close Corporations, Co-operatives, Customer Services					
1)	Administration of Active Production filing.	Production filing actively administered.	Production filing administered according to the SLA.	Continuous.	<ul style="list-style-type: none"> - Appointment of quality assurers to manage the inflow and outflow of work from and to Metro-file - Metro file SLA finalised. - In-house registry was investigated. - Scanning project initiated in the IP unit. 	Expiry of Metro file contract. Staff shortage. Scanning project and up-front scanning project in progress.
1.2.5	Legal and Regulatory Services (LRS).					
1)	Drafting regulations and input to drafting legislation.	Amended corporate regulations and IP regulations.	<ul style="list-style-type: none"> - Annual revision of fees - Treasury approval for any changes in fees - Following Treasury approval LRS to draft amendments to the regulations concerned. 	- Q4 = Amendments to regulations concerned.	<ul style="list-style-type: none"> - Legislative tables reflecting current fees and proposed amendments to fees were developed by Business. - LRS and Finance Division met with representative from National Treasury with regard to fee amendments. 	One of the challenges impacting on the non-finalisation in obtaining Treasury approval and publishing amendments to the regulations was the different format.
1.2.6	Legal and Regulatory Services (LRS).					
1)	Cooperate with CCRD - input to corporate law reform.	Law reform aligned with business realities of CIPRO.	Finalisation of draft Companies Bill (coordinated by CCRD).	Continuous (CCRD is coordinating the corporate law reform process).	<ul style="list-style-type: none"> - Bill was put through all stages of Parliament and approved by Parliament. - President signed Bill which became an Act. - Drafting of regulations of Bill by CCRD. 	Target achieved.

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1.2.7	Legal and Regulatory Services.					
1)	Coordinating revision of delegations.	Coordinating revision (upgrading) of CIPRO delegations as needed.	Updated delegations and register.	Annual by Q4	- Financial and procurement delegations finalised and signed by DG in July 2008. - Delegations register not in place yet.	Target achieved.
1.2.8	Legal and Regulatory Services					
1)	Co-ordination revision of policies and updating CIPRO Policy Register.	Coordinating revision (upgrading) of CIPRO policies.	Updated delegations and policies register.	Annual by Q4.	- Legal Division requested all divisions in writing on 30th January 2009 to review policies, get approval and provide feedback and updated policies to Legal Division. - Finance and Procurement delegations updated.	Will be finalised in April 2009 due to various circumstances. Feedback by HR and ICT still outstanding. HR indicated that they were still busy with the revision.
1.3	FINANCE & HUMAN CAPITAL FINANCE & HUMAN CAPITAL					
1.3.1	Finance					
1)	Financial Accounting.	Cash Flow Management.	Effective and active cash management.	Cash balances maintained at lowest possible levels to enable operations.	- Cash-flow managed monthly. - Surplus funds transferred monthly to CIPRO-CPD. - Cash-flow projections done monthly. - Cash in the main bank has been kept at sufficient level to cover the operational expenses by transferring the surpluses into the CPD investment account.	The investment account balance could be utilised more effectively.
	Effective Creditor Management.	Effective Creditor Management.	- Time taken to pay suppliers - Number of complaints from suppliers in terms of payments.	- Pay suppliers within 30 days of receipt of invoice. - No complaints for late payments.	- 90% compliance for payments of invoices. - Payments are processed with in 30 days with the exception of invoices with queries.	10% non compliance due to late submission of invoices. Invoices not reaching finance on time for processing.
	Ensure accurate payroll administration.	Ensure accurate payroll administration.	Number and nature of payroll related queries from staff.	Accurate payroll administration throughout the year (queries minimal).	- The overall number of queries reduced for payroll related matters. Only two queries for garnishees for the period under review. - 98% correctness in payroll administration. - 100% correctness in payroll administration had been achieved in the 4th quarter.	Target achieved. Payroll payments that we pay through Accpac due to urgency

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		Develop, implement and maintain a system of internal control.	<ul style="list-style-type: none"> - Unqualified audit report - Internal Audit findings. 	Develop action plan to address internal and external audit findings.	<ul style="list-style-type: none"> - Action plan was developed and is reported on to the Audit Committee on a quarterly basis. - 100% of the internal and external audit findings have been addressed by implementing corrective measures and controls. Awaiting the AG's report. 	Target achieved. Understanding the importance of internal controls by colleagues.
1.3	FINANCE & HUMAN CAPITAL FINANCE & HUMAN CAPITAL continued					
1.3.1	Finance					
		Prepare annual financial statements.	<ul style="list-style-type: none"> - Compile financial statements according to legislative framework. - Co-ordination of external audit activities. 	Develop and manage the annual audit plan.	<ul style="list-style-type: none"> - Annual financial statements were prepared for end March 2008. - Finance has developed an audit action plan and has a year end working file. 	The financials are due on 31st May 2008.
2)	Management accounting.	Co-ordinate the preparation of the budget.	Accuracy of budget.	<ul style="list-style-type: none"> - Compile budget according to approved timeframe. - Q4; Revision of Fee structure . 	<ul style="list-style-type: none"> - Budget compiled. - National expenditure submitted to the dti on 27th November 2008. - Revision of fee structure in progress. - 2009/10 divisional budget allocations approved by CET on 13th March 2009. - Task team established for the revision of the fee structure. 	Finance to give input as and when requested.
		Monitor spending.	Actual expenditure vs. budgeted expenditure.	<ul style="list-style-type: none"> - Monthly reporting to management on spending performance. - No overspending. 	<ul style="list-style-type: none"> - Monthly reporting executed - Monthly variance reports developed. - No over-spending. - Actual expenditure for the period 2008/09 amounts to 66% of the budget. 	<ul style="list-style-type: none"> - High under-spending especially on special projects due to lack of approved business plans. - The reasons for the under expenditure are due to lack of implementation of special projects.

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		Prepare monthly, quarterly and annual Estimates of National Expenditure (ENE) reports for the dti and National Treasury.	Timeliness and accuracy of monthly, quarterly and annual reports.	<ul style="list-style-type: none"> - Availability of reports before the 15th of each month. - Annual reports on time as per legal framework. - Quarterly reports on time. 	<ul style="list-style-type: none"> - Reports compiled within timeframe. - 2009 Estimates of National Expenditure submitted to the dti on 27th November 2008. - Monthly In Year Monitoring reports were compiled and submitted to the dti before the 15th of every month. - All quarterly reports are on time. 	Target achieved.
		Ensure revenue is complete and accurate.	Monthly recording and reconciliation of revenue in the financial system.	<ul style="list-style-type: none"> - Monthly reconciliations - Monthly reporting on the actual revenue performance against budget. 	<ul style="list-style-type: none"> - Monthly reconciliations done - Monthly reports on the actual revenue performance against budget were compiled. - The income received in the Advance account was reviewed and analysed for accuracy and completeness. 	Target achieved.
		Reduce unallocated income.	Volume of unallocated income.	Reduce unallocated amount by at least 25%.	<ul style="list-style-type: none"> - Unallocated income account has been reduced by R331, 650.70 (42.55%). - The unallocated deposits account was reviewed and analysed for accuracy and completeness. 	Target achieved. The current system is not designed to recognise transactions from banks other than ABSA which is CIPRO's main bank account. The current system cannot allocate amounts automatically.
3)	Supply Chain Management (SCM).	Update SCM policy, delegations and procedures.	<ul style="list-style-type: none"> - Adoption and implementation of consistent legislative and policy framework. - Train line managers on SCM policy, delegations and procedures. 	<ul style="list-style-type: none"> - Q1: Supplier database to be updated - Q2: Policy and procedure manual to be reviewed - Q1 – Q4: 1 Training session per quarter. 	<ul style="list-style-type: none"> - Supplier database updated. - Training session completed. - Policy review complete. - During the reporting period training was provided to various divisions of CIPRO on a one on one basis. - The Supply Chain Management and Fixed Asset Policies were reviewed again in January 2009 and approved on the 17th March 2009. - A total of 88 prospective suppliers were captured on the supplier's database for various commodities. - During the period under review officials from various divisions were inducted on an ad hoc basis into the development of terms of reference and specifications. 	Target achieved. Policies to be reviewed once per annum to ensure that no non-valid registered suppliers are not captured on the suppliers database. Group training sessions were not conducted due to financial year-end processes.

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		Provide procurement support to the organisation.	Satisfied level of customers (internal – CIPRO).	<ul style="list-style-type: none"> - Q1, Develop customer survey - Q2, Conduct customer survey and develop action plans for improved service delivery. - Q2, Q4 = Improve procurement process by eliminating non-value adding activities. 	<ul style="list-style-type: none"> - The internal customer survey has not been developed and could not be conducted. - Senior managers provided help-desk services to internal business units from the 16th March 2009 up to the 31st March 2009 between 08h30 and 10h30. - Senior Manager: Supply Chain Management had developed Procurement Plans and submitted to various divisions for completions, which will assist Units/Divisions to identify procurement needs for the 2009/10 financial year. 	<ul style="list-style-type: none"> Guidelines on how to develop the customer survey are currently being developed. The SCM unit was busy with the preparation of financial year-end activities including assets verification. The SCM will discuss procurement plans with each division during Quarter 1 of the 2009/10 financial year.
		Ensure that all vendors registered on the supplier database are valid suppliers and are registered for VAT.	Validity of suppliers.	<ul style="list-style-type: none"> - Q1: Supplier database to be updated. - All suppliers used are validated against National Treasury database. 	<ul style="list-style-type: none"> - Supplier database updated - All suppliers have valid tax clearance certificates and are validated against the National Treasury's 'Restricted Suppliers Database' on a regular basis to check whether suppliers are not restricted to do business with government departments. 	Target achieved.
		Ensure that inventory is safeguarded and accounted for.	<ul style="list-style-type: none"> - Variance between actual stock, the sub ledger and general ledger - Quarterly stocktaking. 	<ul style="list-style-type: none"> - Actual stock reconciled to sub ledger and general ledger - Quarterly stocktaking. 	<ul style="list-style-type: none"> - Stocktaking completed in all four quarters. - The physical stock in the stores is reconciled to the general ledger on a monthly basis. - The annual stocktaking was done on 26th and 27th March 2009. - The internal auditors were also invited to observe the process of stocktaking. 	Target achieved.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
		Ensure that all assets are safeguarded and accounted for.	Variance between actual assets, the sub ledger and general ledger.	<ul style="list-style-type: none"> - Actual reconciled to sub ledger and general ledger. - Six-monthly asset verification. 	<ul style="list-style-type: none"> - Asset verification has been done as scheduled and is on target. - SCM has embarked on the verification of assets per Division and created the Assetware Manager System - The assets verification and bar-coding for the Cape Town regional office was done. - All assets to be disposed off had been accounted for by Assets Management at the offsite storage. - The half-yearly assets verification was done and report thereof was approved by the CEO. - The annual assets verification was done and a report thereof has been submitted for approval by the CEO. - Monthly reconciliations between the Assetware Manager System and the general ledger were done. 	<ul style="list-style-type: none"> - Target achieved. - Incorrect bar-codes captured on the asset register by the personnel of AccTech. - Systems were identified by the assets controller and assets clerk through the use of a scanner.
4)	Safety, Security & Facilities Management.	Occupational Health & Safety maintained.	<ul style="list-style-type: none"> - Formal appointments - Inspections - Investigations - Formal Health & Safety meetings. 	<ul style="list-style-type: none"> - Annual appointments - Quarterly inspections and meetings. 	<ul style="list-style-type: none"> - Health and Safety reports complete (May 2008). - The quarterly Health and Safety Inspection was conducted and Committee meeting held. - No cases were reported during the reporting period. 	Target achieved.
		Contingency Planning.	<ul style="list-style-type: none"> - Contingency plans in place. - Contingency training done. 	<ul style="list-style-type: none"> - Continuously at least two training sessions per annum. 	<ul style="list-style-type: none"> - Contingency plan updated. (June 2008). - Contingency team members appointed (May 2008). - Two training sessions were held for contingency team members during the reporting period as 32 officials were trained. 	<ul style="list-style-type: none"> - Staff training did not realise as anticipated. - The appointment of additional resources has not realised as the posts were only advertised in March 2009.
		Information Security ensuring compliance to the MISS policy.	<ul style="list-style-type: none"> - Review Security Policies. - IS Audit & report. - Implemented security measures. 	<ul style="list-style-type: none"> - Annually. - Quarter 1 = conduct audit. - Quarters 1 to 4 = implementation of security measures. 	<ul style="list-style-type: none"> - Audit conducted. - The security policy was reviewed on 23rd January 2009. 	<ul style="list-style-type: none"> - Due to the unit being understaffed, the planned activities could not be executed. - Due the audit not realising, no other security measures were identified to be implemented.

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		Personnel Security.	<ul style="list-style-type: none"> - Awareness sessions - Number of staff vetted. 	<ul style="list-style-type: none"> - Awareness - 50 of officials per quarter. - Vetting – 25 per quarter. 	<ul style="list-style-type: none"> - Staff, consultants, contractors and companies rendering services to CIPRO screened. - Ongoing - 15 submitted. - Only record screening requests were submitted to NIA. - Fourteen applications were handled during the reporting period. 	<p>The vetting of officials was delayed due to awaiting the outcome of IS audit. Security awareness sessions were not done due to the lack of resources. NIA has prioritised screening to only include high-profile appointments due to the upcoming Confederations Cup, general elections and FIFA World Cup.</p>
		Manage the Physical Security at CIPRO.	<ul style="list-style-type: none"> - Conduct Risk and Threat Analysis (RTA) - Implement security measures - Investigate security incidents. 	<ul style="list-style-type: none"> - Annually - Continuously 	<ul style="list-style-type: none"> - Private security contract for OPBDC secured and managed in terms of SLA contract - Complete (April 2008) - Ongoing contract. - Additional security measures were implemented to control access to CIPRO by creating a single point of entry. - One incident of theft and one minor incident regarding a Messenger of the Court was investigated 	<p>Rainprop Consortium appointed a security contractor in terms of the dti Campus PPP Agreement. The dti Campus security upgrade project is currently in the construction process and planned to be completed early 2009 when access to the campus will be controlled.</p> <p>According to the EDC Rainprop Consortium contractors have indicated that CIPRO clients pose a major threat to security and they are in the process of reviewing the recent implemented security measures.</p> <p>The RTA was not executed due to the lack of resources.</p>
		Loss Control.	Manage thefts and losses.	Continuously.	<ul style="list-style-type: none"> - Loss Control Register maintained and updated. - Preliminary investigations conducted on three cases of which one was reported in Q4 and others in Q2 and Q3. - Losses managed in terms of Loss Control Policy - three cases reported to CET awaiting outcome. - The investigation of reported cases was concluded with the information available and a report submitted to the CET. 	<p>Target achieved.</p>

