



Companies and Intellectual
Property Commission
a member of **the dtic** group

Companies and Intellectual Property Commission (CIPC)

Annual Performance Plan 2025/26



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Abbreviations and Acronyms

Abbreviation	Description
4IR	Fourth Industrial Revolution
AFCFTA	Africa Continental Free Trade Agreement
AFS	Annual Financial Statement
AI	Artificial Intelligence
APP	Annual Performance Plan
ATD	Advance Threats Detection
BBBEE	Broad-Based Black Economic Empowerment
BI	Business Intelligence
BO	Beneficial Ownership
BRICS	Britain, Russia, India, China, South Africa
BRR	Business Regulation and Reputation
CC	Close Corporations
CFO	Chief Financial Officer
CIPC	Companies Intellectual Property Commission
DHET	Department of Higher Education and Training
DTIC	Department of Trade Industry and Competition
EPMO	Enterprise Project Management Office
FATF	Financial Action Taskforce
FDI	Foreign Direct Investment
GHG	Greenhouse Gases
GNU	Government of National Unity
GRC	Governance, Risk and Compliance
ICT	Information and Communication Technology
ID	Identity Document
IP	Intellectual Property
IPR	Intellectual Property Rights
LEA	Law Enforcement Agency
MOI	Memorandum of Incorporation
MOU	Memorandum of Understanding
MTDP	Medium Term Development Plan
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NPA	National Prosecuting Authority
NRCS	National Regulator for Compulsory Specifications
PFMA	Public Finance Management Act
POPI	Protection of Personal Information
PPP	Public-Private Partnerships
SA	South Africa
SABS	South African Bureau of Standards
SAPS	South African Police Services
SARS	South African Revenue Services
SEDA	Small Enterprise Development Agency
SEZ	Special Economic Zone
SMME	Small, Medium, and Micro Enterprises (SMMEs)

Abbreviation	Description
SSE	Substantive Search and Examination
TID	Technical Indicator Description
V30B	Vision 2030 and Beyond
WIPO	World Intellectual Property Organisation
XDR	Extended Detection and Response

Executive Authority Statement



Parks Tau, MP

Minister of Trade Industry and Competition

The 2025/26 Annual Performance Plan of the Companies and Intellectual Property Commission (CIPC) reflects our ongoing commitment to align with the strategic priorities of the Government of National Unity (GNU) and the implementation of the Medium-Term Development Plan (MTDP) 2024-2029. As we transition into a new phase of governance, our primary focus is on inclusive growth, job creation, and building a capable, ethical, and developmental state, in line with the national development agenda.

In the year ahead, the CIPC will play a critical role in supporting the GNU's strategic priority of fostering rapid, inclusive, and sustainable economic growth. This involves not only driving the registration and governance of companies but also ensuring that South Africa's corporate environment is positioned for long-term prosperity. The CIPC's work will focus on creating an enabling environment for businesses through streamlined processes, efficient administration, and the advancement of structural reforms as outlined in the MTDP.

Key contributions to economic growth and job creation will be achieved by supporting small, medium, and micro enterprises (SMMEs), enhancing the regulatory framework, and advancing innovation through intellectual property protections. The CIPC will continue to support the GNU's focus on reducing poverty and tackling the high cost of living, through improved transparency and governance, including the maintenance of the Beneficial Ownership register. This vital initiative will ensure accountability and contribute to creating a business environment that is conducive to investment and growth, even in challenging global economic conditions.

The MTDP's emphasis on economic reforms and structural adjustments aligns closely with the work of the CIPC. Through continued modernisation and the effective execution of its mandate, the CIPC will contribute significantly to the economic transformation goals of the National Development Plan (NDP): Vision 2030.

A critical enabler of these ambitions is the implementation of the National Industrial Policy (NIP), which places strategic emphasis on the critical "3Ds": Decarbonisation, Diversification, and Digitalisation. These pillars guide our path towards building a resilient and competitive economy.

- **Decarbonisation** underscores the imperative for South Africa to transition to a low-carbon economy, ensuring sustainability and mitigating climate risks through green industrial development. Here, the CIPC plays a pivotal role in ensuring company disclosure frameworks

and IP systems evolve to support green innovation, renewable energy technologies, and climate-aligned business practices.

- **Diversification** is essential for broadening our industrial base and reducing over-dependency on a narrow range of commodities. The CIPC will actively support diversification by facilitating business registration and compliance, providing critical information and data to investors, and ensuring transparent corporate governance. This creates an attractive and enabling environment for domestic and foreign investments in new and emerging sectors of our economy.
- **Digitalisation** underpins both public sector modernisation and future-ready industries. As a digital-first regulator, CIPC will continue to scale its innovation agenda by strengthening e-services, automating workflows, and leveraging digital platforms to expand access and transparency in the business and IP ecosystems.

This Annual Performance Plan 2025/26 is hereby submitted, reflecting the CIPC's critical role in advancing the economic and governance objectives of the GNU, in accordance with the Revised Framework on Strategic and Annual Performance Plans.



Mr Parks Tau, MP

Minister of Trade, Industry and Competition

Date: 08 April 2025

Deputy Minister's Foreword



Zuko Godlimpi, MP

Deputy Minister of Trade, Industry and Competition

The Companies and Intellectual Property Commission (CIPC) plays a pivotal role in laying the foundation for South Africa's inclusive and innovation-driven economy. The annual performance plan of the CIPC reflects the commitment of **the dtic** Group to strengthen the institutional pillars of economic development; guided by the strategic imperatives of the Medium-Term Development Plan, focused on driving inclusive growth and job creation, reducing poverty and the cost of living, and building a capable, ethical and developmental state.

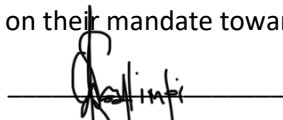
This Performance Plan sets out a focused and practical agenda to enhance the ease of doing business, safeguard the country's intellectual property, enable more efficient regulation of companies, and enhance data-driven oversight functions that are fundamental to a dynamic and competitive economy. The plan positions the CIPC to support **the dtic's** broader outcomes of re-industrialisation, transformation, job creation and building a capable state.

This Performance Plan sets out a clear direction for the Commission's contribution to the national industrial policy framework, with a focus on the three industrial transitions at the heart of our long-term growth trajectory: **Decarbonisation, Diversification, and Digitisation**. These transitions are not merely aspirational, they represent the necessary shifts to position South Africa's economy for competitiveness and sustainability in a rapidly evolving global landscape.

The Commission's digitisation efforts will reduce the cost of compliance for small enterprises, create more inclusive access to services, and improve the integrity and availability of business and IP data. These advances will support green and diverse sectors, stimulate local innovation, and foster investment confidence.

This Performance Plan outlines a focused set of initiatives aimed at creating an enabling environment for entrepreneurs, inventors, and formal businesses to thrive. Through this, the CIPC contributes directly to the structural reforms required to unlock growth and support inclusive economic participation across all regions of the country.

I am confident that the Commission's leadership and team will maintain their momentum in delivering on their mandate toward the realization of the nation's economic growth.



Zuko Godlimpi, MP

Deputy Minister of Trade, Industry and Competition

Date: 08 April 2025

Accounting Authority Statement



Adv Rory Voller, Adv
CIPC Commissioner

I present the 2025/26 CIPC Annual Performance Plan (APP) that continues to give effect to the CIPC's mandate as derived from the Companies Act, 2008 (as amended) and its strategic alignment with the Department of Trade, Industry, and Competition (**the dtic**). This APP highlights our sustained focus on driving inclusive economic growth, improving ease of doing business, and protecting intellectual property, all while contributing to South Africa's broader development goals as outlined in the Government of National Unity (GNU) and the Medium-Term Development Plan (MTDP) 2024-2029.

The CIPC has achieved considerable progress toward positioning itself as a reputable, world-class regulator through the strategic use of digital technologies, innovation, and collaboration. Our modernisation programme, which focuses on automating business registration processes and enhancing intellectual property protections, continues to drive efficiency. Over the past year, we have achieved significant milestones, including reducing company registration times to less than two days and automating the filing of annual financial statements via Inline Extensible Business Reporting Language (iXBRL). These innovations contribute directly to the 7th Administration's Economic Strategy by creating a regulatory environment that fosters investment and business growth.

We have further aligned our efforts with national priorities by addressing the regulatory burdens faced by businesses, reducing red tape, and supporting SMMEs and emerging enterprises through collaboration with entities such as the Small Enterprise Development Agency (SEDA). These initiatives are critical for enabling businesses to thrive, particularly in underserved areas, and contribute to achieving **the dtic's** targets of mobilizing R200 billion in investment and creating 1 million jobs.

The Beneficial Ownership register, a major initiative for the coming year, will enhance transparency and corporate governance in South Africa, aligning with global best practices and ensuring accountability. This, along with our efforts to strengthen enforcement of IP laws, will contribute to a safer business environment, fostering investor confidence and boosting exports, particularly in line with **the dtic's** target of R700 billion in manufacturing exports.

Our vision for CIPC 2030 is guided by four strategic pillars:

1. Simplifying regulatory compliance to make it easier for businesses to register, maintain, and operate within a supportive legal framework, thereby contributing to enterprise growth and sustainability.
2. Strengthening governance and enforcement of company and intellectual property laws, creating a reliable environment conducive to long-term investment and innovation.
3. Enhancing service delivery by expanding access to CIPC services through multiple channels such as e-services, mobile platforms, and self-service terminals, ensuring that businesses across the country can access critical services efficiently.

4. Leveraging data and technology to support decision-making and add value to businesses, ensuring that the CIPC remains at the forefront of digital transformation.

Our ongoing partnerships with key public and private sector stakeholders, both domestically and internationally, including those in the Africa Continental Free Trade Area (AfCFTA), ensure that the CIPC remains a vital contributor to South Africa's competitiveness on the global stage.

I commend the CIPC executives, senior management, and staff for their dedication and commitment, which have been critical to our successes thus far. I trust that their continued efforts will enable the CIPC to deliver on its ambitious targets and strategic objectives.

We will continue to depend on the guidance and oversight provided by the Minister of Trade, Industry, and Competition, Mr. Parks Tau, as well as the support from Deputy Ministers Mr. Zuko Godlimpi and Mr. Andrew Whitfield, and Mr. Simphiwe Hamilton, the Director-General of **the dtic**. Their leadership will be instrumental in guiding the CIPC toward achieving its vision and contributing to the GNU's priorities of inclusive growth and poverty reduction.



Adv. Rory Voller

CIPC Commissioner


Date: 8 April 2025

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Companies and Intellectual Property Commission (CIPC) under the guidance of the Commissioner, Adv. Rory Voller.
- Takes into account all the relevant policies, legislation, and other mandates for which the CIPC is responsible.
- Accurately reflects the Impact, Outcomes, and Outputs which the CIPC will endeavour to achieve over the period 2024/25 – 2026/27.