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
		Disaster Recovery and Business Continuity Planning.	Coordinate Disaster Recovery and Business Continuity.	Continuously.	<ul style="list-style-type: none"> - Disaster Recovery and Business Continuity (DR&BCM) Plan in place - Key Role Players identified (June 2008). - Training Plan developed (June 2008). - Roll -call register updated. - The identification of DR&BCM team members was completed. - The BIAs were reviewed and the training of individual DR&BCM team members has commenced and is 95% complete. - All documentation has been circulated to members. 	<p>Target achieved.</p> <p>The lack of resources resulted in DR&BCM Plan not being finalised.</p>
		Facilities Management.	<ul style="list-style-type: none"> - Appointment of facilities contractors - Manage facilities contracts - Coordinate accommodation - Coordinate new accommodation. 	<ul style="list-style-type: none"> - Annually. - Continuously. - Quarters 1 to 2 = secure accommodation. - Quarters 2 to 4 = finalise space planning. 	<ul style="list-style-type: none"> - The management and coordination of facilities was done continuously. - The New Building project planning has commenced as meetings were held with DPW, dti and with the Move Team. - The staff figures were confirmed and data collected in preparation - The space planning and provision of furniture within CIPRO was halted by the dti – Facilities-related contracts were secured for the next six months of the new financial year. - The New Building project planning has continued and approximately 95% of space planning is complete. The DPW project meetings are ongoing. 	<p>The VO69 space planning was not finalised due to being dependent on the provision of furniture which was cancelled by dti.</p> <p>Finalising staff figures for CIPRO becoming a Commission delayed completion of new building floor layouts.</p> <p>The New Building "Lease" and cost associated with the move are seen as a risk as this exceeds the budgeted amounts and was escalated to DPW DG by CIPRO/dti.</p> <p>The anticipated space planning requested from the dti and EDC did not realise.</p>
5)	Financial Support to Internal stakeholders.	Support function to all the business units within CIPRO.	Effective advice and assistance.	Continuous.	Monthly Finance Support Forums held.	Target achieved. Non-attendance by other business units.
6)	Finance interaction with External stakeholders.	Account for CIPRO's income and expenditure to the Auditor-General, National Treasury, Parliament, SCOPA and ultimately to the general public.	Specific reporting done on time as required.	Continuous.	<ul style="list-style-type: none"> - Specific reporting done on time as required. - Attended to Audit-General's requests and facilitated responses to preliminary audit queries. 	Target achieved.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
1.3.2	Human Capital					
1)	Provide an organisational structure that aligns and supports the Strategy.	<ul style="list-style-type: none"> - Successful implementation of the new structure. - Stabilisation of the organisation - Increased capacity for improved service delivery. 	<ul style="list-style-type: none"> - Discussions and consultation with line managers. - Information to unions. - DPSA consultation and approval from DG and Minister. - Prioritisation and action plan on filling vacancies. - Job profiles completed. - Job evaluation completed. - Costing of organisational structure. - Filling of vacancies - Management of Work Study tender - Approved and implemented HR plan in terms of staff capacity requirements. 	<ul style="list-style-type: none"> - Ongoing filling of vacancies as they arise - Review of structural aspects as needed - Job Evaluation (JE) as needed - Filling of posts per policy provisions. - Advertising. - Job & Competency profiling. - Job Evaluation. - Organisational Design - Qualification Verification - Specialist (Organisational Design) - HR plan. 	<ul style="list-style-type: none"> - Consultation with Unions concluded on current approved structure - Job Evaluations done for new positions. - Recruitment done in terms of Recruitment Plan. - Consultation with Managers in terms of Micro Organisational Structure completed. - A service provider was appointed to conduct OD work study for CIPRO. - An organisational structure was proposed and a full report submitted and approved during December 2008. - A finalised structure (including the budget) has been submitted to the DG of the dti for approval. - The HR Plan was approved and submitted to the AG for Audit. 	<p>The pending commission vs. budget constraints.</p> <p>High vacancy rate of 21% due to the challenges of office space and furniture.</p>
2)	Leave administration and management.	<ul style="list-style-type: none"> Reduced audited findings on leave administration and management. 	<ul style="list-style-type: none"> - Auditor-Generals reports - Identification of key role players (leave administrators within sections). - Regular reports on leave utilisation - Daily absence reports. 	<ul style="list-style-type: none"> Continuous. Managers own reports confirming effective administration and management. 	<ul style="list-style-type: none"> - PERSAL access granted for 10 divisions for PAs, and relevant training provided. - IDs created and Managers registered on PERSAL with an enquiry function on leave - Training completed. Leave reserved – SCC registered to PERSAL to capture 2nd January 2008 (Closure of CIPRO) for all CIPRO officials - Average absenteeism rate for the year, however, is 7.3%. No leave aspects were raised by the AG's office in the final management report. 	<p>Target achieved.</p>

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3)	Management of employee benefits.	Administrative efficiency of employee benefits.	<ul style="list-style-type: none"> Quarterly Audits. Unqualified HR report from the Office of the Auditor-General Structure implemented on PERSAL. 	Continuous.	<ul style="list-style-type: none"> Submission to the Minister to reserve leave days for the 2009 Office closure. Meeting with the DPSA and submitted details of staff who qualify for approval to be translated to the OSD for Legal Staff. Survey done to request confirmation from officials who receive Home Owner's allowance. Letter to GEPPF about the deduction of Departmental debt from pension entitlements in cases of service terminations. Quarterly audits were performed and unqualified audit reports received. 	Service Commitment with regard to the dti registry (SLA not signed by the dti since 11th December 2006). Manual Time and Attendance register. Filing space.
1.3.3 Human Resources Development						
1)	Talent and Skills Management.	Align people performance to CIPRO strategy and maximise employee's contribution through competency development.	Performance contracts.	<ul style="list-style-type: none"> Quarters 1 to 4. 40% Middle and Junior Managers to successfully complete development programme per annum. 	<ul style="list-style-type: none"> A project has been completed to ensure alignment of management performance agreements to the overall business strategy as well as to expedite the submission of PDA for 2009/10. In this regard, 90% of all management performance agreements have been finalised for the 2009/10 financial years. 	The target was achieved.
			Performance reviews.	100% submissions of PDE Quarterly.	A total of 87% of performance agreements for 2008/09 have been completed.	Management as well as staff may lack sufficient information and skills in terms of performance management.
			Annual Performance Evaluation.	100% of annual evaluations completed.	<ul style="list-style-type: none"> In accordance with performance management policy. Quarterly reports can only be finalised after the 31st March 09 and managers are due to submit by 22nd April 09. Final Quarterly reviews are due on the 22nd April 2009. 	No variance has occurred.

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			Performance Bonuses.	Annual payment of performance bonuses and notch progressions within prescribed norm (i.e.1, 5% of staff remuneration and 1% of wage bill) by July 2009.	Quarterly reviews are due on the 22nd April 2009 and payments will be made after this has been finalised.	No variance has occurred.
			Workplace Skills Plan (WSP).	1.5% of total Divisional budget to be spent on skills development annually.	- The WSP has been submitted on 30th June 2008 as per legal requirement. - All legislatively required reports have been submitted to PSETA. In addition, a training impact assessment survey has been conducted to assess the impact of training in preparation for the 2009/10 WSP	No variance has occurred.
			Bursaries.	Quarters 1 to 4. Provide bursaries bi-annually.	- Two bursary intakes have been conducted. Bursaries were awarded to 44 staff members. . - In addition, a bursary support group has been established to provide study and psychological support for learners.	Target achieved. TUT strike posed many challenges with regard to registration for corporate law course.
			Mentoring Training and Succession Planning.	Quarters 1 to 4. Maximum of 50 protégés and mentors to undergo training during this financial year.	- The first phase of the Mentorship programme has been completed as part of CIPRO's Talent and Skills Retention and Succession Planning for 68 learners. - In addition, a Mentoring and Coaching policy as well as the Policy on Assessment and Development Centres was developed and approved in support of this initiative.	No variance has occurred.
			Senior Aged Programme.	Quarters 1 to 4. Senior employees between the ages of 55 and 65 to be included in the programme.	The Senior Aged Programme is on track. Regular contact has been maintained with a group of senior employees in terms of life skills, life-cycle adjustment and financial planning training as well as retirement assessment.	No deviation has occurred.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
2)	Employee Health and Wellness Programme.	Enhance employee morale and wellbeing.	Impact Assessment: Employee Health and Wellness.	Quarters 1 to 4. 70% of staff to be involved in EHW interventions.	<ul style="list-style-type: none"> - A number of Employee Health and Wellness interventions were implemented including voluntary Counselling and Testing, Wellness Day, Men's Health Day, Psycho-social counselling, gender empowerment, financial management and absenteeism management. - Intervention programmes were implemented in accordance with identified needs. The uptake in terms of these interventions varied between 50% and 80%. 	No variance has occurred.
			Preventative Programmes/ Work Life balance.	Quarters 1 to 4. Implement work-life balance initiatives in accordance with annual wellness calendar and needs identified.	<p>The following programmes have been implemented in this regard:</p> <ul style="list-style-type: none"> - Presentation of a Financial Literacy programme. - Wellness Days. - Voluntary Counselling and Testing. - Women's Wellness. - Men's Health Day. 	Target achieved.
			Psycho-social wellbeing.	Quarter 1. IC/AS Contract.	<ul style="list-style-type: none"> - This aspect is managed via an ongoing contract with IC/AS for psychosocial counselling intervention. - There is generally an increase in the utilisation of counselling services due to consistent marketing of the service. 	Target achieved.
			Social responsibility.	Quarters 1 to 4. Bi-annual social outreach initiatives to be conducted.	<ul style="list-style-type: none"> - There is ongoing support to Reamogetswe Children's Home that was adopted for the purposes of fulfilling CIPRO's social responsibility. - Two donation drives were implemented in the financial year. 	Target achieved.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
			Implementation of HIV/AIDS strategy (VCT, info, Peer educators).	Quarters 1 to 4. VCT to be conducted quarterly aiming at 40% uptake. World AIDS Day to be commemorated annually.	- CIPRO, in partnership with Palama, SEDA and the dti held a successful World AIDS Day - The reconfiguration of peer educators into peer care counsellors has had a positive impact on EHW in general and HIV/AIDS management in particular. - In terms of HIV/AIDS prevention, voluntary Counseling and Testing (VCT) took place and the uptake amounted to 60% of CIPRO staff. - In addition, World AIDS Day was commemorated in conjunction with the dti .	Target achieved.
3)	Diversity Management.	Enhance, accommodate & respect diversity.	People with Disabilities Programme. Gender Programme.	Quarters 1 to 4. Quarterly sittings of reasonable accommodation committee in order to assess requests/ complaints received. Quarters 1 to 4. Implementation of gender initiatives as per national calendar.	- A People with Disabilities Programme was implemented. - A Reasonable Accommodation and Complaints Committee has been established as a subcommittee of the Employment Equity Committee. - HIV/AIDS and Women's Health and Sexual Re-negotiation Programme was conducted in February 2008 and the 16 days of activism campaign implemented in November 2008. - CIPRO has achieved its Employment equity target of 50% women in SMS. In addition, delegates attended the Gender Mainstreaming Training offered by Palama in order to ensure that staff are properly skilled in handling gender issues. - The Sexual Harassment policy was revised and updated incorporating the dti policy.	Target achieved. Target achieved.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
			Diversity Management Training.	Quarterly diversity interventions to be conducted.	- Diversity appreciation workshops conducted for Executives and Management on the Employment Equity Committee as well as the Change Agent Network (CAN). In total 60 staff members participated. - Heritage Day celebrated. - CIPRO-wide Diversity interventions were conducted. - A team-building initiative with special reference to diversity issues was facilitated for Companies and Close Corporations division. - A total of 95% of all CIPRO staff participated in these events.	Target achieved.
1.3.4	Manager Employee Relations					
1)	Employee Relations.	Maintain harmonised work environment.	Management of: - Misconduct. - Grievances. - Incapacity.	Quarters 1 to 4.	- A number of engagements between the Directors: Labour Relations, management and organised labour have been implemented to ensure greater co-operation between the various stakeholders. - Management of employee relations is performed continuously. - Number of misconduct cases for year was 9, grievances 5, and disputes 7.	Target achieved.
1.4	INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)					
1.4.1	Manage Information Systems, ICT Infrastructure and Operations and enforce ICT Compliance					
1)	Infrastructure Management Services.	Managed Services Support in terms of Service support processes measured according to ITIL best practices and user satisfaction index (USI).	User satisfaction index of 8 out of 10 (1=poor and 10=Excellent).	Ongoing.	- Service support processes measured according to ITIL best practices. Maintain and support ICT solutions according to SLA. - User satisfaction index (USI) = 6 for the year.	Columbus not fully entrenched and utilised by all staff.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
		<p>Managed ICT Services Delivery of:</p> <ul style="list-style-type: none"> - Maintained solutions. - Supported Solutions. - Administered Systems. - Administered Networks. <p>In terms of processes measured to :</p> <ul style="list-style-type: none"> - Maintain ICT solutions according to SLA. - Functionally support ICT solutions according to SLA. 	<p>User satisfaction index of 8 out of 10 (1=poor and 10=Excellent).</p>	Ongoing.	<ul style="list-style-type: none"> - ICT solution development according to business requirement specifications - Maintained solution: USI = 6 for the year - Administered Networks/Servers system: USI = 7 for the year. 	<p>Legacy systems challenges made it difficult to support services adequately.</p>
2)	Systems Development.	<p>Developed Solutions maintained</p>	<ul style="list-style-type: none"> - Business requirement specification sign off in three iterations - 10% of Tested solutions deployed to production: max comeback = 2. 	As and when required.	<ul style="list-style-type: none"> - Services rendered continuously - 5 iterations of requirement refinement before sign off - 2% of tested solutions came back for re-testing for the year. 	<p>Lack of business understanding in terms of interpretation and application of business rules and procedures.</p>
3)	ICT Trends Analysis (R&D).	<p>Available ICT Patterns, Best Practices, Guidelines and Principles</p>	<p>Benchmarked results.</p>	Quarterly report on technology impact on CIPRO business.	<ul style="list-style-type: none"> - ECM business is a result of the analysis of technology impact during Q1 and 2. - ECM RFQ in Q3 and Hardware modernisation in Q4. ECM main software was acquired and delivered. 	<p>Target achieved. The actual execution continued in the following year.</p>
4)	Advisory Services.	<p>Architecture, Quality, Risk, Security, Governance and ICT Advice.</p>	<ul style="list-style-type: none"> - Aligned and integrated architecture - Process - Information - Solution - Technology. 	<p>Completed and signed off Application Architecture and policies Completed and Signed off ICT Governance and Policies.</p>	<ul style="list-style-type: none"> - Application Architecture, ICT Governance and Policies drafted. - Advisory services are rendered continuously. 	<p>QA cycle is taking long due to resources used on different projects.</p>

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
5)	Infrastructure stabilisation.	- Sufficient capacity - Active management	- Amount of unplanned operational disruptions - Systems downtime - Availability of services and products.	Analysis report via Vantage of infrastructure availability.	- Services rendered continuously - Infrastructure stabilised at 98% availability.	Target achieved. Legacy infrastructure is still proving difficult to administer.
6)	Acquisition of various ICT software and hardware.	All planned hardware and software implemented.	Effective and efficient ICT Infrastructure (software and hardware acquired, installed and configured).	Acquired ECM software and related licenses.	Ongoing SITA tenders have been used to assist CIPRO to source and replace all hardware.	Target achieved.
7)	ICT Portfolio Management.	Managed ICT Portfolio.	Attainment of strategic ICT goals.	Ongoing.	- Infrastructure stabilised - Business applications stabilised - ICT Capability to deliver quality services established - Software and hardware Licenses renewed	Columbus license not renewed due to SITA SCM processes.
8)	Manage solution testing environment.	Managed Solution testing environment.	People, processes, infrastructure for environment in place.	Quarterly Resource utilisation report.	- Hardware for testing established. - Testing policy established	Test specialist still a contractor.
1.5	STRATEGIC SUPPORT					
1.5.1	Total Quality Management					
1)	Manage the TQM Unit.	TQM strategy aligned with CIPRO strategic objectives	Approved and signed off strategy	2007.	Completed already in Q3 of 2007 for 2008/09	Target achieved.
		Policies are timeously reviewed, approved and published.	Review schedules, records, and minutes. Approved policies.	Quarter 1.	- Completed within timeframe. - QMS and Policy on Policy Drafting in CIPRO reviewed, approved and published in Q4 of 2007/08. - Next review was due in Q4 of 2008/09 and has started in February and is still being finalised.	CMT consensus and request for a one-month extension on due date for policy review. Due date delayed until end April 2009.