Programme 1: Service Delivery Access

Signature: 

Ms Hamida Fakira, Executive Manager:

Corporate Services


Date: 08/04/2025

Signature: 

Mr. Phineas Mogale, Executive Manager: Business Information Systems

Date: 08/04/2025


Programme 2: Innovation and Creativity

Signature: 

Ms Nomonde Maimela, Executive Manager: Innovation and Creativity


Date: 08/04/2025

Programme 3: Business Regulation and Reputation

Signature: 

Adv. Rory Voller, Acting Executive Manager: Business Regulation and Reputation


Date: 8 April 2025

Signature: 

Mr Muhammed Jasat, Chief Financial

Officer 04/08/2025

Date:

Signature: 

Mr Lungile Dukwana, Chief Strategy Executive

Date:


Signature: 

Adv. Rory Voller, Commissioner: CIPC

(Accounting Authority)

Date: 8 April 2025

Approved by:

Signature: 

Mr Parks Tau, MP, Minister of Trade, Industry and Competition

Date: 8 April 2025

Part A: Our Mandate

1.1 Constitutional Mandate

The CIPC must abide by the Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996) as amended. **Table A.1: CIPC Constitutional Mandate** highlights sections that have more relevance to the CIPC.

Table A. 1: CIPC Constitutional Mandate

Chapter / Section	Provision
Chapter 2: Bill of Rights	
Rights: Section 7.	The state must respect, protect, promote, and fulfil the rights in the Bill of Rights.
Equality: Section 9:	The state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language, and birth.
Access to information: Section 32.	(1) Everyone has the right of access to—(a) any information held by the state; and (b) any information that is held by another person and that is required for the exercise or protection of any rights. (2) National legislation must be enacted to give effect to this right and may provide for reasonable measures to alleviate the administrative and financial burden on the state.
Just administrative action: Section 33.	1. Everyone has the right to administrative action that is lawful, reasonable, and procedurally fair. 2. Everyone whose rights have been adversely affected by administrative action has the right to be given written reasons. 3. National legislation must be enacted to give effect to these rights, and must, in alignment with Chapter 2: Bill of Rights 14 a. provide for the review of administrative action by a court or, where appropriate, an independent and impartial tribunal; b. impose a duty on the state to give effect to the rights in subsections (1) and (2); and c. promote an efficient administration.

1.2 Legislative and Policy Mandates

1.2.1 Legislative Mandates

The CIPC is listed as a Schedule 3A entity in the Public Finance Management Act, 2001 (Act No. 1 of 2001) as amended (herein referred to as the PFMA).

As shown in **Table A.2: PFMA Provisions for Public Entities**, Chapter 1, 6, and Schedule 3A of the PFMA has provisions for public entities such as the CIPC.

Table A. 2: PFMA Provisions for Public Entities

Chapter and Section	Provision
Chapter 1	A national public entity is a board, commission, company, corporation, fund, or other entity (other than a national government business enterprise) that is—(i) established in terms of national legislation; (ii) fully or substantially funded either from the National Revenue Fund or by way of a tax, levy, or other money imposed in terms of national legislation; and (iii) accountable to Parliament;
Chapter 6	Provides for classification; assignment of powers and responsibilities, corporate plans, annual budgets and performance, revenue and expenditure management, information access, annual reports, and financial statements of public entities
Schedule 3A	List the CIPC as a Schedule 3A entity

As a national public entity, the CIPC is established by a national legislation, the Companies Act, 2008 (Act No. 71 of 2008). As shown in **Table A.3: CIPC Legislative Mandate**, the CIPC is legislated by several Acts of Parliament.

Table A. 3: CIPC Legislative Mandate

Legislation	Summary
Companies Act, No 71 of 2008	Register companies, business rescue practitioners, and corporate names; maintain data; regulate governance and disclosure by companies; accredit dispute resolution agents; educate and inform about all laws; give non-binding opinions and circulars, policy, and legislative advice. Enforce the Companies Act, 2008, to promote voluntary resolution of disputes arising under this Act between companies and directors or shareholders as contemplated in Part C of Chapter 7, monitor proper compliance with the Act, receive or initiate complaints concerning alleged contravention of this Act, evaluate such complaints, and initiate investigations into complaints. Maintenance of accurate, up-to-date, and relevant information concerning companies, foreign companies, and other juristic persons contemplated in subsection (1)(a)(ii), and concerning intellectual property rights, and the provision of that information to the public and to other organs of state.
Companies Amendment Act, No 16 of 2024 (Act No. 16 of 2024)	Amendments to the memorandum of incorporation of a company, Public and state-owned company annual general meetings to include a presentation of a social and ethics committee report and a remuneration report, The issuance of shares with delayed consideration will need to be issued to a third party, independent 'stakeholder' in terms of a written 'stakeholder agreement', Relaxation of intra-group financial assistance provisions, Relaxation of approval requirements for a buy-back, Further protections are afforded as it pertains to post-commencement of business rescue proceedings
Companies Second Amendment, Act No. 17 of 2024	The time bar in terms of applications to declare directors delinquent or under probation extended to 60 months
Close Corporations Act, No 69 of 1984	Maintain data, regulate governance, and disclosure by close corporations.
Co-operatives Act, No 14 of 2005	Register co-operatives, maintain data, and regulate governance of and disclosure by co-operatives.
Co-operatives Amendment Act, No 6 of 2013	Annual submission of information by co-operatives, audit and independent review of co-operatives, voluntary winding-up of cooperatives by special resolution, liquidation process of co-operatives.
Share Block Control Act, No 59 of 1980	Regulate conduct and disclosure by share block schemes.
Consumer Protection Act, No 68 of 2008	Register business names.
Trade Mark Act, No 194 of 1993	Register trademarks, maintain data, and resolve disputes.
Merchandise Marks Act, No 17 of 1941 (Unauthorized Use of State Emblems Act, No 37 of 1961)	Prevent and enforce the unauthorized use of state emblems.
Patents Act, No 57 of 1978	Register patents, maintain data, publish patent journal, and administer Court of Commissioner of Patents.
Designs Act, No 195 of 1993	Register designs, maintain data, and resolve disputes.
Copyright Act, No 98 of 1978	Provide non-binding advice to the public.
Registration of Cinematography Films Act, No 62 of 1977	Register films, and maintain data
Performers Protection Act, No 11 of 1967	Accredit Collecting Societies; regulate their governance, conduct and disclosure
Counterfeit Goods Act, No 37 of 1997	Conduct and co-ordinate search and seizure operations, and oversee depots

1.2.2 Policy Mandates

Apart from the pieces of legislation that the CIPC is responsible for, the CIPC also derives its policy mandate from the policies of the national government and its principal department, the Department of Trade, Industry, and Competition (**the dtic**). The key policies and strategies of the national government, and **the dtic** relevant to the CIPC are as follows:

Policies/Strategies	Summary	CIPC Contribution
Medium-Term Development Plan	<p>The Medium-Term Development Plan (MTDP) 2024 – 2029 is the government’s monitoring framework for the NDP Five-Year Implementation Plan during the electoral cycle. It reflects how the government will measure its progress against the commitments made in the election manifesto of the governing party and the NDP Five-Year Implementation Plan. It is a basis for measurement of government performance and must be aligned with measurement of performance at the national, provincial, and local government spheres.</p> <p>MTDP 2024-2029 has three (3) strategic priorities for which specific interventions and targets have been set:</p> <ul style="list-style-type: none"> • Priority 1: Drive Inclusive growth and job creation • Priority 2: Reduce poverty and tackle the high cost of living • Priority 3 Building a capable, ethical and developmental state 	See Table A.5 for a detailed description of how the CIPC is contributing to the MTDP 2024-2029 priorities.
Corporate Law Reform Policy	To promote growth, employment, innovation, stability, good governance, and confidence in the South African business environment, as well as increase international competitiveness.	The mandate of the CIPC is to regulate the business and IP environment so that there is confidence in the business environment and the country’s competitiveness is promoted.
Co-operatives Development Policy for South Africa	Create an enabling environment for cooperative enterprises that reduces the disparities between urban and rural businesses, is conducive to entrepreneurship, and promotes the development of economically sustainable cooperatives.	Through the Co-operatives Unit and the education and awareness programmes, the CIPC supports the co-operatives sector.
Madrid Protocol	The Madrid Protocol is an international treaty designed to simplify the process of registering and protecting trademarks across multiple countries through a single application. It allows trademark owners to file one application with their home country’s trademark office, which is then submitted to the World Intellectual Property Organisation (WIPO)	CIPC enables local businesses to apply for international protection under this system. It provides guidance and resources to help entrepreneurs understand the benefits of protecting their trademarks globally. By processing applications efficiently and forwarding them to the World Intellectual Property Organisation (WIPO), the CIPC ensures a streamlined experience for applicants
Co-operative Funding Policy	The policy aims to enhance access to finance and increases the number of small enterprises, especially in Underserved	The CIPC may experience an uptick in transactions related to company and cooperative

	<p>areas such as townships and rural areas. Additionally, it seeks to transform ownership patterns and reduce monopolies across sectors, while advocating for a compliance light environment for small enterprises. This development signals potential growth in the registration of cooperatives and small businesses, as access to finance improves and entrepreneurship becomes more accessible.</p>	<p>registrations, necessitating a focus on optimising registration processes to handle increased volumes efficiently</p>
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Table A. 4: National policies and strategies

Part B: Our Strategic Focus

1.3 Situational Analysis

This situational analysis provides a comprehensive overview of the current external and internal factors affecting South Africa's business and governance landscape. By examining political, economic, social, technological, environmental, and legal dynamics, this section identifies both the challenges and opportunities that organisations face. Understanding these factors is crucial for businesses to adapt their strategies, ensure sustainable growth, and maintain competitive advantage in a rapidly changing environment.

1.3.1 External Environment Analysis

This section outlines the current external factors shaping the South African business and governance environment. These elements present both opportunities and challenges for the stakeholders, requiring strategic shifts to align with the evolving landscape.

The political, economic, social, and technological changes shaping the South African market post-2020 have accelerated due to global disruptions such as the Covid-19 pandemic and geopolitical shifts such as the Russia-Ukraine conflict. This has imposed new demands on policy, regulation, and operational capabilities across all sectors. The following analysis provides insight into key external environmental factors.

Political Analysis

Political stability in South Africa remains fragile, compounded by ongoing service delivery challenges and increased unemployment. The country's response to the global health crisis during the Covid-19 pandemic has resulted in a shift in government priorities, focusing heavily on economic recovery and job creation. Furthermore, political tension has been exacerbated by rising populism, both locally and globally, influencing trade relations and public policies. Government efforts are now directed towards industrialization, infrastructure development, and technological modernisation to stimulate economic growth.

For businesses and regulatory entities, these shifts necessitate a re-evaluation of operational strategies to remain aligned with government priorities such as job creation, poverty reduction, and economic transformation. Emphasis has been placed on public-private partnerships (PPPs) to drive industrial growth and sustainable development, with a particular focus on supporting small and medium enterprises (SMEs).