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		Effective and efficient administration of the TQM office.	File plan, document and record control.	Continuous.	<ul style="list-style-type: none"> - CIPRO File Plan requirements obtained and specifications included in e-CIPRO tender documentation. - Tender closed on 8th October 2008. 	File plan development in process under e-CIPRO Programme.
		Formalised and implemented TQM processes.	Documented processes.	Continuous	<ul style="list-style-type: none"> - TQM processes formalised and published on QMS. - TQM processes are audited and reviewed on a quarterly basis or whenever the need exists to amend the processes. 	Target achieved.
		TQM capacity efficiently and effectively managed (HR, systems and infrastructure).	Vacancies filled, training records, performance review records systems & applications accessibility.	Continuous.	<ul style="list-style-type: none"> - All permanent positions filled and 3 x contract staff appointed to assist with QMS extension project. Developmental needs identified. - The TQM Administrator job evaluation completed. TQM positions on structure to be filled. 	Target achieved.
		Non-QMS processes i.e. conceptual, logical and tactical (projects) are mapped.	Modelled processes.	Continuous.	Focus on support processes for the extension of the QMS.	Enterprise Architecture required for ECM project, which will address different layers of process mapping for core processes.
		Non-QMS processes are timeously audited.	Audit records.	Continuous.	<ul style="list-style-type: none"> - Support processes mapped, signed off and published onto QMS according to schedule. - All published processes included in audit schedule. On track. 	Target achieved.
2)	Manage the QMS.	All processes needed for the QMS are established, implemented and published onto the QMS and maintained.	Documented processes – latest version.	Continuous.	<ul style="list-style-type: none"> - All mapped processes scoped in the QMS formalised. - Amendments made and latest versions published onto the QMS. - Requests for amendments to processes addressed. Latest versions published onto the QMS. 	Target achieved.
		An awareness of customer requirements is created throughout the organisation.	Records of meetings and feedback sessions.	Quarterly.	<ul style="list-style-type: none"> - Work session held with Customer Service Division. - QMS DVD involving CIPRO staff distributed to all within CIPRO. - ISO Certification celebration on 5th November 2008 highlighted importance of meeting customer requirements - Monthly CET and CMT reviews stressed importance of customer requirements. 	Target achieved.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
		Suitable methods for the monitoring and measurement of the QMS processes are implemented.	Records of statistical process controls and process measurement. Audit plans and audit reports.	Continuous. Quarters 2 and 3.	<ul style="list-style-type: none"> - In process of being refined. - Measurement in terms of process impact not yet implemented. - Nine of the 12 internal audits were conducted according to the audit schedule in the first quarter and three audits were not conducted and rolled over to Q2. - 50% of audits for Q3 have been conducted as planned. - Only 25% of audits planned for Q4 conducted. 	Non-availability of auditors due to training schedules and work pressure.
		Internal audits are conducted at planned intervals in accordance with the ISO 9001 standard.	External audit schedule, request for approval, audit report.	Quarter 4.	<ul style="list-style-type: none"> - External SABS surveillance audit successfully conducted in three quarters with positive outcomes. No audit findings were raised except for Q4 with one minor finding (a first for CIPRO) related to document control. - Audit report electronically communicated throughout CIPRO and to be published onto the QMS. 	Target achieved.
		One external audit is conducted during the financial year to maintain ISO certification.	Analyses reports.	Quarterly.	<ul style="list-style-type: none"> - HSRC, PWC, AG, external and internal reports perused and analysed. - Trend analyses performed on internal audits and communicated. - Trend analysis report for all four quarters forwarded to top and middle management (CET & CMT) and posted onto the shared Q-Drive 	Insufficient reports received on a quarterly basis to perform a quarterly trend analysis.
		Data generated from internal audits, customer satisfaction surveys, conformity to product and service requirements are analysed to establish gaps and trends.	Records of recommendations made towards continuous improvement efforts.	Quarterly.	<ul style="list-style-type: none"> - Areas for improvement identified from trend analyses and included in the TQM dashboard for actions. - All audit findings recorded onto the corrective action database were submitted to managers for improvement actions. - These were monitored and follow-ups are done. 	Targets achieved.
		The information resulting from analysis is used for identifying opportunities for continuous improvement of the QMS.				

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		The performance of the QMS is reported to top management during planned management reviews.	Management review notices and agendas, attendance records and minutes.	Quarters 2, 3 and 4.	- External audit outcome of the QMS performance reported to top management. - Monthly reporting of the QMS performance to the Executive Manager: SS and CMT. - The QMS performance is a standing item on the monthly CET and CMT agenda. - Management review is a standing item on CET and CMT meetings agendas.	Targets achieved.
		Corrective and preventive actions stemming from non-conforming products and services are implemented, monitored and measured.	Records of corrective and preventive actions implemented and maintained.	Quarters 2, 3 and 4.	- Findings were raised during internal audits documented, communicated and followed up with process owners by means of the improvement request procedure of the QMS. - Measurement and analysis of all improvement actions implemented due to non-conformities have been included as part of internal audits to establish its efficacy.	Targets achieved.
		Continuous improvement initiatives are monitored and measured	Records of monitoring and measurement of implemented actions.	Continuous (at least Quarters 2, 3 and 4).	- Improvement initiatives form part of audit plan. - A decline in previous findings indicates that effective improvement actions are being implemented.	Targets achieved.
1.5.2	Project Management Office					
1)	Manage the Programme Management Office (PMO).	- Expertise in formal Project Management. - Administration of PMO processes, Project Review processes. - Formalised projects.	- Project reporting. - PRC Minutes.	Continuous.	- PRC revived; and was very active particularly in the fourth quarter - Business cases and charters considered and recommendations made. - Projects were reprioritised for 2009/10. - Project reports were done and submitted to the CMT and CET.	Targets achieved.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
2)	Review the principles, rules, templates and documentation for project management.	CIPRO customised programme and project management methodology.	Appropriate documentation as per methodology.	Continuous.	<ul style="list-style-type: none"> - Gaps in the existing methodology were identified and a decision to adapt and customise Method 123 and Summit methodologies was taken. - Project management methodology reviewed and consultations held with stakeholders. - Although procurement processes for Method 123 was delayed because it was not yet available. - Summit has already been sourced, and the templates have been revised and made available to project managers. - Appropriate documentation (Business Cases) also considered by the PRC. 	Due to delays in the procurement processes, the target completion date has been missed.
3)	Identification of programmes and cross relationships between projects.	Integration of projects.	Reduced duplication. Enhanced integration of products.	Feedback to PRC every second month.	<ul style="list-style-type: none"> - The revised register with the Portfolio of CIPRO projects, in which projects were repackaged to eliminate duplication and grouped into programmes, was presented to the PRC on its first meeting that was held on 10th November 2008. - Feedback is given to PRC in every meeting. - A project re-evaluation and reprioritisation exercise was undertaken to ensure alignment of all projects to the strategic objectives, clean up the duplication and identify integration points resulting in an updated portfolio for 2009/10. 	According to the revised PRC Charter approved by the CET, feedback meetings will be held every second month instead of every second week. Delay in the approval of processes affect the turnaround times for initiation process deadlines.
4)	Taking over projects that have been ill-managed and put them back on track.	Successful implemented projects.	Appropriate documentation as per methodology.	Feedback to PRC every second month.	<ul style="list-style-type: none"> - Feedback to PRC in every meeting. - The drafting of a business case for the Decentralisation Project was taken over by the PMO and assistance has been provided to draft and align business cases for other projects to the PMO methodology. 	According to the revised PRC Charter approved by the CET, feedback meetings will be held every second month instead of every second week

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
5)	Aid in the planning of projects.	Successful implemented projects.	Appropriate documentation as per methodology.	Feedback to PRC every second month.	<ul style="list-style-type: none"> - Feedback to PRC in every meeting. - Due to unavailability of documentation to justify the viability of projects for the year under review, a process of preparing proper documentation was initiated to ensure accountability for implemented projects. - Business Cases, justifying financial viability of 85% of running projects were approved. - Assistance is provided for further planning of the registered projects. 	According to the revised PRC Charter approved by the CET, feedback meetings will be held every second month instead of every second week. Project documentation not developed due to resource constraints and inadequate knowledge of Project Management methodology within the organisation.
6)	Aid CIPRO in establishing integration between Enterprise Architecture and the PMO.	Integration and alignment of projects to strategic objectives.	Aligned projects.	Feedback to PRC every second week. Quarterly revision by CET.	<ul style="list-style-type: none"> - Formation of CIPRO Transition Programme (CTP) to align projects and programmes to strategic objectives. - PMO aligned Portfolio Register for 2008/09 and 2009/10 with strategic objectives. - Project review report submitted to CMT and CET. 	Targets achieved.
1.6	Business Relations, Marketing and Communications (BRMC)					
1.6.1	Customer Services					
1)	Training and Support CIPRO Stakeholders with SLAs.	Training of SAPO, SEDA (Regional) and Provincial SLAs.	Number of training sessions completed.	18 training sessions per quarter.	<ul style="list-style-type: none"> - Training completed as per programme. - SEDA training not completed. - Seven ECDC and nine GEP Training sessions took place, which included refresher training. - 1 DCC, 1 Giyani / LIBSA, and 4 Thusong centre training sessions took place. - E-learning business case, project plan and charter approved. - Train the trainer approach encouraged to reduce dependency on CIPRO resources. - Western Cape CIPRO office being restructured to render provincial support to partners. 	SEDA not yet trained, pending SEDA's readiness for training. SAPO Service Level Agreement not yet signed.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
2)	Monitoring / Evaluation to ensure quality and to quantify the achievements of the training objectives.	- Monitoring of SAPO Regional - SEDA Regional	Number of monitoring/ evaluation/ refresher Training sessions completed.	18 training sessions per quarter.	- Monitored- 22 branches were monitored: - 7 GEP Branches. - 5 ECDC Branches. - 10 LIBSA Branches.	Pending SAPO Service Level Agreement (SLA) - monitoring ongoing
3)	Ensure that CIPRO is presented in dti Imbizo's & Presentations.	Attending workshops / presentations and Imbizo's.	Number of workshops/ presentations attended.	9 workshops depending on invitations.	- New Manager for Cape Town appointed. - 11 Workshops/ presentations and 4 Parliament Outreach programmes were conducted. - Events calendars of partners being obtained to produce an integrated organisation events calendar.	Short notice to invitations Availability of staff. Partner events calendars not forthcoming due to their own departmental challenges.
4)	Ensure the services and appearances of CIPRO image are standardised and professional.	Professional Customer Interface.	Professional, aesthetical attractive, smooth flowing public interface.	Quarters 1 to 4. Interface reviewed (dependant on new building or space planning effort – CIU and Facilities.	- Project regarding interface registered. - Fresh flowers for entrances. - One point of entry established.	SCM challenges encountered. Negotiating outside advertising responsibility with dti
		Corporate wear.	Professional appearance and customer centric frontline staff.	Corporate wear implemented by Quarters 2, 3 and 4. Engaging with various service providers.	Meeting held with CI managers with regard to procurement of corporate wear.	Budgetary constraints. Tender to be drafted in 2009.
		Behavior.	Professional appearance and customer centric frontline staff.	Customer Service training with HC Quarters 1 and 2.	- 3 Senior managers attended Batho Pele CRM course. - 15 managerial staff attended refresher customer relations training. - Meeting held with CI managers – standards to be reviewed and enforced. - Recognition is being given to staff that performs well.	Lack of proper management posed problems in terms of monitoring and controlling staff.

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		Website.	Professional and up to date website.	Update of Website with Marketing – ongoing.	- Update of Website content – ongoing. - Company being appointed to assist with website designs.	
1.6.2	Customer Services Finance (Safety Security & Facilities)					
1)	Accessibility.	Signage and way-finding in place.	Proper signage in place to direct and educate clients.	Quarter 1 = Signage installed at Head office, 202 Esselen street and Cape Town.	- CIPRO signage and signage with CIPRO fee structure and other notices were placed strategically at CIPRO head office, 202 Esselen Street and Cape Town office. - Bill board campaign has commenced nationally. - One point of entry system was introduced throughout CIPRO.	Manual process had to be put in, since the automatic system is dependent on server availability.
		CIPRO products and services accessible to all existing and potential clients anywhere anytime.	Decentralisation of all CIPRO products and services in all nine provinces.	CIPRO products and services decentralised Quarters 1 to 4.	- Workshop with Thusong Centres took place to involve local government. Decentralisation marketing plan was drafted. - SLAs with the following partners have been signed: - LIBSA - Red Door - SEDA - DEDT (RED DOOR) - TIKZN - Durban Chamber of Commerce - GEP - Thusong Centre's pilot commenced and completed with two branches, two more to follow. - DED (KZN) - SAPC. - SLA in preparation MOUs with Western Cape Libraries – engagement secured. - CIPRO has national presence through partners. - National presence in all nine provinces through SEDA is achieved.	Awaiting approval from decentralisation partners. Availability of CEOs cause delays in signing SLAs. Customization of SLAs and deviation from the agreed decentralisation model presents problems.

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		Customer Contact Centre performance monitored.	Service delivery audit trail.	Audit of service delivery Quarters 1 to 4.	<ul style="list-style-type: none"> Monthly analysis of statistics and reports being received from CCC. Audit of services are being done by the dti, however CIPRO is managing the service level agreement. 	No proper report and statistics, as well as a lack of support posed problems. Call centre does not have access to CIPRO database - delays are being caused.
1.6.3	Customer Services (Marketing)					
1)	Customer satisfaction.	Customer Service Charter.	Compliance to the turnaround times indicated in the charter.	Quarter 2, Charter and standards in place.	<ul style="list-style-type: none"> Planning completed. Service charter was finalised and Service delivery plan has been drawn up. 	Consolidating of Batho Pele material and roll out plan in progress.
		Conduct an Annual Independent, External and Internal Customer Satisfaction Survey.	<ul style="list-style-type: none"> Customer feedback Report Improved client satisfaction indication Feedback used to improve service delivery. 	Annual Independent External and Internal Customer Satisfaction Survey conducted Quarter 2.	<ul style="list-style-type: none"> Findings to be addressed. Survey to provide a baseline for future internal and external customer satisfaction surveys was completed. 	Survey was completed.
		<ul style="list-style-type: none"> CRM or Complaints. Management system to manage customer feedback Improved professional, standardised customer feedback. Improved management information. Root cause analysis. 	<ul style="list-style-type: none"> Effective customer feedback management. Information utilised to improve processes. Satisfied customers – fewer complaints. 	CRM or Complaints Management system implemented Quarters 1 to 4.	<ul style="list-style-type: none"> Complaints management strategy completed. A manual complaints system is in place. Turnaround times have improved, and most client queries are being solved within a day. 	Various challenges being experienced using the manual system such as determining accurate turn around times.
2)	Annual Returns Marketing and Publicity.	<ul style="list-style-type: none"> Participation and compliance. Maximal effect on product organisational awareness. 	<ul style="list-style-type: none"> Lodgement of CC Annual Returns. Generation of Income from CC Annual Returns. Compliance increase. Volume changes. 	Quarters 2 and 3 depending on go ahead to start with marketing and advertising campaign.	<ul style="list-style-type: none"> Marketing and advertising campaign was conducted through national and local newspapers. Successful roll out of Annual Returns. Marketing and Communication took place in Q2 and Q3. Successful campaign runs on radio and bill boards on Annual Returns. Fraud and general Corporate Branding were completed in Q2 and Q3. 	Reaching all target markets remains a challenge.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
3)	Print adverts.	Print media advertising.	Visible printed advertisements.	Quarters 1 to 4. Major national newspapers and community newspapers depending on focus.	Print adverts in all national newspapers, community newspapers and various national magazines appeared in Q1-Q4.	Reaching of CIPRO's offerings in all target markets.
4)	Radio adverts.	Radio advertising.	Radio advertisements.	Q1 to Q4. All community radio station adverts to run for 12 months.	<ul style="list-style-type: none"> - Participated with the dti in a National community radio advertising campaign targeting all the major community radio stations - Participated in various outside broadcasting events targeting communities in Limpopo and Mpumalanga. 	Reaching of CIPRO's offerings in all target markets.
5)	Presentations.	Participate in various networking invitations.	Brand awareness and marketing of CIPRO services and offerings.	Quarters 1 to 4. Invitations received for presentations at various conferences.	<ul style="list-style-type: none"> - Various workshops with district and local municipalities and SLA partners were conducted. - Participated in Networking sessions with the Ebi (Ekuruleni Business Initiative), Proudly South African, Libsa Business Seminars, MIET (Media in Education Trust), 2010 Tshwane workshops, ABSA Business networking sessions, University of Limpopo. 	Reaching of CIPRO's offerings in all target markets.
6)	Radio interviews.	Presence on air.	Reaching maximum listenership.	Quarters 1 to 4. All community Radio stations, interview run for 12 months.	<ul style="list-style-type: none"> - Interviews held with various community radio stations. - Radio interviews held with various radio stations, amongst others were SAFM, Kaya FM, Thobela FM, Phala FM, Mngalanonene FM, Ikhwekwezi FM, KFM Radio. 	Reaching of CIPRO's offerings in all target markets.
7)	Print interviews.	Presence in newsprint.	Reaching maximum audience.	Quarters 1 to 4. Community newspapers 12 month focus.	Five press releases were sent to media and combined with advertising as added value	
8)	Road shows.	Participation and compliance.	Increase in the consumption of CIPRO offerings.	Quarter 1 = 3 events.	<ul style="list-style-type: none"> - Imbizo's at: Langa, King Williams Town, Queenstown, Bekkersdal, Rustenburg and Taung. - SEDA starter's day, 2010 Show, Vryburg Road Show. 	Election 2009.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
9)	To participate with SLA partners in the nine provinces (LIPSA, ECDC, GEDA, red Door, TIKZN, Mpumalanga trade and Investment, etc).	<ul style="list-style-type: none"> - Participation and compliance. - Maximal effect on product. - Organisational awareness-Cooperation by LED officials and provincial governments. - Increased use of CIPRO offerings. 	<ul style="list-style-type: none"> - Increase in the consumption of CIPRO offerings. - Decrease in the number of clients coming to CIPRO (Pretoria) as people become aware of Post Offices - Increase in the usage of e-lodgment. 	<ul style="list-style-type: none"> - Quarter 1 = 3 events - Quarter 2 = 3 events - Quarter 3 = 3 events - Quarter 4 = 3 events. 	<ul style="list-style-type: none"> - Participated in six partner events on an ad hoc basis. - Partner engagements are ongoing. 	<ul style="list-style-type: none"> - Partner events calendars were not supplied. - Events took place on an AD HOC basis.
10)	Exhibitions: e.g, Franchise Expo, BEE Exhibition, South African Fashion Week, NAFCOC Exhibition.	Participation for maximal effect on product and organisational awareness	Marketing as and when required	<ul style="list-style-type: none"> - Quarter 1 = 3 events - Quarter 2 = 3 events - Quarter 3 = 3 events - Quarter 4 = 3 events (Per invitation). 	<ul style="list-style-type: none"> - Exhibitions at: Rand Easter show, ABSA SMME at Soweto and Durban. - Tourism Indaba Futurex at Sandton, Cape Town. - Takes place as per event calendar. - National Tourism Exhibition (KZN), - SABS expo, ARIPO. - NEPAD Gauteng Summit. - SAQI Exhibition. - CRF Exhibition. 	Target achieved.
11)	Brand Awareness.	<ul style="list-style-type: none"> - Top of the mind awareness of a CIPRO brand by external customers, internal customers (staff and management). - Increase staff and management pride in working for CIPRO - Increase consumption of CIPRO products and services. 	<ul style="list-style-type: none"> Brand awareness campaign through: <ul style="list-style-type: none"> - dti road show - SLA partnership program in nine provinces - Exhibitions and Shows. 	<ul style="list-style-type: none"> - Quarter 1 = 9 events with media coverage - Quarter 2 = 9 events with media coverage - Quarter 3 = 9 events with media coverage - Quarter 4 = 9 events with media coverage. 	<ul style="list-style-type: none"> - Rand Easter Show. - ABSA SMME at Soweto, Durban. - Tourism Indaba Futurex at Sandton, Cape Town. - Dti road show as per approved schedule. - SLA partners participation as per events calendar. - 2010 events in Ekurhuleni, Soweto and Pretoria were attended. - Targets were not reached due to the cancellation of certain events. - The dti road show was not active in Q4 due to elections and partners have not yet finalised their programmes. . 	<ul style="list-style-type: none"> Dependent on SLA partners and the dti to provide calendars of events.
		Launch of nine regional and one national SAPO offices as part of Decentralisation programme.		Quarters 1 to 4 (depending on commissioning/technical clearance).	The launch did not take place as the SAPO agreement was only signed in Q4.	Target not achieved.