Economic Analysis

South Africa's economic recovery has been slow, with national debt reaching record highs and unemployment rates stubbornly hovering above 30%. The country's reliance on international trade, particularly in minerals and agriculture, has been disrupted by global supply chain challenges. Moreover, the ongoing impact of the Russia-Ukraine conflict has caused further strain on energy prices and the supply of critical commodities, leading to higher inflation and operational costs for businesses.

Despite these challenges, opportunities exist in emerging sectors such as green energy, digital innovation, and fintech. Economic policy is increasingly focused on these areas to drive future growth and innovation, positioning South Africa as a key player in the African Continental Free Trade Agreement (AfCFTA).

Social Analysis

Social inequality remains a pressing issue, exacerbated by the Covid-19 pandemic, which disproportionately impacted low-income communities. Unemployment, particularly among the youth, remains a significant concern. The government and private sector are under increasing pressure to create more inclusive growth opportunities, focusing on skills development, entrepreneurship, and employment creation in marginalized communities.

The demand for digital literacy has skyrocketed, with businesses and educational institutions pivoting towards online platforms. This trend is expected to continue, making technological inclusion a priority for both the government and private sectors.

Technological Analysis

The rapid acceleration of digital transformation has been a defining characteristic of the external environment. The Fourth Industrial Revolution (4IR) continues to drive innovation, with new technologies such as artificial intelligence, blockchain, and the Internet of Things reshaping the operational landscape for businesses and government institutions alike.

South Africa's regulatory environment is adjusting to these shifts, with new policies aimed at fostering technological adoption across industries. However, the digital divide remains a challenge, with large portions of the population lacking access to reliable internet and digital services, particularly in rural areas.

Environmental Analysis

South Africa is vulnerable to the effects of climate change, with rising temperatures, water shortages, and extreme weather events becoming more frequent. As global attention on environmental sustainability intensifies, businesses are being pushed to adopt greener practices and report on their environmental impact.

The country's push towards renewable energy and sustainable resource management is aligned with global trends, but implementation remains slow due to infrastructure challenges. Nevertheless, environmental regulations and sustainability reporting are expected to play a larger role in shaping business practices in the coming years.

Legal Analysis

The South African legal framework is increasingly geared towards supporting business growth and reducing red tape for SMEs. Recent amendments to the Companies Act and intellectual property laws have streamlined processes, making it easier for new businesses to enter the market.

However, compliance requirements remain complex, particularly for larger corporations that must navigate both local and international regulations. With increasing global scrutiny on corporate governance, South African companies must prioritise transparency, compliance, and ethical practices to remain competitive on the global stage.

1.3.2 Internal Environment Analysis

In order to adapt to a dynamic external environment, the CIPC endeavours to ensure internal operations remain efficient and effective while driving innovation and technological advancement. It is also imperative to the CIPC that it empowers and develops its people to align to the Commission's desired future state. In this regard, an Organisational Design (OD) project is underway to begin to achieve these aspirations.

Relatedly, the CIPC OD project was emphasised as the primary mechanism for alleviating capacity issues within the entity. However, concerns were raised around the future-fitness of the draft structure. In particular, the draft structure was seen to address current organisational concerns without enabling the CIPC's transformation, as well as without enabling the CIPC to achieve its vision 2030 (and beyond) strategy. Thus, it was emphasised that the CIPC should fill critical positions, while following due process, independent of the OD project.

One of the primary challenges faced by the CIPC, relate to human resource constraints, significantly influenced by a widespread shortage of specialist skills. This shortage affected several key areas, including the development of key IT infrastructure, compliance and enforcement activities, and the timely development of essential applications. Moreover, the turnover of critical staff, many of whom left through resignations and retirements, exacerbated these issues.

These constraints had a direct impact on the CIPC's ability to deliver services effectively, leading to delays in compliance investigations, slower processing times for applications, and extended turnaround times for customer queries. The shortage of staff also meant that existing employees had to manage higher workloads, leading to increased stress and potential burnout. Additionally, a limited number of support staff compelled senior management to take on a broader range of responsibilities, from routine administrative tasks to strategic decision-making.

In response to its human capacity constraints, the CIPC adopted several mitigation strategies to ensure continued service delivery, and these included:

- **Staff re-allocation and job rotation:** Temporary re-assignment and secondment of staff from other divisions to distribute workloads more evenly and ensure continuity of operations.
- **External service providers:** Engaging external service providers to augment the existing workforce on specific projects and tasks thereby alleviating pressure on staff.
- **Internship Programmes:** Initiation of internship programmes to provide experiential learning opportunities to recent graduates and build a pipeline of future talent.

These measures have been critical in maintaining the CIPC's operations and minimising disruptions to our service delivery.

Several other key elements were analysed with regards to the internal environment of the CIPC:

1. Governance

Leadership alignment and culture are foundational elements necessary for driving the strategic objectives of the CIPC. Key challenges identified were the fragmented nature of communications within the organisation, as well as an apparent lack of strategic objectives cascading down into day-to-day operations.

Further, the legislative environment and uncertainty around legislative amendments was identified as a key risk to the CIPC. In response to these issues a corporate strategy around communication was proposed together with enhancing and expanding the mentorship programme to develop leadership capabilities and drive accountability throughout the organisation.

2. Policies & Compliance

The CIPC has instituted a work from home policy, which has resulted in additional effort required on behalf of staff to maintain communication via virtual meetings. Working from home influences the

way staff communicate with one another, as well as how the CIPC communicates with customers and the public. However, staff seem to have adapted quite well to the new circumstances and are able to perform their duties effectively.

3. New Strategies

There has been considerable progress in achieving the strategic objective of automating CIPC processes. Around 40% of CIPC processes have been automated, with key processes having been prioritised. However, management is of the view that there needs to be an acceleration of the programme, while ensuring alignment between business and ICT in developing automated solutions. Automation of CIPC processes has provided definite value to the Commission in terms of efficiency and cost reduction. However, there is a need to take a comprehensive approach to digitalisation and to envision what comes next. The data that has been collected as a result of the automation of processes represents an opportunity for the CIPC to provide new products and services, as well as optimise and improve operations and decision making.

Thus, there is a need to develop business intelligence capabilities and to ensure the digitalisation journey is sufficiently capacitated. This, to not only achieve the CIPC's short-term goals, such as improving cloud capabilities, data management and analytics, but also for building the foundations for long term initiatives centred around AI and block chain technologies.

Finally, there is a need to ensure that SOPs are updated and aligned to the new digital way of work, as well as that they drive purposeful collaboration through digital and in-person channels. It is also to ensure business processes are integrated.

4. Reputation Building

The CIPC leverages opportunities for receiving free publicity through engaging media on highlights and milestones that the CIPC achieves. Some of the engagements have been to state the CIPC's position on matters that impact on the country and the Commission's reputation. The CIPC also regularly monitors media coverage to track its reputation; track the effectiveness of media releases and gauge media sentiments on the coverage of CIPC related stories. The Commission also monitors media coverage to identify matters that are likely to become issues and, therefore, institute pre-emptive corrective action.

Media monitoring enables the organisation to monitor and address coverage in the media (Print, broadcast and social). It also enables the CIPC to determine the Advertising Value Equivalent (AVE) of the CIPC for public relations activities and coverage in the media. Advertising Value Equivalent (better known as AVE) is the monetary value of what it would cost to place editorial content as an advert. It was created to give Public Relations (PR) professionals a measurable indicator in the communications and marketing sphere, originally comparing it against brand advertising. An arbitrary multiplier is often applied, justified on the basis that editorial content has greater credibility and is valued more by consumers than advertising space.

5. Human Capital Matters

One of the CIPC's critical considerations going forward is in relation to human capital management. On one hand, there is a need to ensure succession planning for the eventuality of critical human resources leaving the Commission. On the other hand, the CIPC's automation strategy has and is creating redundancies within the entity.

Further, there is a need to develop capabilities and shift employee mind-sets towards ensuring future relevance both from a skills and culture-fit perspective. A culture which emphasises new ways of work, especially digital and cultural aspects thereof, is required.

The Work from Home (WFH) model was highlighted as a driver of improved productivity and employee satisfaction, however the impact on management requirements, as well as the wellness of employees was raised as a concern. Flexible working hours provide value to employees and allows the CIPC to be more responsive after hours. However, there is a downside in that a lack of physical interactions amongst staff stifles creativity and collaboration.

A hybrid approach is being explored to try and maximise the benefits of virtual work whilst also ensuring physical interaction. This approach has been envisioned as one purposefully designed to drive the cultural requirements necessary for the entity to thrive.

Moreover, to achieve its strategic objectives and move closer to the 2030 vision of the CIPC, there is a need to address the lack of innovation and collaboration within the organisation. Cultural initiatives were proposed together with creating an agile operating model to drive a culture of adaptability, innovation and continuous learning whilst remaining ethical and customer focused.

Part C: Measuring Our Performance

2 Measuring Our Performance

2.1 Programme 1: Service Delivery and Access

Purpose:

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

To ensure quality service delivery, the CIPC must place focus on its internal performance. The CIPC must function as an intelligent, innovative, high-performance organisation in which employee morale and development is emphasised.

The emphasis of the CIPC business model is equally on the quality of the services it provides, the acceptable speed with which it delivers them, and the value that its products, services, and solutions generate for Customers. The CIPC's business model focuses on the manner in which it will deliver services, the quality of those services, the fees it will charge to be sustainable, and the potential for value addition.

The following is a list of sub-programmes:

1. Broader Office of the Commissioner
 - a) Advisor to the Commissioner
 - b) Innovation and Collaboration
 - c) Strategy
 - (i) Strategy, Planning, and Monitoring
 - (ii) Operational Excellence
 - (iii) Strategic Communications
 - d) Compliance, Governance, and Risk
 - (i) Compliance and Governance
 - (ii) Risk
 - (iii) Ombuds
 - e) Internal Audit
2. Corporate Services
 - a) Human capital
 - (i) Human capital
 - (ii) Knowledge Centre
 - (iii) Labour Relations and Employee Engagement

- b) Facilities and Security
 - (i) Facilities
 - (ii) Security
 - (iii) Disclosure
 - c) Service Centres
 - d) Client Engagement and E-communications
3. Finance
- a) Financial Management
 - b) Treasury
 - c) Supply Chain Management
4. Business Information and Systems
- a) Chief Technology Officer
 - b) Enterprise Information Management
 - (i) Enterprise information management
 - (ii) Information assurance
 - c) Enterprise Programme Management Office
 - d) ICT Service Delivery
 - (i) Application management
 - (ii) Infrastructure management
 - (iii) Process Engineering

Focus Areas

i. Organisational competencies and capabilities

(a) Operating model, Organisation Design, Skills Audit, and Capacity Building

The CIPC is initiating a comprehensive review of its operating model, a strategic endeavor designed to enhance the organisation's responsiveness, efficiency, and effectiveness as a modern regulator. This review aims to align the CIPC's operations with its mandate and the broader objectives outlined in the Vision 2030 and Beyond framework. By refining the operating model, the CIPC seeks to create a more agile and integrated approach that not only meets the current demands of the regulatory landscape but also anticipates future needs.