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12)	Events.	All internal and external events well organised and fruitful – e.g. year-end function, launches, woman's day, Tourism Indaba.	Report back, monitoring and evaluation of events.	<p>Quarters 1 to 4 (12 month campaign on 18 billboards).</p> <p>Quarter 1: - Family Day - Freedom Day - Workers Day - National Youth Day - National Day - National Woman's Day - Secretaries Day - Heritage Day</p> <p>Quarter 2: - Secretaries Day - Heritage Day</p> <p>Quarter 3: - World Aids day.</p> <p>Quarter 4: - Human Rights Day</p>	<p>- Service Provider appointed. - 42 Billboards nationally were raised for the total financial year.</p> <p>The following have been organised: - WIPO day - Woman's Day - Secretary's Day - National Youth Day - Careers Day - Heritage Day - Fraud Prevention Day - CIPRO Year end function. - World Aids Day. Q4 No National Events – target not achieved.</p>	Target achieved.
13)	World Intellectual Property (IP) Day.	To promote creativity in the country.	World (Intellectual Property) IP Day hosted.	<p>Quarter 1 = Organise the International World IP day in conjunction with IP, CCRD and dti marketing.</p>	Organise the International World IP day in conjunction with IP, CCRD and dti marketing. This was completed on 25th April 2008.	National elections.
14)	Media Briefing.	To inform the media and public about the status of CIPRO.	Media Briefing held.	<p>Quarters 1 to 4. Monthly interaction with media, also to brief media on regional launches with SAPO.</p>	<p>Briefings on: - Annual Returns for Close Corporations and ISO 9001:2000 certification - Media interaction done on an AD HOC basis, media briefing cancelled due to unforeseen developments.</p>	Media briefing was cancelled due to a CET decision. Media negative on fraud issues and needs to be handled very professionally and with care.
15)	SAPO Partnership.	Empower small and medium businesses with information and business management skills.	Launch of CIPRO/SAPO decentralisation Partnership.	<p>- Quarters 2 to 4 - Regional launches in nine provinces - National launch after nine regional launches.</p>	SAPO was launched on a pilot within nine provinces. Full roll out to take place in 2009/10.	Legal and technical challenges.

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1.6.4	Publications					
1)	Annual Reports.	Report on the financial and performance status of the organisation.	Publication and distribution of reports on time.	- Quarter 1 = Compile, print Annual Report - Quarter 2 = Dispatch to Parliament, National Treasury, the dti , and Auditor-General. - Quarter 3 = Dispatch to all other stakeholders.	- Annual Report compiled and distributed to Parliament, partners and government departments - Service provider appointed to develop and print the 2008/09 Annual Report.	Target achieved.
2)	Information Brochures.	Participation for maximal effect on product and organisational awareness.	- Increased awareness of CIPRO offerings. - Increased consumption of CIPRO products and services. - Increased usage of e-Lodgements, post offices and IP online.	Quarters 1 to 4. Reprint of CIPRO information brochure in various languages: - English - Afrikaans - Zulu - Sotho - Venda - Tsonga.	The following endeavours were completed for the period under review: - New A5 Products & Services brochure completed. - Z-folder on payment method. - A2 folder in various languages re products and services. - Translated in various languages and is reprinted as and when stock necessitates reprinting. - An A5 brochure was also developed and printed and will be used for Service Level Agreement partners as well. - E-lodgment and IP online usage increased due to awareness campaigns. - Post offices are being utilised by decentralisation partner's clients.	Too early to determine if the translated brochures contributed to an increase in e-lodgements.
1.6.5	Internal Communication					
1)	Internal Magazine (LISO).	Quarterly internal communication to CIPRO staff on various achievement and developments internally and externally.	- Increased awareness of staff on CIPRO developments. - Increased knowledge of staff on CIPRO developments. - Creates a culture of participation.	Quarterly.	- LISO 4, 5 and 6 completed and distributed to staff. - LISO 7 completed - to be distributed electronically as well. - More internal communication and daily notices commenced in Q4 to enhance a culture of participation amongst employees.	Target achieved.

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2)	E-Communication.	Informative e-mails, Intranet, CIPRO website.	Accurate dissemination and control of information. - Clear understanding of requirements. - Staff feedback.	When needed to alert officials on daily basis. Meetings to take place once a week: - Q1= 12 meetings - Q2= 12 meetings - Q3= 12 meetings - Q4= 12 meetings.	- Communication forum established to drive process. - Continuous on a daily basis via e-mail notifications. - Continuous communication forum established. - Ongoing staff meetings convened every Thursday. - Executive CIU Managers use same forum to address staff on a regular basis. - Feedback from staff members requires special attention to be given information about new developments and continuous coaching.	Target achieved.
3)	General Staff Meetings.	- Staff confidence in the management - Information dissemination & feedback.	- Clear understanding of requirements. - Staff feedback.	Meetings to take place once a week: - Q1= 12 meetings - Q2= 12 meetings - Q3= 12 meetings - Q4= 12 meetings.	- Continuous communication forum established. - Ongoing staff meetings convened every Thursday. - Executive CIU Managers use same forum to address staff on a regular basis. - Feedback from staff members requires special attention to be given information about new developments and continuous coaching.	Target achieved.
4)	Events Calendar.	Increased flow of information in the organisation.	Staff feedback.	Quarters 1 to 4. Compile the Events Calendar.	Events calendar compiled and completed for past year.	Target achieved.
5)	Media Monitoring.	Impact of articles and publications on CIPRO addressed.	Number of publications dealt with.	Continuous.	- Monitoring SA was appointed to monitor CIPRO appearances in the media. - Daily and monthly reports submitted. - A positive measurement of a 72% success rate was achieved in Q4.	Target achieved.
6)	CIPRO website review.	- Update of CIPRO website content. - Customer Service Charter available on web.	- Accessibility. - User Friendliness. - Updated regularly	Continually kept up to date.	- Website continuously updated. - Several notices were placed on the web to inform customers of CIPRO developments. - Controversy about the CM29 e-lodgment notice caused extensive media attention.	Target achieved.
1.7	CORPORATE GOVERNANCE, AUDIT AND RISK					
1.7.1	Compliance, Audit and Risk					
1)	Reduce Risk and Fraud.	Reduce the risks, weaknesses, fraud and corruption.	Business risk register maintained.	Ongoing.	- An organisational risk register was maintained. - Risk mitigation plans were implemented by management to address risks identified. - Fraud risks and internal control weaknesses were identified. - Fraud prevention and awareness campaign was held, attended by all staff and management.	Target achieved. System control weaknesses that allow fraud and other corrupt activities to occur.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
2)	Reduce Risk and Fraud.	Continuous feedback of how the risk is reduced or eliminated.	<ul style="list-style-type: none"> - Feedback meetings - Reports. 	<ul style="list-style-type: none"> Risk Committee meetings held every quarter. Dates to be scheduled at beginning of the year Risk registers to be updated monthly 	<ul style="list-style-type: none"> - Risk Committee meetings were held quarterly wherein the process of enterprise-wide risk management was constantly reviewed. (One meeting per quarter) - Feedback on these meetings was also communicated to the Audit Committee for monitoring the implementation of risk management in the organisation. 	<ul style="list-style-type: none"> Target achieved. Most of the control activities identified to mitigate strategic risks relate to initiatives for improving operations, which are long-term projects.
3)	Reduce Risk and Fraud.	<ul style="list-style-type: none"> - Recovery plan implemented for operational issues. 	<ul style="list-style-type: none"> Report on Disaster Recovery status at Risk Management Committee. 	<ul style="list-style-type: none"> Review that a simulation has been done at least every six months. 	<ul style="list-style-type: none"> - A simulation on the disaster recovery plan could not perform due to various constraints. - The disaster recovery plan was under review. - The Risk Management Committee was updated on a quarterly basis on disaster recovery. 	<ul style="list-style-type: none"> Availability of Disaster Recovery Team members for training was hampered by other priority issues within the organisation. Plans to move to another building also hampered the simulation.
4)	Reduce Risk and Fraud.	<ul style="list-style-type: none"> - Fraud and corruption register indicating all cases and status. 	<ul style="list-style-type: none"> Report on status of all reported cases (including forensic cases). 	<ul style="list-style-type: none"> Monthly report on status as well as outcomes registers. 	<ul style="list-style-type: none"> - Register of fraud cases was updated regularly. 90 cases were reported to date with 70 cases finalised. - These related to alleged incidents of fraud and corruption. - Disciplinary action taken where appropriate. - The report was presented to the Risk Management and Audit Committee. 	<ul style="list-style-type: none"> Target achieved. Fraud and corruption incidents are not always reported.
1.7.2	Compliance, Audit and Risk					
1)	Internal Audit.	<ul style="list-style-type: none"> - Ensure an unqualified report - Reduction in weak controls and procedures. 	<ul style="list-style-type: none"> Follow up audits on previous findings of IA unit and AG. 	<ul style="list-style-type: none"> - Quarterly audit reports to the Audit Committee. - Ratings on control weaknesses identified. - Annual review of the effectiveness of internal controls. 	<ul style="list-style-type: none"> - Quarterly progress reports were produced for the audit committee on audits conducted. - Control weaknesses identified were reported to management with identified areas for improvement. - Annual review of effectiveness of internal controls reported to the audit committee. 	<ul style="list-style-type: none"> Target achieved. Unavailability of in-house Internal Audit staff to regularly follow-up on implementation of Internal Audit Recommendation.

NO:	ACTIVITY NAME	TARGETED OUTPUTS	PERFORMANCE INDICATORS	QUARTERLY MILESTONES	ACTUAL ACHIEVEMENT	REASON FOR VARIANCES / CHALLENGES
		Internal Audit Plan.	Approved internal audit plan.	Quarterly Audit Committee meetings to approve and monitor implementation of Internal Audit Plan.	<ul style="list-style-type: none"> - Audit Committee meetings were held quarterly. - The Internal Audit plan was approved. - Quarterly progress reports against the plan were monitored by the committee. 	Target achieved.
2)	Corporate Governance.	<p>Full compliance to Corporate Governance.</p> <p>Ensure that corporate governance is not a tick box approach but rather a control on the application of systems and elimination of such weaknesses.</p> <p>Ensure policy review register is maintained and applied.</p>	<p>Fully compliant to adopted King II report for government entity purposes.</p> <p>Weaknesses identified.</p> <p>Policies reviewed.</p>	<p>Monthly review of compliance with Corporate Governance principles.</p> <p>Review under Risk Management.</p> <p>Annually In February to verify that process has been adhered to.</p>	<p>There was general compliance with governance principles.</p> <p>Weaknesses were identified with the functioning of certain governance committees.</p> <p>The policy register was maintained. The review of policies was done.</p>	<p>Target achieved.</p> <p>Certain governance committees established were not fully effective.</p> <p>Target achieved.</p> <p>Certain governance committees established were not fully functional.</p> <p>Target achieved.</p>

BUSINESS PLAN REPORTING MATRIX (PROJECTS)

NO:	ACTIVITY NAME	TARGET / OUTPUTS (TO BE DELIVERED BY 31ST MARCH 2009)	PERFORMANCE INDICATORS (MEASUREMENT)	QUARTERLY MILESTONES	QUARTERLY SUB- MILESTONES (IF APPLICABLE)	PROGRESS	REASON FOR VARIANCES/ CHALLENGES
2	PROJECTS						
2.1	E-CIPRO (CIPRO online capability)						
1)	Define e-CIPRO Consolidation Approach.	E-CIPRO Consolidation Approach.		E-CIPRO Consolidation Approach [Q3 2007/08].		- Business case in finalisation phase - Tender was advertised. - Final Tender Phase	Breakdown is not effective. Not been done except for Business case. Busy with ECM Blue print.
2)	Consolidate e-Services Initiatives.	Consolidated e-CIPRO Initiative.	Completed.	Consolidated e-CIPRO Initiative [Q3 2007/08].	EA Engagement (identified). e-CIPRO Committee (constituted). e-CIPRO Forum (tasked). e-CIPRO Project Team (identified). e-CIPRO Process Owners (allocated).	- Business case in finalisation phase - Tender was advertised. All included in Business Case. - e-CIPRO is the Change Agent Network. - Held workshops addressing impact of e-CIPRO. - e-CIPRO team was identified and assisted the planning and design of the ECM implementation. - CIPRO process owners were identified and are part of the Change Agent Network.	Target achieved.
3)	Define High-level e-CIPRO Model.	High-level e-CIPRO Model (approved requirements).	Completed.	High-level e-CIPRO Model (approved requirements) [Q4 2007/08].	e-CIPRO Solutions Concept Model. e-CIPRO Business Concept Model. e-CIPRO Business Context Model. e-CIPRO Business Objectives. e-CIPRO Solutions Context Model. e-CIPRO Project Charters . e-CIPRO Programme Plan. e-CIPRO Project Plans.	- e-CIPRO tender was advertised and the solution was acquired. - Model included in the solution acquired.	Turnaround time for RFQ and tender evaluation.