As part of this process, the organisational development (OD) initiative will focus on designing an optimal organisational structure, including the alignment of business areas, processes, workflows,

and roles. This strategic design is critical for ensuring that every facet of the organisation supports its overarching mission and service delivery goals. By fostering clarity in roles and responsibilities and enhancing operational efficiencies, the CIPC aims to lay the groundwork for a world-class regulatory body capable of driving sustainable economic growth and innovation.

Equally important to this transformation is the commitment to upskilling and reskilling staff. Recognizing that a competent workforce is essential for achieving its objectives, the CIPC is implementing a robust skills development plan. This initiative will empower employees with the relevant capabilities and knowledge necessary to navigate the complexities of the evolving regulatory environment. By investing in continuous learning and professional development, the CIPC not only enhances its internal capacity but also reinforces its role as a proactive partner in supporting businesses and protecting intellectual property.

Together, these efforts reflect the CIPC's dedication to building a modern regulatory framework that is not only responsive to current challenges but also equipped for future opportunities, thereby reinforcing its position as a leader in regulatory excellence within South Africa.

In the 2025/26 financial year, the following will continue with:

a. Implementation of the CIPC internship programme

The KPIs to be measured include:

i. Number of interns in the employ of the CIPC

(b) Governance, policies, processes, and systems

Governance, policies, processes, and systems are critical organisational capabilities. Corporate governance, including ethics, risk management, combined assurance and audits is the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. It also provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined.

Policies provide guidance and instructions of how employees should conduct their work, specifically decision-making. Policies are internal control measures to mitigate organisational risks.

Processes outline how organisational activities are conducted, breaking it down to logical, sometimes repeatable steps to achieve distinct business tasks. Processes streamline organisational activities to ensure optimal use of resources, quality, consistency, and reliability, as well as accountability. Business process management (improvement, simplification etc.) is a capability that will allow the CIPC to be agile, efficient, effective, and regulatory compliant, as well as make it easy transfer of business knowledge and practice continuous improvement.

Systems, for purposes of this document, refers to ICT technologies to transmit, store, and manipulate data and information. It includes hardware, software, and data. Modernised ICT systems will contribute to an efficient work environment, easy data tracking, greater collaboration and access to data, data safety and cyber security, and ultimately improved customer access increasing customer satisfaction.

In the 2025/26 reporting period:

- a. One of the essential elements in building a capable state is to have a properly governed organisation that complies with laws and regulations of the country as well as its own policies and procedures. Over the past five years, the CIPC has received a *clean audit* result. The entity will continue to take deliberate actions to maintain this outcome.
- b. The CIPC will continue with the review of all its policies to align to its strategy.
- c. The CIPC will continue with migration and integration of processes to modern platforms and automation, as well as strengthening virtual channels (to realise 24/7 availability of services), reducing turnaround times and improving overall customer experience. This entails ensuring the availability of secure ICT systems and infrastructure; continuous ICT business applications development, enhancement, and maintenance; as well as implementation of the ICT strategy. The objectives are to provide ICT Infrastructure and business applications to support the CIPC to deliver on its mandate, while enabling effective and efficient operations of the CIPC, and to support efficient achievement of departmental strategic objectives. The end goal is reduced turnaround/transaction times, capabilities for intelligent reporting including alignment to the District Development Model, and Transformation Targets.

Through these activities, the CIPC ensures that its corporate governance system, policies, processes, and systems are aligned to its vision and strategies.

The KPIs to be measured include:

- i. AG Audit Outcome

(c) Customer and Stakeholder Satisfaction

Measuring customer and citizen satisfaction is fundamental to CIPC's role as a responsive, modern regulator. By understanding the lived experiences and expectations of those we serve, the CIPC can better assess its effectiveness and refine its strategies to align with stakeholder needs. Satisfaction metrics not only gauge how well CIPC meets these needs but also indicate the degree to which our services support a thriving business environment—one that is built on efficiency, transparency, and accessibility.

For CIPC, customer satisfaction goes beyond fulfilling service standards; it provides actionable insights that drive continuous improvement, enabling us to enhance operational efficiency and deliver integrated, citizen-centered solutions. These efforts are critical to facilitating economic growth and creating an environment where businesses and intellectual property owners can operate confidently and securely.

As part of V2030B, customer satisfaction is pivotal to our mission to foster a business-friendly regulatory framework. This includes minimizing the regulatory burden and reducing turnaround times through streamlined processes. These efforts are essential to supporting South Africa's global competitiveness as an investment destination, enhancing legal certainty, and advancing a culture of innovation. In this way, CIPC not only meets immediate regulatory obligations but also proactively builds an adaptive, future-ready organisation attuned to the evolving landscape of business and IP needs.

The KPIs measured include:

1. Percentage average customer and stakeholder satisfaction.

The survey is one of CIPC's efforts to be responsive to customer needs; improve customer experience; and meeting customer requirements. By simplifying our process and improving our service offering, enables the ease of doing business. Other surveys are conducted in relation to the call centre, e-communication services, and Self-Service Centres. The KPIs to be monitored here are reflected in the Annual Operational Plan.

(d) Modernisation and Automation

Recognising that rapid technological advancements and the Fourth Industrial Revolution (4IR) demand increased agility, the CIPC has embarked on a comprehensive digital transformation journey. This initiative aims to enhance operational efficiency, improve service delivery, and ensure that the organisation is future-ready.

A cornerstone of this modernisation effort is the automation of key functions, enabling the CIPC to streamline services and reduce administrative burdens for businesses and intellectual property (IP) owners. Automation not only improves the speed and accuracy of service delivery but also supports the organisation's commitment to enhancing customer experiences and promoting business growth. Through the adoption of digital solutions, the CIPC is moving away from manual, paper-based processes to a more integrated and secure digital environment. This includes the introduction of online portals for registrations and regulatory submissions, which provides businesses with more accessible, reliable, and efficient services.

Furthermore, the modernisation strategy is underpinned by a focus on cybersecurity and data protection. As the CIPC automates its processes, ensuring the security of stakeholder information and safeguarding data from potential threats is a priority. In this regard, the organisation has invested in advanced security measures to protect sensitive data, while also exploring innovative technologies like blockchain to enhance transparency and trust in its systems.

The CIPC's digital transformation is also aligned with broader national goals of promoting investment and economic development. By reducing the complexity and time associated with regulatory compliance, the CIPC aims to make South Africa a more attractive destination for investment, fostering an enabling environment for economic growth and job creation.

The KPIs measured include:

- i. Number of CIPC processes automated
- ii. Number of CIPC systems migrated to modern platforms

Fostering Supplier Relations and Promoting Economic Transformation

(f) Supplier Relations

The timely payment of suppliers and procurement from B-BBEE compliant suppliers are essential for promoting good governance, supporting economic transformation, and fostering inclusive growth. Ensuring that all suppliers are paid within 20 days not only strengthens trust and reliability in CIPC's operations but also contributes to the financial health and sustainability of its suppliers, many of whom may be small and medium enterprises. This commitment demonstrates the CIPC's role in

enhancing service delivery and operational efficiency, which is crucial for maintaining strong supplier relationships and ensuring uninterrupted service provision.

Prioritising procurement from suppliers with BBBEE compliance or exemption certificates aligns with national policies aimed at economic empowerment and transformation. By supporting businesses that contribute to the advancement of previously disadvantaged groups, the CIPC ensures that its procurement processes contribute meaningfully to the country's broader socio-economic objectives. This approach enables the CIPC to drive economic inclusion while adhering to legal and ethical procurement standards, positioning it as a leader in fostering equitable economic participation.

The KPIs measured include:

- i. Percentage of invoices paid within 20 days
- ii. Percentage of B-BBEE compliant suppliers (procurement above R 30000 and SA based companies)

Table C. 1: Programme 1: Service Delivery and Access - Outcomes, Outputs, Performance indicators, and Targets

MTDP Priority	Industrial Policy Alignment	dtic Strategic Outcome /BlueSky	CIPC Outcome	Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Performance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Job creation	Diversification	Workforce Readiness & Skills for the Economy : Coordinated internshipship system with ring-fenced funding programmes i.e. internship, and apprentices to increase practical work experience	Enhanced workplace readiness and skills for the economy through the CIPC internship programme and reskilling of current employees to align to the MTDP, the dtic Strategy and CIPC Vision 2030 strategy (improved organisational competencies and capabilities	Workplace readiness and skills development for the interns employed by the CIPC	Number of interns employed in the CIPC	New indicator	New indicator	New Indicator	50	50	80	100

MTDP Priority	Industrial Policy Align- ment	dtic Strategic Outcome /BlueSky	CIPC Outcome	Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Perform- ance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
				Funding ringfenced for the internships	Rand value of funding ringfenced for internships	New indicator	New indicator	New indicator	New indicator	R7 200 000 (+CPI)	R7 200 000 (+CPI)	R7 200 000 (+CPI)
A Capable, ethical and developm ental state A Capable, ethical and developm ental state	Digitisation	Red Tape Reduction Enhancing accessibility, transparency and ease of use	Enhanced accessibility and ease of use of CIPC platforms increasing stakeholder satisfaction and collaboration with the CIPC	Enhanced customer/user experience (Implementation of user/customer enhancement programme)	Out of 10 customer and stakeholder score	Not Measured	8(equivalent to 80%)	Not Measured	8(equivalent to 80%)	85%	85%	85%
		Improved accountability, transparency of the CIPC service delivery processes and	Publish service delivery standards	Enhance public trust in the CIPC	Number of publications of service delivery turnaround time/SLA	New indicator	New indicator	New indicator	New indicator	1	1	1
			Publish reports on percentage of transactions within SDS	Enhance public trust in the CIPC	Number of publications of the CIPC performance on meeting the	New indicator	New indicator	New indicator	New indicator	4	4	4

MTDP Priority	Industrial Policy Align- ment	dtic Strategic Outcome /BlueSky	CIPC Outcome	Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Perform- ance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		timeframes to show our commitment to service delivery efficiency and customer centricity. (Also aligning to Batho Pele framework)			publicised service delivery turnaround time (SLA)							
						1 (Clean audit)	1 (Clean audit)	1 (Clean audit)	1 (Clean audit)	1 (Clean audit)	1 (Clean audit)	1 (Clean audit)
			Reduced administrative compliance burden for companies and IP owners	Implement automation and digitisation of CIPC's processes to improve service delivery and reduce bureaucratic delays	Number of CIPC Processes Automated				34 out of 91	10	10	10

MTDP Priority	Industrial Policy Alignment	dtic Strategic Outcome /BlueSky	CIPC Outcome	Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Performance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A capable, ethical and developmental state		A capable and professional public service	Businesses (and potential business owners) and innovators supported	Timely payment of suppliers	Percentage of invoices paid within 20 days	New indicator	New indicator	New Indicator	*80% (Q4 Jan, Feb, Mar)	80%	80%	
	Diversification (Transformation)			Procurement from B-BBEE compliant suppliers	Percentage of procurement on B-BBEE Compliant suppliers (procurement above R30000 and SA based companies)	New indicator	New indicator	New Indicator	New Indicator	100%	100%	
		Transformation	Increased and equitable access to CIPC services through a digitalized platforms for	Expansion of services offered on the business services one-stop-shop	Number of partners onboarded to the on-stop-shop (BizPortal platform) to provide a digitised service for various	New Indicator	New Indicator	New Indicator	9 partners (Incl. Banks, SARS & UIF)	1	1	1