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4)	Define Consolidated e-CIPRO Programme Documentation.	Consolidated e-CIPRO Programme Documentation.		Consolidated e-CIPRO Programme Documentation [Q1 2008/09].	e-CIPRO Programme Charter. e-CIPRO Project Charters. e-CIPRO Programme Plan. e-CIPRO Project Plans.	- e-CIPRO Programme Charter was done. - e-CIPRO Project Charters were done in the form of ECM Implementation agreement with the vendor. - e-CIPRO Programme was done. - High-level e-CIPRO programme plans were done as part of the ECM project plan.	Target achieved.
5)	Launch e-CIPRO Project.	Launched e-CIPRO Project.		Launched e-CIPRO Project [Q2 2008/09].	e-CIPRO Project Resources. e-CIPRO Project Infrastructure.	- Model included in the solution acquired. - e-CIPRO project resources and infrastructure were identified.	Target achieved.
6)	Execute e-CIPRO Projects.	e-CIPRO Project Deliverables.		e-CIPRO Project Deliverables.		High-level e-CIPRO deliverables were signed off.	Target achieved.
7)	Approve e-CIPRO Deliverables.	E-CIPRO Project Deliverables/ (approved).		e-CIPRO Project Deliverables/(approved).	e-CIPRO Solutions Infrastructure	High-level e-CIPRO deliverables were signed off.	Target achieved.
8)	Close e-CIPRO Project.	New e-CIPRO Capacity & Capacity.		New e-CIPRO Capacity and Capacity.	New e-CIPRO Capacity (Processes and Measurements).	e-CIPRO Capacity to be done in 2009/10 financial year as it forms part of the implementation.	Implementation is to be done during 2009/10 financial year
9)	Handover to Operations.	Fully Operational e-CIPRO.		Fully Operational e-CIPRO.	New e-CIPRO Capacity (People and Infrastructure)	e-CIPRO Capacity to be done in 2009/10 financial year as it forms part of the implementation.	Implementation is to be done during 2009/10 financial year
10)	Execute e-CIPRO Processes.	E-CIPRO Process Outputs.		e-CIPRO Process Outputs.		e-CIPRO Capacity to be done in 2009/10 financial year as it forms part of the implementation. e-CIPRO Process Outputs to be signed off during Q1 of 2009/10 financial year.	Target achieved. Implementation is to be done during 2009/10 financial year

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2.1.2	Performance Management Capability						
1)	Develop and implement a Performance Measurement Framework and Reference Model.	Performance Management Framework and Reference Model		Performance Management Framework and Reference Model.		- Alignment with Governmental Framework on Performance Information Management. - Framework developed and adopted. - Not a project; deliverable of organisational performance unit. See progress under point 3 below.	Target achieved.
2)	Develop and implement a Performance Management Development and Improvement Methodology.	Performance Measurement Development and Improvement Methodology.		Performance Measurement Development and Improvement Methodology.		Compile performance-based management handbook in Quarter two .	Target achieved.
3)	Develop and implement Performance Management Policies.	Performance Measurement Policies.		Performance Measurement Policies.		- Policy on organisational performance management has been developed based on Performance Management framework of the National Treasury and dti guidelines. - Policy had been approved.	Target achieved.
4)	Acquire performance management capability.					Senior Manager: Organisational Performance was appointed on 3 November 2008.	Target achieved.
5)	Determine performance Measurements.	Organisational performance measures.		Organisational performance measures.		- In the process of developing service delivery standards. - Initial measure included as part of the Policy.	Target achieved.

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6)	Monitor and measure performance.	Measured performance.		Measured performance.		Four Quarterly Reports have been completed and submitted on time.	Targets achieved.
7)	Recommend Improvements.	Improvement recommendations.		Improvement recommendations.		- Strategic Breakaway was held and recommendations were made. - Reports presented to CET and recommendations made.	Target achieved.
8)	Create performance management awareness through communication, feedback and marketing.					- Regular communication and support. - Guidelines issued for reporting. - Strategy Liaison Committee established.	Target achieved.
2.1.3	People Transformation Capability						
1)	Develop and implement a People Transformation Framework and Reference Model.	People Transformation Framework and Reference Model.	Approved.	People Transformation Framework and Reference Model [Q1 2008/09].		Included in the People Transformation Strategy	Target achieved.
2)	Develop and implement a People Transformation Methodology.	People Transformation Methodology.	Approved.	People Transformation Methodology [Q1 2008/09].		- Included in the People Transformation Strategy. - Various training interventions (e.g. Labour Relations and EMDP) were implemented. - Induction programme has been developed.	Target achieved.

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3)	Develop People Transformation Strategy.	People Transformation Strategy.	Approved.	People Transformation Strategy [Q4 2008/09].	Employee Health and Wellbeing Strategy [Q1-Q4 2008/09].	<p>- A three-year People Transformation Strategy has been developed and implementation is currently underway.</p> <p>- Successful mainstimming of EHW programmes with change management interventions have been implemented.</p> <p>- A draft HIV and AIDS Policy, Employee Health and Wellness Policy and Funeral, Bereavement and Courtesy Policy were reviewed and circulated to stakeholders for inputs.</p>	Target achieved.
					New Diversity Management Strategy [Q2 2008/09].	<p>- The Employment Equity Committee in conjunction with management has successfully developed a Diversity Management Strategy.</p> <p>- The dti Diversity Management policy was incorporated into the Draft Employment Equity policy of CIPRO and was circulated to all stakeholders for inputs.</p>	Target achieved.
					RPL [Q3 2008/09].	This programme has been put on hold; due to a pilot programme that is managed by PSEITA.	The implementation of RPL is dependent on the completion of the pilot project by PSEITA. There has not been any update about the project as yet.

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					Reward and Recognition Strategy [Q2 2008/09].	<p>- Strategy and Policy formulation is on hold pending approval of the reviewed Performance Management Policy which comes into effect on 1 April 2009.</p> <p>- Amendments to the PMDS policy were proposed and the process of approval is being pursued.</p>	On hold. Not achieved.
					Talent and Skills Retention Strategy [Q2 2008/09].	<p>- A Talent and Skills Retention Strategy and Succession Planning Framework have been developed for SMS, MMS and supervisory levels and incorporated in members' performance contracts. This framework focuses on talent identification, psychometric assessment, accelerated development and mentoring.</p> <p>- In addition, a Retention Policy as well as Retention Guidelines has been developed.</p>	Not all the SMS members could be reached through the one-on-one coaching sessions. Lower level staff members to key development programme.
4)	Review Diversity Management Strategy.	New Diversity Management Strategy.	Approved.	New Diversity Management Strategy [Q2 2008/09].		<p>- The Employment Equity Committee and management have successfully developed a Diversity Management Strategy.</p> <p>- The dti Diversity Management policy was incorporated into the CIPRO Employment Equity policy and was circulated to all stakeholders for inputs.</p>	Target achieved.

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5)	Develop Employee Health and Wellbeing Strategy.	Employee Health and Wellbeing Strategy.	Approved.	Employee Health and Wellbeing Strategy [Quarters 1 to 4, 2008/09].		CIPRO has managed to successfully mainstream Wellness Programmes with change management initiatives.	Target achieved.
6)	Develop and implement People Transformation Policies.	People Transformation Policies.	Approved.	People Transformation Policies [Quarters 1 to 4, 2008/09].		A draft Retention Policy, Mentorship Policy and Diversity Policy circulated to stakeholders for inputs.	Stakeholders need to be reminded several times about making inputs on draft policies.
7)	Review all HR Policies.					<ul style="list-style-type: none"> - Changes to current prescripts and legislation as communicated through DPSA circulars are conveyed to staff by means of internal memoranda. - CIPRO utilises the dti policies with regard to Human Capital issues. Subsequently, proposals for amendments to existing policies are channelled through to relevant dti subject matter experts to policies. - Several policies were developed and/or amended in this regard, inter alia Mentorship, Retention and Diversity Management structures. 	In process of approval as per CIPRO Governance Structures.
8)	Acquire People Transformation Capability.					All HRD posts have been filled.	Target achieved.
9)	Acquire Skilled Human Capital Staff.	Human Capital Staff.	Appointed.	Human Capital Staff [Quarters 1 to 4, 2008/09].		All HRD posts have been filled.	Target achieved.
10)	Acquire Human Wellbeing Facilities.	Human Wellbeing Facilities.	Conductive.	Human Wellbeing Facilities [Quarter 1, 2008/09].		<ul style="list-style-type: none"> - To be conducted in conjunction with the move to a new building. - The required facilities are available. 	With rapid developments taking place within CIPRO, the need for private telephone chamber was noted.

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11)	Acquire Human Capital Applications.	Human Capital Applications.	Implemented.	Human Capital Applications [Quarter 1, 2008/09].		SHL instruments have been acquired and implemented.	Target achieved.
12)	Conduct Skills Audit.	Skills Audit Report.	Approved.	Skills Audit Report [Quarter 1, 2008/09].		- A brief Skills Audit was conducted and its report informed the current WSP. - CIPRO is currently engaged in the DPSA initiated HR Connect project which will provide a more specific skills gap analysis. - This process is DPSA driven and feedback is expected at the end of May 2009.	Subjected to other projects.
13)	Develop Skills Development Plan.	Skills Plan.	Submitted.	Skills Plan [Quarter 1, 2008/09].	Quarterly Training Plan. Work Skills Plan.	All reports were submitted to the PSETA. - The WSP has been completed and submitted to PSETA. - The WSP for the 2009/10 will be accompanied by the Annual Training. - Report for 2008/09 which must be submitted by the end of June 2009 as per legislative requirement.	Target achieved. Targets achieved.
14)	Recruit CIPRO Staff.	Newly Recruited CIPRO Staff.	Approved Establishment.	Newly Recruited CIPRO Staff [Quarters 1 to 4 2008/09].		Strategic positions identified were those of executive managers which had been filled. Recruitment schedule is available at HRM's office.	In process.

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15)	Ensure Diversity					<ul style="list-style-type: none"> - Diversity appreciation workshops conducted for executives, management, the Employment Equity Committee as well as the Change Agent Network - The Employment Equity Committee, in conjunction with management, has successfully developed its Diversity Management Strategy which is currently being implemented. 	Diversity Management training will proceed in the new financial year due to operational requirements and will incorporate disability sensitisation.
16)	Ensure Employment Equity Compliance.	Employment Equity.	Employment Equity Plan.	Employment Equity.		<ul style="list-style-type: none"> - The Employment Equity Committee has successfully developed an EE Policy incorporating Disability and Diversity Management and it was submitted for approval by CET. - Inputs were given to ICT to assist them during their recruitment drive in order to ensure compliance to EE targets. - Key accounts are working closely with the Recruitment Team in ensuring appointment of people living with disabilities and moving closer to meeting all targets. 	Target achieved.
						<ul style="list-style-type: none"> - Current progress against numerical targets is satisfactory as indicated. - Various Requests for Reasonable Accommodation were received and submissions were made. 	

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17)	Establish a career development centre.	Career Development Centre.	Established.	Career Development Centre [Quarters 1 to 2, 2008/09].		<ul style="list-style-type: none"> - A Career Development and Assessment Centre has been established in line with CIPRO's Talent and Skills Retention and Succession Planning Framework. - Policy on Assessment and Development Centres has been finalised. 	Target achieved.
18)	Development of Employees.	High-performing Staff.		High-performing Staff [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - A significant percentage of middle managers are about to complete the Executive Management Development Programme. - Further training and development interventions are in line with the WSP. - Amongst others, 50% of MMS members have successfully completed management development and Labour Relations. - Employees on lower levers (SL5-09) began training on Emerging and Advanced Development Programme. 	As indicated all initiatives as per the WSP may not be completed in the current financial year due to operational requirements. Not all candidates submitted POEs after development programme
19)	Ensure Staff and Skills retention.	Turnover Statistics.	Staff Turnover Rate.	Turnover Statistics [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - Turnover is at an acceptable level – 1.2% voluntary exits. - Turnover statistics are determined via monthly exit interviews and are acceptable in terms of public sector standards. 	Target achieved.
20)	Align Job and Competency Profiles.	Job and Competency Profile.	Job competency index.	Job and Competency Profile [Q1-Q4 2008/09].		<ul style="list-style-type: none"> - This aspect has partially been addressed in terms of the Yarena Organisation design process. - In the 09/10 financial year, a more detailed project in this regard will be conducted. 	Target achieved.

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21)	Establish Career Development.	Personal Development Evaluations	Evaluation Weighting	Personal Development Evaluations [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - Evaluations were completed. - A career development and assessment centre has been established in line with CIPRO's Talent and Skills Retention and Succession Planning Framework. 	Target achieved.
22)	Develop Skills.	Training Report	Skills Competency	Training Report [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - Training was provided in inter alia Labour Relations, Customer Relationship Management, Computer Skills, ISO Training, Performance Management as well as Assessor and Skills Development Facilitator Training. - Further training and development interventions are in line with the current WSP 	Target achieved.
23)	Develop PDPs.	PDPs.	Personal Development Plans.	PDPs [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - This aspect is included in Performance and Development Agreements. - Further developmental needs are assessed via psychometric assessments which are provided by the Career Development and Assessment centre. 	Target achieved.
24)	Develop visionary and transformational leadership.	Leadership Skills (MMS/SMS).	Leadership Assessment Report (MMS/SMS)	Leadership Skills (MMS/SMS) [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - Project Khaedu has been introduced in the organisation. - A number of managers are participating in various development programmes (approximately 80 managers and supervisors). - In addition, an Executive Coaching Programme has been implemented for CET members. 	Target achieved.

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25)	Develop Team Capability.	Teamwork Skills.	Divisional Team assessment reports.	Teamwork Skills [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - Teambuilding activities are continuously conducted by divisions with Human Capital assistance. - Most business units have had successful teambuilding sessions for the 08/09 financial year. - Human Capital played a crucial role in shaping positive team dynamics 	CIU has not been able to go on team building due to operational requirements.
26)	Manage Organisation Culture.	High Performance Culture (Outcome).	Climate Survey Reports.	High Performance Culture (Outcome) [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - Four Organisation Climate Surveys conducted in ICT, Strategic Support, CIU and Finance. - CIPRO has a motivated, passionate and trained Change Agent Network which provides a unique "window of opportunity" to change the organisation climate/culture. - Furthermore, CIPRO has participated in the Best Company to Work For survey facilitated by Deloitte. Based on the results of the survey, CIPRO seems to be making positive strides in the Public Service. - In terms of developing a supportive and performance-driven organisation culture, all organisation culture and development interventions are based on the abovementioned internal and external survey findings 	Some of the executive committee members of CAN were not actively involved on Change Agent Networks initiatives.

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27)	Institutionalise Values.	Entrenched Values.	Value Index Report.	Entrenched Values [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - Values programme started in Quarter 2. - An anti-Fraud and Corruption Campaign was conducted in partnership with CAR. - Open and robust dialogue on Fraud and Corruption was held during CAN strategy session. - CAN, Peer Care Counselors and Employment Equity Committee members have been identified as instruments to influence staff members on ways to embrace new CIPRO values. 	Target achieved.
28)	Influence Company Branding and Reputation.	Brand and Reputation Survey Reports.	Quarterly Reports.	Brand and Reputation Survey Reports [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - CIPRO has participated in the Deloitte Best Company to Work For (BCTWF) Survey. This survey indicates the perceptions of staff in relation to CIPRO as an employer brand. - CIPRO participated in the BCTW survey for the second year. The results from the second report indicate an improvement on all dimensions measured. 	Target achieved.
29)	Conduct Climate Surveys.	Climate Surveys.	Quarterly Climate Survey Reports.	Climate Surveys [Quarters 1 to 4, 2008/09].		In addition to the BCTWF survey, Divisional surveys are conducted on a continuous basis as per management request.	Target achieved.