MTDP Priority	Industrial Policy Align- ment	dtic Strategic Outcome /BlueSky	CIPC Outcome	Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Perform- ance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
			all business stakeholders		business applications such as registering a Company, applying for a back account, applying for UIF/Compensation fund, for a tax number etc							

Table C. 2: Programme 1: Service Delivery and Access - Indicators, Annual and Quarterly Targets

					Quarterly Milestones			
Output		Performance Indicator/Measure	Baseline	Annual Target 2025/26	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Workplace readiness and skills development for the interns employed by the CIPC		Number of interns employed in the CIPC	50	50	50	50	50	50
Funding ringfenced for the internships		Rand value of funding ringfenced for internships		New indicator	R7 200 000 (+CPI)			
Enhanced customer/user experience (Implementation of user/customer enhancement programme)	Out of 10 customer and stakeholder score	8(equivalent to 80%)	85%	-	-	-	-	85%
Enhance public trust in the CIPC	Number of publications of service delivery turnaround time/SLA	New indicator	1	-	-	-	1	-
Enhance public trust in the CIPC	Number of publications of the CIPC performance	New indicator	4	1	1	1	1	1

					Quarterly Milestones			
Output		Performance Indicator/Measure	Baseline	Annual Target 2025/26	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
	on meeting the publicised service delivery turnaround time (SLA)							
Clean audit achieved		Number of AGSA Audit outcome reports	1 (Clean Audit)	1 (Clean audit)	-	-	1 (AGSA audit report issued with no findings)	-
		Number of CIPC Processes Automated	34 out of 91	10	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	10
Timely payment of suppliers		Percentage of invoices paid within 20 days	New Indicator	80%	80%	80%	80%	80%
Procurement from B-BBEE compliant suppliers		Percentage of procurement from B-BBEE Compliant suppliers (procurement above R30000 and SA based companies).)	New Indicator	100%	100%	100%	100%	100%

				Quarterly Milestones			
Output	Performance Indicator/Measure	Baseline	Annual Target 2025/26	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Expansion of services offered on the business services one-stop-shop	Number of partners onboarded to the on-stop-shop (BizPortal platform) to provide a digitised service for various business applications such as registering a Company, applying for a bank account, applying for UIF/Compensation fund, for a tax number etc	New Indicator	1				41

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Table C. 3: Resource Considerations for Programme 1: Service Delivery and Access

Programme Name: Administration (Service Delivery and Access)					
Economic classification	Expenditure Outcome	Approved Budget	Medium-Term Expenditure Estimate		
	2023/24	2024/25	2025/26	2026/27	2027/28
	R '000	R '000	R '000	R '000	R '000
Current payment Compensation of employees and Goods & services, etc.	488 687	569 361	611 858	638 525	666 487
Payments of capital assets Building and other fixed structure Machinery & equipment	84 947	43 850	52 430	55 785	59 463
Other classifications					

2.2 Programme 2: Innovation and Creativity Promotion

Purpose:

The purpose of Programme 2: Innovation and Creativity Promotion is to support and promote local innovation and creativity by maintaining accurate and secure registries of patents, designs, and cinematograph films. This includes maintenance of accurate, up-to-date, and relevant information concerning companies, foreign companies, and other juristic persons contemplated in subsection (1) (a) (ii) of the Companies Act, no 71 of 2008, and concerning intellectual property rights and the provision of that information to the public and to other organs of state. IP enforcement includes referring offences to law enforcement agencies such as the National Prosecution Authority.

Under this programme, the CIPC also supervises and regulates the distribution of collected royalties by accredited collecting agencies. In addition, the programme is responsible for providing policy inputs and legal advisory opinion on the coordination, implementation, and impact of the respective IP laws. Furthermore, the group ensures that the implementation of the national IP regime is in alignment with the international IP system.

The primary function of the Innovation and Creativity Promotion Programme is to promote and support the registration of i) patents, ii) designs, and iii) cinematograph films. The group also registers patent attorneys that have passed the Patent Board Examination. Other functions of the Programme include the coordination of appropriate enforcement actions, education, and creating awareness of the requirements and benefits of registration of IP rights, the remedies available, and the opportunities for commercialisation and industrial development through efficient management of IP assets.

Through this programme, the CIPC also provides policy and legal insights on the implementation and impact of the relevant IP legislation. Thus, additional functions in this programme include in-depth research to identify gaps and to analyse the impact of IP rights registration, forming a basis for further IP policy inputs.

As we move to a more digital CIPC, a professional online seminar environment will be created. This will include various virtual platforms, content development, packaging and delivery accessible anytime. The CIPC will use of free platforms for the disadvantaged communities. Staff will be trained for the new way of working.

List of sub-programmes

1. Innovation support and creativity
 - a) Patents and Designs Registration
 - b) Innovation Policy and Outreach
2. Creative Industries
 - c) IP Enforcement
 - d) Copyright and
 - e) IP Education and Awareness

Education activities increased over the last couple of years due to effective use of online platforms. CIPC formed strategic alliances with the United States Trademark and Intellectual Property Office (USPTO) and the International Computer Hacking & Intellectual Property Attorney Advisor (ICHIP) for Internet Fraud and Public Health. The focus of the work is on Women in IP and Pharma Crime. Capacitating partners for both the public and private sector are a strategic priority. The KPIs are monitored through the AOP.

Copyright enforcement and compliance with Copyright Legislation is a high priority. The best results are obtained by educating the public. A high-profile awareness campaign is in progress and is a partnership between the CIPC and the Swiss IP office. Further, building a capable state is achieved through auditing of Collecting Societies by the CIPC to ensure good governance and transparency. The broader impact of this regulatory function is that proper and efficient distribution of royalties is achieved by Collecting Societies to ensure that musicians / artists make a living from their careers.

Accredited Collecting Societies have been transformed and have, thus far, established Funeral Schemes and a Performers Development Fund for members. This transformation is as a result of the CIPC's regulatory function. The broader impact of this is that musicians / artists will benefit over the long term.

The KPIs to be measured include:

- i. Rand value of Royalties distributed by Collecting Societies to local musicians
- ii. Annual audit report on promoting compliance with regulations by Collecting Societies conducted by the CIPC.

Policy Dialogue

Through close collaboration with the International Trademark Association (INTA) a policy dialogue with a focus on counterfeit Toys and the Alcoholic beverage sectors are planned. This event will coincide with the SA investment week in November. Sensitizing political decision makers forms an integral part of building respect for IPR. It also assures industry and the public that government is taking its role to protect IPR seriously.

CIPC is driving a **project that focuses on sustainability and the green economy**. This project is envisaged to repurpose confiscated counterfeit clothing items through an artistic effort.

IP BRICS

WIPO has adopted the SDGs specifically as it relates to IP matters. At this year's 14th HIPO meeting, the IP BRICS forum adopted SDGs 7 and 9 and engaged on issues specifically relating to IPs support to these goals.

The KPIs to be measured and monitored here are reflected in the Annual Operational Plan.

Focus Areas

i. Substantive Search and Examination

The purpose of the above KPIs is to capacitate the CIPC to ensure readiness for substantive examination of Patent Applications. This in turn will contribute to a capable state than has the ability to regulate monopolies created through patent rights. The SSE's success will ensure that artificial monopolies are justified and not hindering industrialisation.

Experiential Learning Project will mimic the actual patent examination and interaction with patent attorneys under the guidance of an experienced international patent office (EPO). Non-Binding Examination Reports (NBEPRs) refers to work products issued per examiner (work product includes Written Opinion and Search Report on patentability) such a work product will in future be issued to an applicant) in line with SSE Experiential Learning.

Through the SSE Experiential Learning Project and Internship Programme, the CIPC aims to create new permanent jobs, and temporary jobs.

For the 2025/26 period, the following KPIs are measured:

- i* Number of new sustainable permanent jobs created through implementation of the Experiential Learning Project (ELP) of the SSE Programme
- ii* Number of SSE training initiatives
- iii* Percentage of SSE Train the Trainer Initiatives

ii. IP Education and Awareness

SMMEs, entrepreneurs and the public at large will protect their IP and commercialize it to realize economic benefits. This increases local IP ownership in the market (localisation). The broader impact of this increased awareness on IP registration is that the structure of the economy and township economy are transformed to include participation of local SMEs and entrepreneurs in the economy through commercialization of their registered IP. CIPC has been championing WIPO SA IP Summer School and Technology Transfer in collaborating with NIPMO, WIPO and JPO to deliver a very technical capacity building IP programme to the SA citizens, African region, and the parts of the world.

On the World IP Day celebrations CIPC as a champion, collaborated with SEDA, NIPMO, DSI, TIA, **the dtic** and Universities to educate the SMEs, entrepreneurs, youth and the public at large about the importance of IP. This is an integrated approach of capacity building by state institutions / agencies to benefit the South Africans.

CIPC's commitment to fostering a more inclusive and economically empowered society through intellectual property (IP) education and awareness is central to the national transformation agenda. By targeting SMMEs, entrepreneurs, women, and youth, CIPC aims to increase local IP ownership and commercialization, thus driving economic localization. This increased IP registration and awareness will have a significant impact on transforming the structure of South Africa's economy, particularly the township economy, by empowering local SMEs and entrepreneurs to actively participate and benefit from their registered IP, leading to commercial growth and job creation.

More substantive and detailed plans are outlined in the Annual Operational Plan.

iii. Improved Compliance with IP Laws

The CIPC aims to provide training to students, women and SMME's, leading to sustainable businesses that can rely on IP for growth. Further, IP rights enforcement fosters higher levels of

investment, especially in the creative content industry pertaining films, music and software programmes. Targeted events are hosted for stakeholders in these sectors. The CIPC has also seen investment in assembly plants in the clothing industry. Ultimately, as such, IP rights enforcement underpins economic growth, the promotion of investment and job creation.

Furthermore, collaboration and partnerships with the SAPS, SARS, NPA and other government law enforcement agencies leads to the development of an intergraded government approach towards IP rights enforcement.

Improved compliance is a driver for the creation of equal playing fields and also supports the ease of doing business priority of the CIPC and the country. Further, partnerships with private sector entities pertaining education and awareness are being maintained and improved in fast-moving consumer goods industries, pharmaceuticals, and creative industries.

Finally, collaboration to address public demand for protection against counterfeiting is done with international partners, like the World Intellectual Property Organisation, World Customs and World Trade. Critically, IP rights owners remain a fundamental part of these efforts to change consumer behaviour in relation to counterfeit goods.

iv. IP Enforcement Education and Awareness

Monthly training sessions are conducted for both CIPC staff and government partners, enhancing skills and knowledge to support our role as a modern regulator. By fostering capacity within our organisation and among key stakeholders, CIPC ensures that regulatory and enforcement practices are efficient, collaborative, and aligned with best practices.

In addition, public awareness campaigns play a crucial role in reducing the demand for counterfeit goods, thereby protecting consumers and safeguarding intellectual property. By educating the public on the risks associated with fake goods, CIPC contributes to building an informed consumer base that can make safe choices, thereby promoting an environment where authentic products thrive and innovation is protected. These efforts are integral to ensuring consumer safety, promoting trust, and strengthening the integrity of the marketplace in South Africa.

v. Training of Law Enforcement Agencies

The CIPC regularly conducts targeted training sessions for law enforcement agencies in South Africa, equipping them with essential skills for investigating and prosecuting a full range of IP crimes. These sessions emphasised the importance of safeguarding IP to stimulate economic development, strengthen market confidence, and foster an environment where businesses of all sizes can thrive. By sharing insights and lessons learned, these events provided valuable training to local health inspectors and provincial prosecutors, empowering them to enforce IP laws effectively at regional and local levels.

As part of the CIPC's commitment to promoting a knowledge-driven economy, these efforts are complemented by initiatives that enhance understanding of IP's role in supporting entrepreneurs, SMMEs, and students.

Building on these efforts, the CIPC will, in 2025/2026, undertake a comprehensive impact assessment of the training programs conducted in previous years. This evaluation aligns with Vision 2030's principles of continuous improvement and strategic impact, ensuring that CIPC's initiatives not only

build IP capacity but also contribute meaningfully to South Africa's broader goals of economic resilience and innovation-driven growth.

The KPIs to be measured include:

- i. Number of education and awareness events to capacitate law enforcement
- ii. IP Enforcement Operations Report which specifies the impact on jobs and the investment environment

vi. Promoting Industrialisation by providing assistance to IP owners

The CIPC aims to assist with transforming the economy through increased localisation (increasing the number of local patents) of patents. The CIPC aims to achieve this, and many other benefits, through the continuation its Inventor Assistance Programme (IAP).

The KPIs to be measured include:

- i. Annual Status Report: tracking the status of paired applications to ascertain whether the applications resulted in granted, enforced, licensing or commercialised inventions, and to make recommendations for reconceptualization of the program if there is a need.

Table C. 4: Programme 2: Innovation & Creativity - Outcomes, Outputs, Indicators, and Performance Targets

MTDP Priority	Industrial Policy Priority	dtic Strategic Outcome/Blue Key	CIPC Outcome	CIPC Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Performance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Job creation	Diversification	Job Creation	Sustainable job creation, full implementation of experimental learning project via SSE towards improved Organisational Competencies and Capabilities for the MTDP ,the dtic and CIPC Vision2030 Strategy	Job creation through the Implementation of Experiential Learning Project (ELP) with the SSE team	Number of SSE training initiatives	New indicator	4	4	4	4	4	4

MTDP Priority	Industrial Policy Priority	dtic Strategic Outcome/Blue Key	CIPC Outcome	CIPC Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Performance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Reduce poverty and tackle the high cost of living	Diversification (Transformation)	Transformation	Improved State capacity for patent regulation and integrity	Implementation of Experiential Learning Project (ELP) with the SSE team	Number of SSE training initiatives	New indicator	4	4	4	4	4	4
				Sustainable job creation through implementation of Experiential Learning Project (ELP) via the SSE programme	Number of new sustainable jobs created	New indicator	New indicator	20	-	20	-	-
	Diversification	A capable and professional public service Transformation	Improved IP regulation compliance and royalty distribution	Compliance with Regulations by Accredited Collecting Societies	Number of audits conducted on the distribution of royalties reports on	New Indicator	New Indicator	1	1	1	1	1
A capable, ethical and	-	A capable and professional	Building a capable state to facilitate effective	Increase IP regulatory compliance monitoring	Number of capacity building initiatives of the law	New Indicator	New Indicator	New Indicator	New Indicator	6	6	6

MTDP Priority	Industrial Policy Priority	Strategic Outcome/Blue sky	CIPC Outcome	CIPC Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Performance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
developmental state		public service	enforcement capacity.	capacity within Law Enforcement	enforcement agencies dealing with counterfeit goods and illicit trade							
					Number of IP Enforcement Operations on counterfeit goods and illicit trade	New Indicator	New Indicator	1	1	1	1	1

Table C. 5: Programme 2- Innovation and Creativity - Indicators, Annual, and Quarterly Targets

				Quarterly Milestones				
Output		Performance Indicator/Measure	Baseline	Annual Target 2025/26	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Implementation of Experiential Learning Project (ELP) with the SSE team		Number of SSE training initiatives	4	4	1	1	1	1
Sustainable job creation via the SSE programme		Number of new jobs	0	20	-	-	-	20
Compliance with Regulations by Accredited Collecting Societies	Number of audits conducted on the distribution of royalties reports on	1		1	-	-	-	1
Enhance capacity within Law Enforcement		Number of capacity building initiatives of the law enforcement agencies dealing with counterfeit goods and illicit trade		6	2	1	2	1
		Number of IP Enforcement Operations on counterfeit goods and illicit trade	1	1	-	-	-	1

Table C. 3: Resource Considerations for Programme 2: Innovation and Creativity Promotion

Programme Name: Innovation and Creativity Promotion					
Economic classification	Expenditure Outcome	Approved Budget	Medium-Term Expenditure Estimate		
	2023/24	2024/25	2025/26	2026/27	2027/28
	R '000	R '000	R '000	R '000	R '000
Current payment Compensation of employees and Goods & services, etc.	45 635	58 234	56 671	59 268	61 755
Payments of capital assets Building and other fixed structure Machinery & equipment					
Other classifications					

2.3 Programme 3: Business Regulation and Reputation

Purpose:

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

The following functions, amongst others, fall within this programme:

- maintaining registers of companies and close corporations, co-operatives, directors and delinquent persons, and trademarks as well as company names and business names,
- accreditation of practitioners and intermediaries,
- educating business owners and practitioners on compliance of the legislation as well as,
- promote and enforce compliance with the legislation.

The CIPC is required to monitor compliance with certain requirements of the legislation, such as the submission of annual returns, the rotation of auditors and disclosures in terms of the financial reporting standards and the requirements for prospectuses. Furthermore, the CIPC investigates complaints and enforces the provision of the Companies Act, the Close Corporations Act, the Share Block Control Act 1980 Act No. 59 of 1980, and the Co-operatives Act relating to governance and disclosure.

The Business Regulation and Reputation Programme also incorporate a focus on corporate policy and legal matters. This includes support for the prosecution of offences, the interpretation of laws, as well as the proposal of amendments to legislation and regulations. The function also entails continuously tracking international developments in the areas of corporate governance, disclosure, corporate registration, and enforcement and trademarks.

Complaints relating to Companies may be filed in writing with the CIPC upon receiving a complaint, the CIPC may resolve:

- (i) not to investigate,
- (ii) to refer it to the Companies Tribunal or Accredited Agency or other appropriate regulatory authority, or
- (iii) to direct an investigator or inspector to investigate.

After receiving an investigation report the Commission may

- (i) excuse a respondent;
- (ii) refer the complaint to the Companies Tribunal;
- (iii) issue a notice of non-referral to complainant, advising the complainant of any rights to seek a remedy in court;
- (iv) propose that the complainant and any affected person meet with the Commission or with the Tribunal, to resolve matter by consent order;
- (v) commence proceedings in a court in the name of the complainant, if the

complainant-

- has a right to apply to a court; and
 - has consented to the Commission to do so;
- (vi) refer the matter to the NPA, or other regulatory authority, if Commission alleges that a person has committed an offence in terms of this Act or any other legislation; or (vii) issue a compliance notice in terms of section 171.

List of sub-programmes

1. Corporate Compliance and Enforcement
 - a) Corporate Disclosure and Compliance
 - b) Corporate Governance, Surveillance, and Enforcement
2. Corporate Registers
 - a) Companies and Close Corporations (CCs)
 - b) Co-operatives
 - c) Directors, Members, and Practitioners
 - d) Trademark
3. Legal Policy and Outreach
 - a) Corporate Education and Voluntary Compliance
 - b) Corporate Legal and Policy Support

Focus Areas

Pro-active investigations:

The CIPC is committed to investigating implementing recommendations from the Judicial Commission of Inquiry into State Capture (Zondo Commission). The Companies Second Amendment Act No. 17 of 2024 empowers the CIPC to take significant actions in addressing state capture. This initiative reflects our dedication not only to regulatory excellence and transparency but to enhancing the capacity of the state to fight crime. By taking a proactive stance, the CIPC not only fulfils its mandate as a modern regulator but also demonstrates its commitment to restoring public confidence in corporate governance and ethical business practices.

In alignment with our mission to enhance organisational agility and foster a culture of accountability, the CIPC will also initiate investigations related to the functioning of Social and Ethics Committees within these companies. This approach ensures that ethical conduct is prioritised and that companies are held accountable for their social responsibilities, supporting the broader goal of promoting sustainable business practices.

To measure the effectiveness of these initiatives, we will track key performance indicators (KPIs) that provide insights into our progress and impact:

- i Number of directors investigated for delinquency
- ii Number of targeted proactive pre-investigations

Through these focused efforts, the CIPC aims to not only safeguard the integrity of the corporate sector but also to foster an environment where ethical business practices are the norm. This proactive regulatory approach is integral to achieving Vision 2030's goal of promoting a business landscape that is transparent, accountable, and conducive to sustainable economic growth

Beneficial Ownership (BO) Register:

This initiative aligns with the objectives of restoring South Africa's reputation and addressing the challenges posed by the country's grey listing. By enhancing transparency regarding corporate ownership, in compliance with FATF and G20 requirements, the CIPC aims to mitigate the risks associated with the misuse of corporate structures for money laundering and terrorist financing.

These efforts are crucial for fostering a credible business regulatory environment in South Africa, promoting confidence among investors and stakeholders. By strengthening financial systems and ensuring clear ownership transparency, CIPC is committed to establishing a robust framework that not only supports regulatory compliance but also bolsters the integrity and sustainability of South Africa's economy.

The KPI to be measured and monitored will be:

1. Percentage of applications reviewed and confirmed as accurate and compliant with legislative requirements

Collaborations with LEAs, NPA, SIU, Hawks and other Regulators:

In line with the need to collaborate successfully in the regulatory and law enforcement area, skills and expertise, information, and data on AFS and other basic information from CIPC contributing to building strong cases for successful prosecutions. Mitigating prevailing disparate efforts in dealing with non-compliance with the Companies Act. Taking advantage of the preparedness by NPA and JSE to collaborate concerning matters of non-compliance.

The KPIs to be measured and monitored here are reflected in the Annual Operational Plan.

CIPC Learning Academy:

The CIPC Academy empowers historically disadvantaged individuals (HDIs) by providing hands-on training in corporate governance and intellectual property (IP). Imagine a group of young entrepreneurs from underserved communities, equipped with the knowledge to navigate the complexities of IP law. They learn how to protect their innovations, ensuring that their creations remain their own while paving the way for economic independence.