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30)	Communication of People Transformation Initiatives.	People Transformation Communiqués.	Monthly Communiqués.	People Transformation Communiqués [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - Regular communiqués are sent to staff pre and post People Transformation events or initiatives via the LISO magazine as well as electronically. - In this regard the Change Agent Network has proved to be an extremely effective communication vehicle. 	Target achieved.
31)	Perform Organisational Cultural Interventions.	Organisational Cultural Interventions.	Reports on interventions.	Organisational Cultural Interventions [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - Based on Climate Surveys conducted in four Divisions, intervention plans per division has been implemented. - The interventions focused on improving team dynamics and enhancing the leadership capability within these divisions. 	Target achieved.
32)	Manage Labour Relations (Grievances, Disciplinary Hearings, Conflict Resolution).	Labour Relations Reports.	Monthly Labour Relations Report.	Labour Relations Reports [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - Legal Division Monthly reports produced. - The Director: Labour Relations, management and organised labour have consistently engaged, as reflected in management reports. - Number of misconduct cases for year was 9, grievances 5, and disputes 7. Resolution of disputes is as follows: 57.14% was dismissed, 28.57% not heard, 14.29% withdrawn. 	Target achieved.

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33)	Enhance organisational wellbeing.	Wellness Survey Reports.	Quarterly EHW Report.	Wellness Survey Reports [Quarters 1 to 4, 2008/09].		<ul style="list-style-type: none"> - On the basis of rigorous consultation with various business units and surveying management and staff during face-to-face interaction. - The mainstreaming of EHW programmes with change management initiatives has proven successful. - HRD provides monthly and quarterly reports based on external and internal wellness interventions. 	Target achieved.
2.1.4 New Office Move							
1)	Determine new space requirements.	Space requirements.		Space requirements.		<ul style="list-style-type: none"> - The Project Management Team was appointed. - Preparations for the "Status Quo Report" and "Project Plan" have commenced. - The size of the building has been confirmed by the landlord as 12, 844m². 	
2)	Source new building.	Confirmed new building.		Confirmed new building.		<ul style="list-style-type: none"> - Preparations for the "Status Quo Report" and "Project Plan" have commenced. - Handover date set as 1 May 09, Landlord needs to provide certification for occupancy before handover can take place. 	No formal confirmation has been received in respect of the change in the handover date, but the landlord telephonically indicated to the dti and CIPRO officials that the more likely date would be during or after August 2009 due to lead times in obtaining air-conditioning, which needs to be installed prior to the handover.

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3)	Plan for occupation.	New building occupation plan.		New Building Occupation Plan.	Electrical Wiring Plan. Furniture Placement Plan. Network Cabling Plan. New building communication plan.	Preparations for the "Status Quo Report" and "Project Plan" have commenced.	Can only be finalised on completion of the space planning. Can only be finalised on completion of the space planning. Can only be finalised on completion of the space planning.
					New building floor plan (Space Plan).	- Deliverable for Quarter 1 – 2010.	Due to a number of uncertainties in respect of the lease and budget requiring high level discussions between the dti and DPW, CET are still not in a position to communicate to staff.
							The landlord utilised the staff figures (632) received from CIPRO on 23 October 2008 to finalise the space planning. Ground and part of 1st floor space planning is complete. Only the IP needs and requirement for the filing area needs to be finalised. The 1st draft of floors 2-10 was received from the landlord and currently being perused by business units for any amendments.
					New building occupation Project Plan.		Can only be finalised on completion of the space planning.

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					New building physical security plan.		Can only be completed after finalisation of the space planning. CIPRO have commenced with the planning of security measures for budgetary purposes.
					PC, printer and fax location plan.		Can only be completed after finalisation of the space planning.
					Physical access plan for equipment being moved.	2010 - SAPS have been approached to assist in this as they need to sign-off the specifications prior to CIPRO going out on tender.	Awaiting confirmation on final move date.
4)	Obtain bids for the move.	Appointed vendors for move.		Appointed vendors for move.		No vendors for the move yet.	
5)	Establish move teams.	Move teams.		Move Teams.	Data Backup Team.	Move teams appointed and functional meetings taking place regularly, representatives from business units tasked to assist in providing accurate information in preparing the Master Schedule required for accurate planning.	
					Desktop Team.		
					Furniture Team.		
					Network Team.		
					Printer Team.		
					Workstation Testing Team.		
6)	Label all moveable assets.	Labelled assets.		Labelled assets.			Deliverable for Quarter 1, 2010.
7)	Clean new environment.	Clean new environment.		Clean new environment.			Deliverable for Quarter 1, 2010.
8)	Dispose relevant equipment.	Equipment to be disposed.		Equipment to be disposed.			Deliverable for Quarter 1, 2010.
9)	Clean equipment.	Cleaned equipment to be moved.		Cleaned equipment to be moved.			Deliverable for Quarter 1, 2010.
10)	Move equipment involvement in wiring and cabling.	Wiring and cabling equipment moved.		Wiring and cabling equipment moved.			Deliverable for Quarter 1, 2010.
11)	Acquire relevant new equipment.	New equipment.		New equipment.			Deliverable for Quarter 1, 2010.

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12)	Installation of wiring and cabling.	Working cabling and wiring environment.		Working cabling and wiring environment.	Commissioned electrical environment. Working Network.		Deliverable for Quarter 1, 2010.
13)	Move remaining assets.	All remaining assets moved.		All remaining assets moved.			Deliverable for Quarter 1, 2010.
14)	Celebrate the move.	CIPRO has moved.		CIPRO has moved.			Deliverable for Quarter 1, 2010.
15)	Communicate move.	Communication material.		Communication material.		Road shows have commenced.	
2.1.5 Business Intelligence (BI) Capability							
1)	Plan, Assess and Scope BI.	BI Scope.		BI Scope.		To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
2)	Gather business and technical requirements.	Business and technical requirements for BI.		Business and technical requirements for BI.		To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
3)	Acquire skilled Information Analysts (BI Team).	BI Team.		BI Team.		To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
4)	Develop value-added Information Packages.	Information Packages.		Information Packages.		To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
5)	Design BI capability.	BI Design.		BI Design.		To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
6)	Construct data storage mechanism.	Constructed data storage mechanism.		Constructed data storage mechanism.		To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
7)	Extract, transform and load data.					To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
8)	Construct Data Mart.					To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.

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9)	Commission data storage mechanism.	Intelligent Storage.		Intelligent Storage.	Administrated Intelligent storage. Commissioned Data Mart. Commissioned Data Warehouse.	To be done as phase two after ECM implementation. To be done as phase two after ECM implementation. To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation. Scope can only be determined after ECM implementation. Scope can only be determined after ECM implementation.
10)	Perform quality assurance.					To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
11)	Perform acceptance testing.					To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
12)	Maintain and administrate Intelligent Storage.	Administrated Intelligent Storage.		Administrated Intelligent Storage.		To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
13)	Create query and reporting capability.	Enterprise-wide query and reporting capability.		Enterprise-wide query and reporting capability.		To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation.
14)	Create analytical capability.	Analytical intelligence.		Analytical intelligence.	Forecasting Models. Predictive and Descriptive Models. Simulation Capability.	To be done as phase two after ECM implementation. To be done as phase two after ECM implementation.	Scope can only be determined after ECM implementation. Scope can only be determined after ECM implementation.
2.1.6	Customer Relation Management Capability						
1)	Develop and implement CRM framework and reference model.	CRM framework and reference model.		CRM Framework and reference model.		- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.

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2)	Develop and implement a CRM methodology.	CRM Methodology.		CRM Methodology.		- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.
3)	Develop and implement CRM policies.	CRM Policy.		CRM Policy.		Not Achieved.	
4)	Acquire CRM capability.					- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.
5)	Acquire CRM skilled staff.	CRM Staff.		CRM Staff.		Not achieved.	
6)	Acquire CRM applications.	CRM Applications.		CRM Applications.		- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.
7)	Implement CRM.	CRM System.		CRM System.		- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.
8)	Discover actual CRM information requirements.					Not achieved.	
9)	Configure CRM database structure.					- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.
10)	Install and configure CRM software.					- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.

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11)	Administer CRM solution.					- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.
12)	Train CRM users.					- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.
13)	Monitor CRM effectiveness.	CRM Measures.		CRM Measures.		- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.
14)	Create CRM awareness through communication, feedback and marketing.					- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.
15)	Recommend improvements.	Improvement Recommendations.		Improvement recommendations.		- Framework and reference model not drawn. - This project is dependent on the ECM. - Project redefined.	Project dependent on ECM.
2.1.7	CIPRO as COMMISSION (Amended CIPRO)						
1)	New draft Companies Bill.	New Companies Bill (Bill 61 of 2008).		New Companies Bill.		- Parliament approved Bill. - Bill being translated into Afrikaans and to be submitted to President for signature	Project has not been commissioned. Subjected to Legislation, the dti . Not only CIPRO's Project. No business case, but only a charter.
2)	Create new Companies Act.	New Companies Act.		New Companies Act.			Target achieved.

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3)	Draft new regulations.	New Companies Regulations.		New Companies Regulations.		- Parliamentary phase. - Task team between CIPRO and dti for purposes of drafting regulations in process of being established by CCRD.	CCRD in process of drafting regulations
4)	Review IP legislation with regards to CIPRO as commission.	Enhanced IP legislation.		Enhanced IP legislation.		Completed.	Target achieved.
5)	Position CIPRO.	New CIPRO Positioning.		New CIPRO Positioning.	Environmental Analysis. Market Analysis. New CIPRO Image and Branding.	Earmarked 2009/10.	Await approval of Regulations.
6)	Perform Enterprise Planning.	New Enterprise Plan.		New Enterprise Plan.	Approved Establishment. Business Plan (Processes, Rules and Information).	Earmarked 2009/10.	Await approval of Regulations.

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					<p>Equity Profile.</p> <p>New Commission. Budget.</p> <p>New Commission Facilities Plan.</p> <p>New Commission Human Resource Plan.</p> <p>New Commission Information and Technology Plan.</p> <p>New Commission Marketing Plan.</p> <p>New Proposed Establishment.</p> <p>Performance Measures.</p> <p>Resource Plan.</p> <p>Skills and Competency requirements.</p> <p>Space Plan.</p> <p>Strategic Plan.</p>	<p>- Earmarked 2009/10 Draft Commission establishment done.</p> <p>- Space plan being done as part of the move.</p>	<p>Depends on approval of the Regulations and the dti.</p> <p>Some activities being fulfilled by the Steering Committee.</p>
7)	Perform enterprise development and transformation.	CIPRO COMMISSION (Amended CIPRO).		CIPRO COMMISSION (Amended CIPRO).	<p>CIPRO image (branding and marketing).</p> <p>CIPRO Inspectorate.</p> <p>CIPRO Tender Board.</p> <p>New CIPRO Facilities</p> <p>New CIPRO ICT Solutions.</p> <p>New CIPRO Organisation.</p> <p>New CIPRO Products and Services.</p> <p>New Policies.</p>	<p>- ECM in progress and accommodate some of the requirements for the commission.</p> <p>- Fee structure being reviewed.</p>	<p>Earmarked 2009/10 -10/11. Depends on the approval of the Regulations.</p>

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8)	Market products and services.	Marketed CIPRO.		Marketed CIPRO.	New Product and Service fee structure. New Sourcing (Contracts, SLAs and Outsourcing). Advertisements.	Steering Committee functions.	Earmarked 2009/10 -10/11. Depends on the approval of the Regulations and formation of the Commission.
2.1.8	Enterprise Security (ES) Capability						
1)	Implement an Enterprise Security Management Framework and Reference Model.	CIPRO Enterprise Security Framework.		CIPRO Enterprise Security Framework.		Part of ECM acquired solution.	Target achieved.
2)	Implement an Enterprise Security Management Methodology.	CIPRO Enterprise Security Management Methodology.		CIPRO Enterprise Security Management Methodology.		Part of ECM acquired solution.	
3)	Develop Enterprise Security Policies	CIPRO Enterprise Security Management Policies.		CIPRO Enterprise Security Management Policies		Part of ECM acquired solution.	
4)	Establish Enterprise Security Capability.	Enterprise Security Capability.		Enterprise Security Capability	Access Control. Environmental Security. Information System Security. Personnel Security. Physical Security.	Part of ECM acquired solution. Acquired Memix, Encase and LUCIDVIEW.	
5)	Acquire Enterprise Security Skilled Staff.	Enterprise Security Staff.		Enterprise Security Staff.		Part of ECM acquired solution.	

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6)	Acquire Enterprise Security Applications	Enterprise Security Solutions.		Enterprise Security Solutions [Quarter 4, 2008/09].	<p>Access Control Tool (Active Directory & DNS) [Quarter 1 2008/09].</p> <p>Anti-spam & Anti-virus Solution (Gwava & Web Root) [Quarter 4 2007/08].</p> <p>Forensic Analysis Tool (Low-level Encase) [Quarter 3 2008/09].</p> <p>Forensic Analysis Tool (High-level Memix) [Quarter 1 2008/09].</p> <p>Internet Firewall Solutions (Iron Port & BriteMail) [Q1 2008/09].</p> <p>Network Management Tool (Lucid View) [Q1 2008/09].</p> <p>Network Monitoring Tool (Vantage) [Q4 2008/09].</p>	<p>Acquired Memix, Encase and LUCIDVIEW.</p> <p>Acquired Memix, Encase and LUCIDVIEW.</p>	<p>Target achieved.</p> <p>Some activities depending on ECM.</p>
7)	Quarter 4. Acquire rest of forensic and assurance applications.	Rest of Forensic and Assurance applications.		Rest of Forensic and Assurance applications [Quarter 4, 2008/09].		Memix and Encase acquired.	Target achieved.
8)	Quarter 4. Acquire Electronic Signature Software.	Electronic Signature Software.		Electronic Signature Software [Quarter 4, 2007/08].		Part of ECM solution acquired.	Target achieved.
9)	Align Security Environment to Enterprise Security Policies.	Aligned Enterprise Security Environment.		Aligned Enterprise Security Environment.		Dependent on ECM implementation.	To be done during ECM implementation.

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10)	Perform Enterprise Information Security Certification.	Enterprise Information Security Certification.		Enterprise Information Security Certification.		Not done.	Lack of manpower and related resources hinder the achievement of this.
11)	Evaluate external party access requests.	Third party access.		Third party access.		Included in the fraud prevention solution.	To be implemented in Q1 of the 2009/10 financial year
12)	Perform Personnel Vetting.	Vetted Personnel Information.		Vetted Personnel Information.		Included in the fraud prevention solution.	To be implemented in Q1 of the 2009/10 financial year.
14)	Align Project Security Environment to Enterprise Security Policies.	Aligned Project Security Environment.		Aligned Project Security Environment.		Dependent on ECM project implementation.	Incomplete, depending on first three, framework methodology and policy.
15)	Monitor Security Environment.	Security Reports.		Security Reports.	Access Control Audit Report. Environmental Security Evaluation Report. Fraud Investigation Report. Information System Security Report. Physical Security Environment Report.	Memix and Encase provides all reports.	Target achieved.
16)	Perform security trend analysis.	Identified security threats.		Identified security threats.	Security Vulnerabilities.	Encase and Memix is used for this purpose.	Target achieved.
17)	Initiate security corrective interventions.	Security interventions.		Security interventions.		Part of the Fraud prevention solution.	To be implemented during the 2009/10 financial year
2.1.9	Risk Management Capability						
1)	Review, align compliance framework to strategic initiatives.	Decision to align compliance framework to strategy.		Decision to align compliance framework to strategy.		Compliance framework aligned to organisational strategy.	Target achieved.
2)	Enhance and implement a CAR Management Framework and Reference Model.	Enhanced CAR Management Framework.		Enhanced CAR Management Framework [Quarter 4, 2007/08].	Forensic Engagement Model [Quarter 4, 2007/08].	The framework has been prepared and will be signed off by CEO.	Not to be addressed as a project.