Broader Impact: Continuous Learning Culture by the filing / professional community, as the learning process will be linked to CPD eventually.

Localisation: empower local communities with IP knowledge to use their creative minds to produce local products that can be exported and create job opportunities. For example, using plants for Covid-19 medication.

The KPIs to be measured and monitored here are reflected and in the Annual Operational Plan

Contribution to local industrial output:

Our contribution will be to use our regulatory arm effectively to ensure that companies are ring-fenced, and that constant monitoring takes place to avoid companies incurring unnecessary financial distress.

However, as we are currently unable to quantify targets, yet seek to continually do more for the benefit of South African citizens, this will reflect in the AOP whilst we continue to develop this capability within our organisation.

Interventions to facilitate permanent job creation:

By intentionally requiring professional bodies to develop and maintain programmes for capacitating their members, particularly those who are classified as previously disadvantaged individuals, we will contribute to more people of colour, women and persons with disabilities having permanent employment, particularly within the Business Rescue field.

However, as we are currently unable to quantify targets, yet seek to continually do more for the benefit of South African citizens, this will reflect in the AOP whilst we continue to develop this capability within our organisation.

Interventions to facilitate non-permanent job creation:

We will contribute to job creation (non-permanent) through the appointment of qualified interns to conduct research in the Business Regulation and Reputation space. This we believe to be in line with the government priorities of job creation, transformation and building a capable state.

However, as we are currently unable to quantify targets, yet seek to continually do more for the benefit of South African citizens, this will reflect in the AOP whilst we continue to develop this capability within our organisation.

Incorporation of an ESG Taxonomy:

The CIPC aims to begin preparations for incorporation of an ESG Taxonomy into its existing Base Taxonomy. ESG, is a global topical issue as jurisdictions and companies are increasingly expected to report on their Environment, Social and Governance related contributions (both positive and negative) within the communities in which they exist. It is also an important national issue as the government aims to hold companies to account for their reporting, as well as encourage a new culture of pro-active reporting.

The CIPC plays a role in monitoring compliance with IFRS standards. As ESG elements have been integrated with IFRS standards, required that the CIPC update its IFRS Taxonomy to include ESG Taxonomy elements for utilisation by various reporting entities.

The KPIs to be measured and monitored here are reflected in the Annual Operational Plan.

Monitoring of Capital Raised:

The CIPC is dedicated to ensuring that capital raised through prospectuses adheres to the highest standards of transparency and compliance with disclosure requirements. This commitment is crucial in fostering a trustworthy investment environment and upholding the principles of corporate governance

In alignment with our role as a modern regulator, the CIPC employs a proactive approach to scrutinizing prospectuses for compliance with relevant regulations. This involves assessments to ensure that all required disclosures are made clearly and accurately, thus enhancing the integrity of

the capital-raising process. By prioritizing transparency, the CIPC not only safeguards the interests of investors but also bolsters confidence in the South African capital markets.

To effectively measure our impact in this area, the CIPC will track key performance indicators (KPIs) that reflect our monitoring efforts:

1. Number of Prospectus Reports tracking of investments and their impact on society, as well as the impact of investment facilitation and unblocking interventions

Table C. 7: Programme 3: Business Regulation and Reputation: Outcomes, Outputs, Performance Indicators, and Targets

MTDP Priority	Industrial Policy Priority	dtic Output	Outcome	Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Perform- ance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Diversification	Transformation	Increased understanding of legislative requirements among businesses	Collaborate with SMMES, professional bodies or business chambers to empower professionals and businesses with Company law knowledge and encourage compliance	Number of corporate education and awareness initiatives hosted or participated in	New Indicator	72	65	40	40	40	40
	Diversification	Transformation	Improving the Capacity and Responsiveness of the state towards a new social compact and social partnerships	Participation in consultation processes with the dtic as well as Department of Agriculture, Rural Development and Land Reform pertaining to protection of geographical indicators (GIs) in SA	Percentage of consultation processes on protection of geographical indicators (GIs), participated in, where CIPC participation was requested	New Indicator	New Indicator	New Indicator	New Indicator	100%	100%	100%

MTDP Priority	Industrial Policy Priority	Strategic Output	Outcome	Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Performance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A capable, ethical and developmental state		A capable and professional public service	Reputable business regulation environment which is conducive to investment and facilitation thereof	Pro-active Investigations in response to contraventions of Companies Act No 71 of 2008 on Companies identified on State Capture Commission Report	Number of directors investigated for delinquency	New Indicator	3	6	6	6	6	6
				Targeted proactive pre-investigations	Number of targeted proactive pre- investigations	New Indicator	5	4	4	12	12	12
				Transparency and reporting on governance matters	Number of compliance checklist reports published tracking trends in compliance	New Indicator	New Indicator	New Indicator	New indicator	1	1	1
					Number of public notices issue	New Indicator	New Indicator	New Indicator	New Indicator	1	1	1

MTDP Priority	Industrial Policy Priority	Strategic Output	Outcome	Output	Output Indicators	Annual Targets						
						Audited Performance			Estimate Performance / Baseline	Medium Term Targets		
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
				Reports on Tracked Capital Raised through IPOs to promote regular tracking of investments	Number of Prospectus Reports ¹	New Indicator	New Indicator	4 Quarterly Reports	4 Quarterly Reports	4 Quarterly Reports	4 Quarterly Reports	4 Quarterly Reports
	Diversification	Transformation			Number of Annual Prospect Reports	New Indicator	New Indicator	1 Annual Report	1 Annual Report	1 Annual Report	1 Annual Report	1 Annual Report

¹ The Prospectus reports capture tracking of investments and their impact on society, as well as the impact of investment facilitation and unblocking interventions

Table C. 8: Programme 3 – Business Regulation and Reputation – Indicators, Annual and Quarterly Targets

				Quarterly Milestones			
Output	Performance Indicator/Measure	Baseline	Annual Target 2025/26	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Collaborate with SMMES, professional bodies or business chambers to empower professionals and businesses with Company law knowledge and encourage compliance	Number of corporate education and awareness initiatives hosted or participated in	40	40	14	14	6	6
Participation in consultation processes with the dtic as well as Department of Agriculture, Rural Development and Land Reform pertaining to protection of geographical indicators (GIs) in SA	Percentage of consultation processes on protection of geographical indicators (GIs), participated in, where CIPC participation was requested	New Indicator	100%	100%	100%	100%	100%
Pro-active Investigations in response to contraventions of Companies Act No 71 of 2008 on Companies identified on State Capture Commission Report	Number of directors investigated for delinquency	6	6	-	-	-	6
Targeted proactive pre-investigations	Number of targeted proactive pre-investigations	4	12	-	4	4	4
Transparency and reporting on governance matters	Number of compliance checklist reports published tracking trends in compliance	New Indicator	1	-	-	-	1
	Number of public notices issue	New Indicator	1	-	-	-	1
Reports on Tracked Capital Raised through IPO,s to	Number of Prospectus Reports.	4	4	1	1	1	1

				Quarterly Milestones			
Output	Performance Indicator/Measure	Baseline	Annual Target 2025/26	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
promote regular tracking of reports	Number of Annual Prospectus reports	1	1	1	1	1	1

Table C. 3: Resource Considerations for Programme 3: Business Regulation and Reputation

Programme Name: Business Regulation and Reputation					
Economic classification	Expenditure Outcome	Approved Budget	Medium-Term Expenditure Estimate		
	2023/24	2024/25	2025/26	2026/27	2027/28
	R '000	R '000	R '000	R '000	R '000
Current payment Compensation of employees and Goods & services, etc.	68 343	91 297	85 018	91 240	95 072
Payments of capital assets Building and other fixed structure Machinery & equipment					
Other classifications					

Updated key risks and mitigations from the SP

Outcomes	Key Risks	Risk Mitigations
1. Improved Organisational Competencies and Capabilities towards building a capable state and improved service delivery	Non-professional organisational culture: <ul style="list-style-type: none"> Ineffective and inconsistent implementation of performance management Ineffective leadership and output-based management Ineffective knowledge management and sharing of information Inadequate communication and clarity of strategy, role-functions and expectations of leadership Not living the values and working in silos 	<ul style="list-style-type: none"> Performance management system PM policy clearly describes how the agreement on performance should be aligned to output per business unit and to annual business plan - Job descriptions review under progress based on interview with both line manager and employee to ensure alignment with Performance plan - Consequence management described in performance management policy - Continuous employee surveys - Individual PDP requested within performance planning and submitted on ESS - Alignment of individual performance plan with the strategic plan, as per approved performance management policy - explained in policy - Training requirements from ICT automation implemented on an ongoing basis Documented policies and procedures - Knowledge sharing initiatives within divisions Strategic plan - Governance and delegation of authority frameworks Values defined
	CONSEQUENCE/S OF THE RISK	EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)
	Customer /Stakeholder complaints	<ul style="list-style-type: none"> -Crisis communications - Complaints management processes.
	<ul style="list-style-type: none"> Low staff morale 	<ul style="list-style-type: none"> Continuous enhancement of cyber-security solutions- Implementation of initiatives

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> Fraud and corruption Impaired organisational performance and service delivery 	<ul style="list-style-type: none"> Fraud Prevention Policy <ul style="list-style-type: none"> Whistleblowing Policy Automatic reminders sent to policy custodians to commence the review process closer to due date. Consequence management (performance) <ul style="list-style-type: none"> Monthly joint Exco and Manco strategy meetings
2. Reduce regulatory administrative burden	Customer dissatisfaction with services offered from various functions organisation-wide <ul style="list-style-type: none"> Manual processes in some areas and non-adaptability to changing customer preferences for service offerings 	<ul style="list-style-type: none"> Systems change processes for prioritised and identified areas with manual processes (Projects) <ul style="list-style-type: none"> E-services system (K2) development programme implementation Mobility Applications and Chatbot programmes implementation Continuous monitoring and reporting on the status of identified priority automation Projects Continuous IP training for CIPC employees
3. Support 3rd party decision making including our own by leveraging on knowledge assets and networks	Technology shortfalls in enabling effective third-party collaboration <ul style="list-style-type: none"> Data alteration/malicious system 	<ul style="list-style-type: none"> Continuous improvement of automated integrity checks <ul style="list-style-type: none"> Existing cyber-security solutions are continuously reviewed and identified improvements are implemented. Upgrading of Cortex Extended Detection and Response (XDR) implementation to all CIPC endpoints; Replacement of the existing firewall to the Next Generation Firewall (NGFW). Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) Managed Information Security Services (MISS) project to be completed BAC process in progress Transformation of and migration to new data structures: Cloud data management tool