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3)	Review Forensic Engagement Model.	Forensic Engagement Model.		Forensic Engagement Model [Quarter 4, 2007/08]		Forensic Engagement not done.	Unavailability of funds.
4)	Enhance and implement CAR Management Methodology.	Enhanced CAR Management Methodology.		Enhanced CAR Management Methodology [Quarter 4, 2007/08].		Methodology done.	Target achieved.
5)	Integrate risk management with governance.	Implementation of risk management framework.		Updated risk registers.		Risk management framework was aligned to the National Treasury framework.	Target achieved.
6)	Review CAR management strategy, policies and procedures	CAR Management Policies.		CAR Management Policies [Quarter 4, 2007/08].		CAR Management strategy, policies and procedures reviewed.	Target achieved.
7)	Establish audit capability (people, processes, infrastructure, policies)	CAR Capability.		CAR Capability [Q1 2008/09].		Chief Audit Executive appointed. Co-sourced partners used for audit reviews.	Target achieved.
8)	Acquire additional CAR skilled staff.	CAR staff.		CAR staff [Q4 2007/08].		Chief Audit Executive appointed. Co-sourced partners used for audit reviews.	Target achieved.
9)	Acquire CAR applications.	CAR Applications.		CAR Applications [Q1 2008/09]		Audit and risk management applications acquired.	Target achieved.
10)	Determine compliance requirements.	Compliance controls.		Compliance Controls [Continuous].		Compliance requirements identified and reviewed through internal audits conducted.	Target achieved.
11)	Determine organisational risks.	Organisational risks.		Organisational risks [Continuous].		Organisational risks identified during the year.	Target achieved.
12)	Review and align three-year Audit Plan.	Audit Charter.		Audit Charter [Continuous].	Audit Committee Charter.	Internal Audit Plan reviewed for the year. Audit Committee charter reviewed and approved.	Target achieved.
					Internal Audit Charter.	Internal audit charter reviewed and approved.	Target achieved.

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13)	Perform Compliance Audits.	Compliance findings and recommendations.		Compliance findings and recommendations [Continuous].		Compliance findings and recommendations identified during the six approved internal audit reviews.	Target achieved.
14)	Control Risks through Assessments, Communication, Feedback and Progress Reports.	CAR Reports.		CAR Reports [Continuous].	Monthly feedback Report. Quarterly Progress Report. Risk Assessments.	Monthly reports presented to audit committee. Quarterly progress reports presented to the audit committee. An annual risk assessment was conducted.	Target achieved. Target achieved. Target achieved.
2.1.10 Change Management Capability							
1)	Develop Change Management Strategy.	Change Management Strategy.		Change Management Strategy.		A Change Management Strategy was developed and is currently being implemented.	Though work has been done on all expected outputs, few deliverables were not reported on and executed as operational activities and not as project activities.
2)	Identify Change Readiness.	Change Readiness Assessment.		Change Readiness Assessment.		- A Change Readiness assessment has been completed as part of the High Performance Culture Project and is continuously updated. - As part of the ECM Project, further change readiness assessments will be conducted in future.	Target achieved.
3)	Identify change champions.	Change champions appointed.		Change champions appointed.		Change champions have been identified and appointed and form part of the Change Agent Network.	Target achieved.
4)	Compile Change Management Framework.	Change Management Framework.		Change Management Framework.		The Change Management Framework is included in the People Transformation Strategy.	Target achieved.

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5)	Train Change Champions.	Trained Change Champions.		Trained Change Champions.		- Change champions trained. - The appointed Change Agents (CAN members) attended Strategic Planning sessions focusing on training in regards to change resilience.	Target achieved.
6)	Compile Change Management Methodology.	Change Management Methodology.		Change Management Methodology.		The Change Management Methodology is included in the People Transformation strategy.	Target achieved.
7)	Manage CIPRO-wide Change Initiatives.	Change Progress Reports.		Change Progress Reports.		Reports were provided to CET and CMT on a monthly basis.	Target achieved.
2.1.11	Enterprise Architecture Capability						
1)	Establish EA Capability	EA Pre-requisites.		EA Pre-requisites.	CIPRO Maturity Model [Quarter 1 2008/09] e.g. EA, PMO, Process, Governance, KM. CIPRO Target Maturity [Quarter 2 2008/09]. CIPRO AS-IS Meta Model [Quarter 4 2007/08]. CIPRO Conceptual Architectures. CIPRO EA Meta Models.	Part of e-CIPRO. Part of e-CIPRO. Part of e-CIPRO. Part of e-CIPRO. Part of e-CIPRO.	Target achieved. Target achieved. Target achieved. Target achieved. Target achieved.

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					CIPRO Governance Capability [Quarter 3 2007/08].	Part of e-CIPRO.	Target achieved.
					CIPRO Techniques.	Part of e-CIPRO modelling techniques.	Target achieved.
					EA Regulatory Framework [Quarter 1 to Quarter 3 2008/09].	CIPRO Governance Structures.	Target achieved.
					Governance Committees/Forums (Strategic, Tactical, Operational).	CIPRO Governance Policy.	Target achieved.
					Governance Policy.	Part of e-CIPRO.	Target achieved.
					Guidelines, Best Practices & Principles.	E-Mail, Internet, Computer Security, and Information Security were done.	Lack of resources.
					ICT Policies [Quarter 1 2008/09].	CIPRO Governance Structures.	Target achieved.
					Integrated CIPRO Frameworks and Reference Models [Quarters 1 to 3 2008/09].	Part of e-CIPRO.	Target achieved.
					Integrated CIPRO Methodology [Quarters 1 to Q3 2008/09].	Part of e-CIPRO.	Target achieved.
					Integrated EA Toolset Requirements [Quarter 2, 2008/09].	Part of e-CIPRO.	Target achieved.

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2)	Develop Governance Capability.	CIPRO Governance Capability.		CIPRO Governance Capability [Quarter 3, 2007/08].	Governance Committees/Forums (Strategic, Tactical, Operational). Governance Policy.	CIPRO governance structures done. CIPRO governance policy done.	Completed.
3)	Acquire Governance Collaboration Software.	Governance Collaboration Software (Change Point).	Commissioned.	Governance Collaboration Software (Change Point) [Quarter 2, 2008/09].	ICT Policies [Quarter 1, 2008/09].	E-Mail, Internet, Security was done.	Completed.
4)	Develop CIPRO Maturity Model.	CIPRO Maturity Model.		CIPRO Maturity Model [Quarter 1, 2008/09] e.g. EA, PMO, Process, Governance, KM.	E.g. EA, PMO, Process, Governance, KM.	PMO, EA Office and related processes and governance were done.	Target achieved.
5)	Assess CIPRO Maturity	CIPRO Target Maturity.		CIPRO Target Maturity [Quarter 2, 2008/09]		Part of ECM.	No Project Resources.
6)	Align and Integrate Frameworks and Reference Models.	Integrated CIPRO Frameworks and Reference Models.		Integrated CIPRO Frameworks and Reference Models [Quarters 1 to 3, 2008/09]	CIPRO EA Meta Models.	Part of ECM.	No Project Resources. Business Case was approved but will only commence in the 2010/11 financial year.
7)	Align and Integrate Methodologies.	Integrated CIPRO Methodology.		Integrated CIPRO Methodology [Quarters 1 to 3, 2008/09].	CIPRO Techniques.	Modelling techniques done.	Outstanding techniques will be defined once ECM solution is acquired.
8)	Develop EA Tool Integration requirements.	Integrated EA Toolset requirements.		Integrated EA Toolset Requirements [Quarter 2, 2008/09].		Part of ECM.	Wait for ECM project.

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9)	Develop Guidelines, Principles and Standards.	EA Regulatory Framework.		EA Regulatory Framework [Quarters 1 to 3 2008/09].	CIPRO Conceptual Architectures. Guidelines, Best Practices & Principles.	Part of ECM. Part of ECM.	No Project Resources. No Project Resources.
10)	Develop TO-BE models.	CIPRO TO-BE models.		CIPRO TO-BE models [Quarter 4, 2008/09].	High Level CIPRO Business/Model. High Level CIPRO Goal Technology Model.	Part of ECM. Part of ECM.	No Project Resources. Funding will only be available 2010/11.
11)	Acquire EA Toolset.	EA Tool Suite.	Commissioned.	EA Tool Suite [Quarter 2, 2008/09].		Busy acquiring tool set.	Wait for ECM project. Funding will only be available 2010/11.
12)	Develop AS-IS baseline models.	CIPRO AS-IS Models.		CIPRO AS-IS Models [Quarter 4, 2008/09].	ICT Stabilisation AS-IS Architectural Models [Quarter 4, 2007/08]. Organisational Process Models [Quarter 2, 09/10].	Part of ECM. Part of ECM implementation.	Awaiting EA Tool Suite Funding will only be available 2010/11. To be completed in 2009/10 financial year.
13)	Align CIPRO Strategy, processes, Information, Systems, Technology and Infrastructure.	Architectural Deliverables.	Certified.	Continuous.	Continuous.	Part of ECM.	Funding will only be available 2010/2011.
14)	EA Project Management.	EA Project Documentation.		EA Project Documentation [Quarter 4, 2007/08 - Continues].	EA Project Charter. EA Project Plan. EA Project Reports.	To be funded in 2010/11 financial year.	Funding will only be available 2010/2011. Funding will only be available 2010/2011. Funding will only be available 2010/2011.

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2.1.12	Business Continuity and Disaster Recovery						
1)	Acquire Disaster Recovery Site.	CIPRO Disaster Recovery Site.	Commissioned.	CIPRO Disaster Recovery Site [Quarter 4, 2008/09].		<ul style="list-style-type: none"> - Not finalised as desired. - Role players have been identified and training will commence end January 2009, which will include the review of the BIAs (Business Impact Assessments). - ICT has commenced in negotiations to secure a "DR Site" and this is also part of the planning in respect of the New Building project. 	<p>The request for additional resources has been a lengthy process in view of the DG approving two posts additional to the approved. CIPRO establishment to assist the Manager: Facilities and Security with the respective deliverables to implement the DRP&BCM Plan.</p>
2.1.13	Decentralised Geographical Presence in South Africa						
1)	Initiate and define decentralisation programme.	Decentralisation Programme Definition.	Approved.	Decentralisation Programme Definition [Quarter 3, 2007/08].	Decentralisation Business Case	Business case approved by the PRC and CET.	Target achieved.
					Decentralisation Programme Manager.	<ul style="list-style-type: none"> - The contract of the decentralisation programme expired in Quarter 2 and thereafter. - Decentralisation was managed by the Executive Manager: Customer Services and two Regional Directors. A programme manager from the PMO office assisted in finalising the decentralisation business case. - The decentralisation project was handed back to business in Quarter 3. 	Target achieved.
					Decentralisation Tender.	The decentralisation programme tender was completed for Phase 1.	Appointment of staff in decentralisation replaced consultants.

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2)	Develop Decentralisation Strategy.	Decentralisation Strategy.	Approved.	Decentralisation Strategy [Quarter 4 2007/08].	Approved decentralisation approach. Decentralisation Communication Framework.	The decentralisation approach was approved by the DG of the dti . The decentralisation communication framework for each partner is included in the relevant SLA. Regional Directors and SLA manager continue with communication to partners. The decentralisation context is included in both the strategy and the business case, which were both approved. Budget was completed.	Target achieved. Target achieved.
					Decentralisation context.		Target achieved.
					Decentralisation foreseen cost.		Line items had to be identified within budget. Unforeseen travel and events influence budget planning.
					Decentralisation Risks.	Completed and outlined in the business case.	Partners not adhering to the SLA pose difficulties. Server down times influences turn-around times. SAPO SLA has not being signed yet and delays full roll out with partners.
					Decentralisation Scope.		Target achieved.
					Partnership Framework.	The partnership framework of decentralisation is included in both the strategy and the business case, which were both approved. The partnership framework also forms part of the SLA with each partner.	Target achieved.

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3)	Plan Decentralisation Programme	Decentralisation Programme Planning.	Approved.	Decentralisation Programme Planning [Quarter 4, 2008/09].	Decentralisation Programme Charter [Quarter 4, 2007/08]. Decentralisation Programme Plan [Quarter 1, 2008/09].	Charters completed and programme handed back to business. Charters completed and programme handed back to business.	Target achieved. Target achieved.
4)	Develop Decentralisation Policy.	Decentralisation Policy.	Approved.	Decentralisation Policy [Quarter 1, 2008/09].	Decentralisation Project Charters [Quarter 3, 2008/09]. Decentralisation Project Plans [Quarter 4, 2008/09].	Charters completed and programme handed back to business. Project plans completed and programme handed back to business. The decentralisation policy draft was completed, but not approved yet.	Target achieved. Target achieved. Policy to be aligned with business case.

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5)	Establish Decentralisation Partnerships.	Decentralisation Partnerships.	Approved SLA.	Decentralisation Partnerships [Q4 2009/10].	Client Portal Partners [Quarter 4, 2009/10].	<p>- CIPRO has seven signed SLAs with national and provincial partners.</p> <p>- CAPE ACCESS was engaged for assistance with Thusong Centres, but Internet constraints still prohibit progress of rolling out Thusong Centres in the Western Cape.</p> <p>- Monitoring of partners is continuing on an ongoing basis and is on schedule.</p> <p>MOU – Mexico – protocol research and meetings with the dti. Draft MoU compiled by Legal.</p> <p>Revised SLAs signed up to date and ongoing liaison with: LIBSA, GEP, Chamber of Commerce, TIKZN, DEDT, Western Cape, and SEDA.</p> <p>Four staff members have been identified for setting up a decentralisation call centre within CIPRO. Two staff members are dedicated in providing assistance and advice to decentralisation partners.</p> <p>Thusong Centres currently are fulfilling the roll of information partners, in creating awareness of CIPRO service offerings amongst their clients.</p> <p>Isolated issues of WC Management and administration: assistance to branch manager.</p>	<p>Partnership with WCBC was put on hold for further investigation.</p> <p>Pending Initiation: Mpumalanga (MEGA North West Northern Cape Free State.</p> <p>Phone lines availability within current building.</p> <p>Proper training on CIPRO products and services.</p> <p>Monitoring and reports from partners are not received regularly as per SLA.</p>

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6)	Execute Decentralisation.					Execution took place and will continue as new partners come on board.	Signing of Service Level Agreements (SLAs). Operations.
7)	Determine Decentralisation Solution Infrastructure requirements.	Decentralisation Solutions Infrastructure requirements.	Approved.	Decentralisation Solutions Infrastructure requirements [Quarter 2, 2008/09].		Decentralisation Solutions Infrastructure requirements were completed and implemented for Phase 1.	Phase 2 and 3 implementation. Operations.
8)	Acquire Decentralisation Solutions Infrastructure.	Decentralisation Solutions Infrastructure.	Commissioned.	Decentralisation Solutions Infrastructure [Quarter 3, 2008/09].		New e-learning CD proposed as part of new e-learning initiative. Business case was recommended and submitted to PMO office for approval.	Acceptance and approval by management of CIPRO. Operations.
9)	Acquire Decentralisation Call Centre applications.	Call Centre applications.	Acquired.	Call Centre applications [Quarter 3, 2008/09].		Initial set up was completed. Quotations have been requested for alternative solutions due to unavailability of Telkom lines within CIPRO.	Availability of Telkom lines in current building. Operations.
10)	Create Decentralisation Processing Unit Capability.	Decentralisation Processing Unit.	Deployed.	Decentralisation Processing Unit [Quarter 3, 2008/09].	Processing Unit Facilities [Quarter 3, 2008/09].	DPU unit was deployed within business units of CIPRO.	Backlogs due to a lack of resources and increased Volumes.
					Processing Unit Staff [Quarter 3, 2008/09].	Seconded staff (three staff members) moved back to their respective units.	Backlogs caused by a lack of resources.
					Processing Unit Staff [Quarter 3, 2008/09].	Seconded staff (three staff members) moved back to their respective units.	Backlogs caused by a lack of resources.
11)	Create CIPRO Regional Office Capability.	CIPRO Regional Office.	Deployed.	CIPRO Regional Offices [Quarter 3, 2008/09].	Regional Facilities [Quarter 3, 2008/09].	Four other offices were investigated for establishment in Polokwane, Port Elizabeth, Durban and Johannesburg 2010/11 Phase 2.	
					Regional Staff [Q3 2008/09].	Feasibility study will commence in January 2009 to determine structure needs for roll out in 2010/2011 Phase 2.	

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12)	Create Decentralisation Call Centre.	Call Centre.	Deployed.	Call Centre [Quarter 3, 2008/09].	Call Centre Applications [Quarter 3, 2008/09].	A presentation was done by suppliers, but as the dti indicated the use of their current software, no new applications are required at this stage. An office for four call centre agents was identified.	Implementation of the dti software. Operational.
13)	Enable Partnership Capability.	Enabled Partners.	Enabled.	Enabled Partners [Quarter 4, 2010/11].	Marketing Events [Quarter 4, 2010/11]. Partner Logistics Infrastructure [Quarter 4, 2010/11]. Trained Partners [Quarter 4, 2010/11].	A submission for four staff members is completed and awaits sign off. Six events were attended by invitation from partners. Continuous process as and when new partners come on board.	Availability of furniture. Approval of submission. Planning is difficult due to short notice of events. Site visits to all branches of partners.
14)	Closure (Handover to Business).	Decentralisation handed over to Business.	In production.	Decentralisation handed over to Business [Quarter 4, 2010/11].		- Processing has already been handed over to business. - Two projects, regional CIPRO offices and further development on e-lodgement are running by regional directors	Unforeseen new partners coming on board. Training of new staff members of partners when trained staff members leave. Budget constraints. ICT development: 2010/11 Phase 2.
15)	Perform Decentralisation Change Management.	Change Managed.	Stakeholder Satisfaction Surveys.	Change Managed [Quarter 4, 2010/11].		Surveys will commence once e-lodgement project has reached Phase 3.	2010/211 Phase 2.

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2.1.14	Pan African IP Office						
1)	Develop a Pan African IP Office Strategy.	Pan African IP Office Strategy.		Pan African IP Office Strategy.		- CIPRO provided comments with regard to TOR prepared for consultants at PAIPO IP DESIGN AND COPYRIGHTS. - CIPRO recommended a South African Consultant to work on the PAIPO Articles of Constitution. The candidate was successful.	Not CIPRO's project. Only in consultative position.
2)	Develop Pan African IP Office Policies.	Pan African IP Office Policies.		Pan African IP Office Policies.		CIPRO not yet invited to make contributions on PAIPO policies.	Not CIPRO's project. Only in consultative position.
3)	Participate in the formulation of a Pan African regional policy on traditional knowledge systems.	Pan African regional. Policy on traditional knowledge systems.		Pan African regional policy on traditional knowledge systems.		CIPRO not yet invited to make contributions on PAIPO regional policy on traditional knowledge systems.	Not CIPRO's project. Only in consultative position.
4)	Acquire Pan African IP Office Capability.	Pan African IP Office Capability.		Pan African IP Office Capability.		No progress reported.	Not CIPRO's project. Only in consultative position.
5)	Acquire Pan African IP Office Staff .	Pan African IP Office Staff.		Pan African IP Office Staff.		No progress reported.	Not CIPRO's project. Only in consultative position.
6)	Acquire Pan African IP Office Application.	Pan African IP Office Applications.		Pan African IP Office Applications.		No progress reported.	Not CIPRO's project. Only in consultative position.
7)	Provide database and protecting rights.	Database for traditional knowledge system.		Database for traditional knowledge system.		No progress reported.	Not CIPRO's project. Only in consultative position.
8)	Create a centralised African database.	Central African database.		Central African database.		No progress reported.	Not CIPRO's project. Only in consultative position.
9)	Participate in African Substantial Patent search and examination.	Pan African IP Position Papers.		Pan African IP Position Papers.		No progress reported.	Not CIPRO's project. Only in consultative position.

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10)	Training and education.	Trained Regional Pan African IP Staff.		Trained Regional Pan African IP Staff.		No progress reported.	Not CIPRO's project. Only in consultative position.
2.1.15	National IP Strategy						
1)	Accede to International treaties.	Treaty Membership.		Treaty Membership.	Hague Treaty (protocol) membership. Madrid Protocol.	Not acceded yet, pending DTI's decision. - Awaiting copies of draft legislation for accession to review same (requested at SAC meeting on 18th June 2008) - Process has been halted due to Parliamentary recess - CIPRO discussed training with WIPO-	Not CIPRO's project. Only in consultative position. Not CIPRO's project. Only in consultative position.
					PCT (protocol) membership.	- Effective as from 16 March 1999. Already a member as from 16 th March 1999.	Not CIPRO's project. Only in consultative position
2)	Establish Memorandum of Understanding with ARIPO, OAPI, OHIM, EPO.	Memoranda of Understanding.		Memoranda of Understanding.		- Draft MoU for Mexico has been prepared. - To be finalised in consultation with dti and DFA; CEO to discuss with IMPI in June 2009.	Not CIPRO's project. Only in consultative position.
3)	Participate in Development of National Strategy	National IP Strategy.		National IP Strategy.		- This strategy was listed by the former Registrar of IP without communicating any details hereof to the current IP managers or the COO.	Not CIPRO's project. Only in consultative position.

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4)	Collaborate with WIPO, Developing countries, WHO.	Collaboration Reports.		Collaboration Reports.		Trade Marks Trade Marks attended following meetings and workshops: - Bilateral meetings held with USPTO, Australian, Chinese, Korean, Indian, Mexican and Kenyan IP Offices and registrars from Caribbean regions to discuss cooperation agreements and future training needs.	Not CIPRO's project. Only in consultative position

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						<ul style="list-style-type: none"> - Attendance of Madrid Working Group, Standing Committee on Trade Marks, WIPO General Assemblies. - Hosting of ARIPO Administrative Council. - Training provided to staff from Namibian office. - IP Designs and Copyrights attended the following meetings and workshops: <ul style="list-style-type: none"> - PCT Training in Korea 2-6th February 2009. - The 13th session of the Standing Committee on Patent Law (SCP) in Geneva 23-27th March 2009. - High-Level Forum on IP & Global Issues 30-31st March 2009 in Beijing. - Presentation delivered at Seminar on Economic Growth and IP Protection 26-30th January 2009 in Pretoria organised by WIPO, JICA & DST. - Presentations made to a Chinese Delegation on 8th January 2009 at CIPRO. - Presentations made to a Japanese Delegation on 2nd February 2009 at CIPRO. 	

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5)	Engage in Stakeholder Forums e.g. institutions of higher learning, private sector, government departments.	Forum Membership.		Forum Membership.		Trade Marks attended following meetings and workshops: - Bilateral meetings held with USPTO, Australian, Chinese, Korean, Indian, Mexican and Kenyan IP Offices and registrars from Caribbean regions to discuss cooperation agreements and future training needs. - Attendance of Madrid Working Group, Standing Committee on Trade Marks, WIPO General Assemblies. - Hosting of ARIPO Administrative Council. - Training provided to staff from Namibian office.	Not CIPRO's project. Only in consultative position.
6)	Develop Education, Enforcement and Administrative Policy.	Education, Enforcement and Administration Policy (National IP Strategy).		Education, Enforcement and Administration Policy (National IP Strategy).		- Enforcement and education in relation to IP falls within the mandate of OCPE at CCRD the dti .	Enforcement and education in relation to IP falls within the mandated of OCPE at CCRD, the dti .
7)	Consolidate CIPRO registration with education, enforcement, administrative policy.	Consolidated CIPRO Registration (National IP Strategy).		Consolidated CIPRO Registration (National IP Strategy).		- Enforcement and education in relation to IP falls within the mandate of OCPE at CCRD the dti .	Enforcement and education in relation to IP falls within the mandated of OCPE at CCRD, the dti .
2.1.16	Stable ICT Capability						
1)	Develop and Implement an ICT Framework and Reference Model.	ICT Framework and Reference Model.	Approved.	ICT Framework and Reference Model [Quarter 1, 2008/09].		ICT Framework and Reference Model completed.	Target achieved.
2)	Develop and Implement an ICT Methodology.	ICT Methodology	Approved.	ICT Methodology [Quarter 1, 2008/09]	CIPRO SDLC Methodology [Quarter 1, 2008/09].	ICT Methodology developed and implement.	Target achieved.
3)	Develop Information Plan.	Information and Technology Plan (IP, ITP & OP).	Approved.	Information and Technology Plan (IP, ITP & OP) [Quarter 1, 2008/09].	Derived ICT Services to be rendered [Quarter 1, 2008/09].	Draft document produced for review and approval.	Review and approval to be done during the 2009/10 financial year

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4)	Derive ICT Services to be rendered.	Derived ICT Services to be rendered.	Service Delivery Model.	Derived ICT Services to be rendered [Quarter 1, 2008/09].		Columbus and Vantage implemented.	Target achieved.
5)	Develop and Implement ICT Policies.	ICT Policies.	Approved.	ICT Policies [Quarter 1, 2008/09].	ICT Policies [Quarter 1, 2008/09].	Six major policies have been drafted for review.	Approval to be sought during 2009/10 financial year
6)	Acquire Stabilization Hardware Infrastructure.					RFQ have been issued under SITA Transversal tender 153 and 570.	To be finalised and approved during 2009/10 financial year
7)	Acquire rest of ICT Infrastructure.	Stabilisation Hardware Infrastructure (Dev, Prod & Suppl.).		Stabilisation Hardware Infrastructure (Dev, Prod & Suppl.) [Quarter 3, 2008/09].		RFQ have been issued under SITA Transversal tender 153 and 570.	To be finalised and approved during 2009/10 FY.
8)	Acquire ICT Systems Software.	ICT Systems Software (Dev, Prod & Suppl.).		ICT Systems Software (Dev, Prod & Suppl) [Quarter 4, 2008/09].		Done, we are mainly renewing licenses	Target achieved.
9)	Upgrade current Search Engine.	Upgraded Search Engine (Verity K2)	Commissioned.	Upgraded Search Engine (Verity K2) [Q1 2008/09].		Project terminated and included in ECM project.	Part of ECM project as Autonomy implementation
10)	Acquire Testing & QA Software.	Testing & QA Software.	Commissioned.	Testing & QA Software [Quarter 3, 2008/09].		Testing and QA done via Dev partner ongoing manually.	Target achieved.
11)	Acquire BPMS.	Business Process Management Software.	Commissioned.	Business Process Management Software [Quarter 3, 2008/09].		Included in ECM project implementation.	ECM solution to cater for it by end of 2009/10 financial year
12)	Acquire Version Control Software.	Version Control Environment (Plastic)..	Commissioned.	Version Control Environment (Plastic) [Quarter 1, 2008/09].		Done, Plastic version 1.5 implemented.	Target achieved.
13)	Acquire Development Software.	Development Software.	Commissioned.	Development Software [Quarter 3, 2008/09].		Included in ECM project.	To be completed by end of 2009/10 financial year.
14)	Acquire Production Support Software.	Production Support Solution (Columbus).	Commissioned.	Production Support Solution (Columbus) [Quarter 3, 2008/09].		Vantage , Memix and Columbus and Encase implemented	Target achieved.

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15)	Align and ensure traceability between ICT Solutions and Business Requirements (Interim).	Integrity Assured Operational Databases.	Certified.	Integrity Assured Operational Databases [Quarter 4, 2007/08].		Requirement and Process Definition Policy and Framework SUMMIT adopted.	Target achieved.
16)	Ensure Confidentiality, Integrity and Availability (CIA) on As-is Information.	Integrity Assured Operational Databases.	Certified.	Integrity Assured Operational Databases [Quarter 4, 2007/08].		To be completed under CTP preparatory projects.	To be completed during 2009/10 financial year.
17)	Develop AS-IS Meta-model.	CIPRO AS-IS Meta Model.	Approved.	CIPRO AS-IS Meta Model [Quarter 4, 2007/08].		Part of the ECM project implementation.	To be completed by end of 2009/10 financial year.
18)	Prepare data needed to populate the AS-IS models.	Information Matrixes.	Approved.	Information Matrixes [Quarter 4, 2007/08].		To be completed under CTP preparatory projects.	To be completed by end of 2009/10 financial year.
19)	Populate the AS-IS architectural models.	ICT Stabilisation AS-IS Architectural Models.	Approved.	ICT Stabilisation AS-IS Architectural Models [Quarter 4, 2007/08].		Part of the ECM project implementation.	To be completed by end of 2009/10 financial year.
20)	Develop Solution Principles & Guidelines.	Solution Principles and Guidelines.	Approved.	Solution Principles and Guidelines.		Solution Principles and Guidelines.	Target achieved.
21)	Develop IAM Principles and Guidelines.	IAM Principles and Guidelines.	Approved.	IAM Principles and Guidelines.		Part of the ECM project implementation.	To be completed by end of 2009/10 financial year.
22)	Determine Sourcing Model.	Future ICT Service rendering Model.	Business SLAs.	Future ICT Service Rendering Model [Quarter 2, 2008/09].	In sourced ICT Services [Quarter 2, 2008/09]	Three year ICT strategy approved and ICT Policy drafted for review and approval.	Incomplete
					Outsourced ICT Serviced [Quarter 2, 2008/09].		
23	Define Skills requirements for ICT Services to be rendered.	ICT Skills Profiles.	Skills Plan.	ICT Skills Profiles [Q2 2008/09].		ICT skills established.	Target achieved.

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24)	Define Job Description, Level and Remuneration.	ICT Job Profile.	Skills Plan.	ICT Job Profile [Quarter 2, 2008/09].		ICT profiles established.	Target achieved.
25)	Acquire required ICT Human Resources.	ICT Staff.	Approved ICT establishment.	ICT Staff [Quarter 2, 2008/09].		ICT human resources established.	Target achieved.
26)	Execute ICT Services.	ICT Rendered Services and Products.		ICT Rendered Services and Products.	Current ICT Rendered Services and Products. Developed ICT Solutions [Quarter 1, 2008/09 – Quarter 4, 2010/11]. Future ICT rendered services and products.	Services and Products rendered. ICT solutions developed. ICT future services and products approved.	Target achieved. Target achieved. Target achieved.
					Maintained ICT Solutions [Quarter 1, 2008/09 – Quarter 4, 2010/11].	ICT solutions maintained.	Target achieved.
					Supported and Monitored ICT Services [Quarter 1, 2008/09 – Quarter 4, 2010/11].	ICT services monitored.	Target achieved.
27)	Support and Monitor ICT Services.	Supported and Monitored ICT Services	Service Elements.	Supported and Monitored ICT Services [Quarter 1, 2008/09 – Quarter 4, 2010/11]	Tested and Quality Assured Solutions [Quarter 1, 2008/09 – Quarter 4, 2010/11].	ICT solutions quality tested and assured.	Target achieved.
28)	Develop ICT Solutions.	Developed ICT Solutions.	Project Plans.	Developed ICT Solutions [Quarter 1, 2008/09 – Quarter 4, 2010/11].		ICT services supported and monitored.	Target achieved.
29)	Maintain ICT Solutions.	Maintained ICT Solutions.	Service elements.	Maintained ICT Solutions [Quarter 1, 2008/09 – Quarter 4, 2010/11].		ICT solutions maintained.	Target achieved.
30)	Test and Quality Assure ICT Solutions.	Tested and Quality Assured Solutions.	Service elements.	Tested and Quality Assured Solutions [Quarter 1, 2008/09 – Quarter 4, 2010/11].		ICT solutions tested and quality assured.	Target achieved.

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31)	ICT Administration.	ICT Admin Reports.		ICT Admin Reports [Continuous].		ICT Monthly Dashboard reporting achieved.	Operational
32)	Define ICT Performance Measures.	ICT Performance Measures.		ICT Performance Measures [Continuous].		ICT Monthly Dashboard reporting.	Operational
33)	Manage ICT Portfolio.	Management Reports.		Management Reports [Continuous].		Monthly Management report.	Operational
2.1.17	Compliance Management						
1)	Acquire Compliance Management Capability.	Processes, People and Infrastructure.	Deployed.	CIPRO Compliance Management Capability [Quarter 4, 2010/11].		- Appointment of Organisational Performance Senior Manager. - Draft policy on managing organisational performance developed.	Target achieved.
2.1.18	Corporate Governance						
1)	Acquire Corporate Governance Capability.	Processes, People and Infrastructure.	Deployed.	CIPRO Corporate Governance Capability [Quarter 4, 2010/11].		- Frameworks being aligned. - Due to late approval of structure work towards achieving such output only commenced in Quarter 4.	Target achieved.
2.1.19	IP Online						
1)	Acquire online IP system.	IP System.	Commissioned.	IP online system [Quarter 2, 2008/09].		See 3.1.1, E-CIPRO (CIPRO online capability).	
2.2	MULTI YEAR PROCESSES						
1)	Refer to Projects.						



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