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> Dis-integrated systems (different database) Inefficient information retrieval (per request) Potential data and security vulnerabilities Interception of electronic communication Mismatch in technology maturity between CIPC and partners Mismatch in technology maturity between CIPC and partners 	<ul style="list-style-type: none"> Finalise technology migration and configure new testing, production and pre-production environments Encryption and data leakage prevention module <ul style="list-style-type: none"> Completion of Managed Information Security Services (MISS) tender that is in progress. Enable hybrid work model and manage security implications <ul style="list-style-type: none"> Strike a good balance between strong ICT security and access to data Establish a CIPC wide Governance Committee Encryption and data leakage prevention module <ul style="list-style-type: none"> Completion of Managed Information Security Services (MISS) tender that is in progress. Enhancement of technology to further enable self-service model <ul style="list-style-type: none"> Modernisation for legacy system underway EPMO - Data Management (Analytics) Tool Need to retain and secure existing data integration mechanisms for lower maturity partners

Outcomes	Key Risks	Risk Mitigations
4. Build competencies and capabilities to become a world class and modern regulator	Potential events adversely affecting the implementation of CIPC strategy and implementation of project. <ul style="list-style-type: none"> Geopolitical environment)- CIPC strategic relationships with various stakeholders in the global territory. Impact on supply value chains Cyber security issues 	<ul style="list-style-type: none"> Strengthen relationships and strategic relationships with developing countries. Develop a plan to lessen dependence on other countries. Establish and improve Collaborative partnerships with developing countries. Continuous scanning of the environment and enhance security measures where relevant
5. Build competencies and capabilities to become a world class and modern regulator	Impact of Artificial Intelligence on CIPC strategy and operations <ul style="list-style-type: none"> Enhanced capability of cyber criminals Skills gap- (due pace of AI adoption) General fast pace of AI adoption and utilisation General posture and understanding of AI by CIPC Conventional ownership of IP i.e. Music production is challenged by the emergence of AI-based IP 	<ul style="list-style-type: none"> Ongoing risk assessment & scanning of the environment- additional mitigations identified and implemented Identify potential gaps and develop and implement a plan of action. Ongoing scanning of the environment Ongoing discussions on AI and CIPC strategy, Policies and resource requirements Continuous focused discussion on AI and risk and opportunity assessment Ongoing engagement with other IP offices and stakeholders.

Outcomes	Key Risks	Risk Mitigations
<p>6. Create a reputable Business Regulation and IP environment to boost investor confidence</p>	<p>Organisational structure deficiencies</p> <ul style="list-style-type: none"> • Power vested on one person for conflicting roles i.e. entrusting one person as accounting authority and accounting officer means overseeing own self • Gaps within the organisational structure on critical functions • Limitation of organisational growth • Outdated organisational structure • Lack of succession planning 	<ul style="list-style-type: none"> • Continuous implementation of the Governance Framework - Benchmarking with other entities underway. • Continuous implementation of the Governance Framework - Benchmarking with other entities underway. • Phased implementation of OD project - Monitoring of progress with OD implementation • Monitoring of progress with OD implementation: Monitoring of progress with OD implementation: Updated JDs and Job evaluation based on revised structure (CS) • Implementation of skills development plan ** Skills development plan submitted to relevant SETA on 01 April 2024, various training programmes put in place for the year, implementation of training plans in progress
<p>7. Create a reputable business regulation and IP environment to boost investor confidence</p>	<p>Non-compliance and pro-longed approval of legislation</p> <ul style="list-style-type: none"> • Current legislation does not provide for proactive enforcement by CIPC (IP space) • Dependence on other law enforcement agencies • Lack of understanding of IP related matter by other • Incorrect utilization of enforcement capacity 	<ul style="list-style-type: none"> • To provide formal inputs for legislative review to the dtic • MoU to be developed, entered into with relevant Law End. Agencies • None proposed • IP to facilitate the development of data collection tool/APP to assist LE officials

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> Different interpretation of the Act between CIPC and the Tribunal for cases referred to the Tribunal Ineffective adaptability to legislative changes i.e. POPI Act 	<ul style="list-style-type: none"> Engage formally with the Head of the Co-Tribunal for general technical discussions on CoAct Process for full implementation in progress
	CONSEQUENCE/S OF THE RISK	Agreed action plan
	<ul style="list-style-type: none"> Reputational harm Customer/stakeholder complaints Litigation 	<ul style="list-style-type: none"> None proposed None proposed None proposed
8. Create a reputable Business Regulation and IP environment to boost investor confidence	Legislation supporting implementation of IP strategy (Legislative Inadequacies) <ul style="list-style-type: none"> Delays in finalisation of IP legislation Non-aligned stakeholder interests Delays in design making- election year 	<ul style="list-style-type: none"> None proposed None proposed None proposed
9. Build competencies and capabilities to become a world class and modern regulator	Non-availability and non-accessibility of ICT services <ul style="list-style-type: none"> Lack of alignment between business expectation and technology support capacity from inadequate infrastructure Lack of clear identification of business requirements 	<ul style="list-style-type: none"> Implementation of service management processes (ITSM) to optimise operations (including incident management and business Relationship Management) <ul style="list-style-type: none"> - EPMO-78 - ITSM (Q3/Q4 2024/2025) - Prioritisation Framework (2024/2025) Develop and implement identified and prioritized technology platform components according to plan <ul style="list-style-type: none"> - Enterprise Architecture implementation to promote CIPC-wide common controls

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> • Unauthorised access to systems • Inability to prevent, detect and respond to cyber-security threats • Lack of agile ICT services • Service provider dependency • Legacy systems 	<p>across apps, systems and services</p> <ul style="list-style-type: none"> - Business requirements process: all Functional Specs for prioritised projects to be signed off by business owners <ul style="list-style-type: none"> • Implementation of business process driven application development model <ul style="list-style-type: none"> - Complete legacy migration to oracle: Pilot phase with Oracle Golden Gate (keep Oracle and Informix in sync) - EPMO-77 - Informix Migration (Planned for Q3 2024/2025) - EPMO-74 - Managed Information Security Services (Planned for Q3-Q4 2024/2025) • Upgrading of Cortex Extended Detection and Response (XDR) implementation to all CIPC endpoints; <ul style="list-style-type: none"> - Replacement of the existing firewall to the Next Generation Firewall (NGFW) in progress. - Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) - Managed Information Security Services (MISS) tender was advertised (Q4 23/24) - BAC process conclusion • None proposed • Staff retention model and succession plan in line with outcomes of OD project • Business process driven application development model using the K2 development framework <ul style="list-style-type: none"> - Implementation of Prospectus, and Business Rescue Phase 3 - Enterprise Architecture implementation to promote CIPC-wide common controls across apps, systems and services • None proposed • None proposed.

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> • Lack of system maintenance monitoring and continuous improvement • Poor connectivity and load shedding • Inadequate data integrity 	<ul style="list-style-type: none"> • Continuous improvement of automated integrity checks <ul style="list-style-type: none"> - Complete cyber-security solution: ID management - Transformation of and migration to new Data - Procurement development and implementation of Data warehouse and BI environment - Finalise technology migration and configure new testing production and pre-production environments - Implementation of Data Management Solution
	CONSEQUENCE/S OF THE RISK	Agreed action plan
	<ul style="list-style-type: none"> • Impaired organisational performance and service delivery • Customer / stakeholder complaints • Litigation • Revenue loss • Unreliable and/or unavailable data systems 	<ul style="list-style-type: none"> • None proposed • None proposed • None proposed • Implement the Application Programming Interface (API) to certain Government entities (at no cost). - Plan to commercialise data sharing to non-public sector partners at pre-defined cost in progress. • None proposed
10. Create a reputable business regulation and IP environment	Non-optimal organisational performance	Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) implementation
	<ul style="list-style-type: none"> • Prolonged organisational design process • Lack of dedicated unit / lead for stakeholder management • Lack of integrated stakeholder management planning • Under-utilization of financial resources from ineffective planning and budgeting • High legal related costs limit accessibility of IP services 	<ul style="list-style-type: none"> • None proposed • Appointment of a senior manager: Strategic Communications. (Appointment process delayed due to process issues.) Finalisation of Stakeholder Management Strategy. • Finalisation and approval of stakeholder management strategy. • Finance team engagement with Managers and implementation of budget adjustments where necessary • Optimisation if inventor assistance programme in terms of education and awareness and application system

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> Lack of integration of end-to-end enforcement process with key stakeholders Delayed implementation of the substantive search and examination programme Current programmes support only sophisticated business (no focus on programmes to integrate small business participation in IP) Lack of awareness of CIPC service offerings including relevant segmentation Reliance on Ministerial approval (pricing, key planning documents e.g. Strategic Plan, APP) 	<p>Inputs to influence policies and law (consultations with <i>the dtic</i> to ensure that the IP policy is being developed)</p> <ul style="list-style-type: none"> Enter into MoU with SAPS Commercial Crime and NPA for information on Legal entities and Directors Testing of the SSEP system (ongoing) Procurement of an adequate tool for the purpose of patent searching. Optimisation of inventor assistance programme in terms of education and awareness and application system Review media strategy (digital, broadcast, print) Optimise information presentation on website (simple, accessible and easy to use) Utilisation of technology to build awareness where accessible None proposed
	CONSEQUENCE/S OF THE RISK	Agreed action plan
	<ul style="list-style-type: none"> Customer/stakeholder complaints Reputational harm Adverse audit outcome 	<ul style="list-style-type: none"> Continuous SMME training and reporting on IP services Targeted research to gather and analysis IP data. None proposed

Part D: Technical Indicator Descriptions (TID)

2.4 Programme 1: Service Delivery and Access

2.4.1 Implementation of the CIPC Internship Programme

Indicator Title	Number of Interns employed in the CIPC		
Definition	CIPC has implemented internship programs aimed at giving graduate work experience. This will contribute to the employability of the graduate, hence reducing unemployment levels.		
Source of data	Human capital report		
Method of calculation/ Assessment	Simple count of internship positions filled		
Means of Verification	Signed management report (and supporting evidence)		
Assumptions	<ul style="list-style-type: none">There is a budget to cover employee benefits such as salary, resources they require such as computers, etc.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Target for Women: as per the EE planTarget for Youth: 100%Target for People with Disabilities: as per the EE plan		
Spatial Transformation (where applicable)	N/A (Local district and metros)		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to Date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	All 50 positions filled		
Indicator responsibility	Divisional Manager of Human Capital		

2.4.2 Ringfencing Funds for The Internship Programme

Indicator Title	Rand value of funding ringfenced for internships		
Definition	CIPC has implemented internship programs aimed at giving graduate work experience. This will contribute to the employability of the graduate, hence reducing unemployment levels.		
Source of data	Management reports including financial report		
Method of calculation/ Assessment	Read management reports including financial report		
Means of Verification	Signed management report (and supporting evidence)		
Assumptions	<ul style="list-style-type: none">There is a budget to cover employee benefits such as salary, resources they require such as computers, etc.Financial sustainability of CIPC		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Target for Women: as per the EE planTarget for Youth: 100%Target for People with Disabilities: as per the EE plan		
Spatial Transformation (where applicable)	N/A (Local district and metros)		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to Date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	Sufficient funding ringfenced for internship programme		
Indicator responsibility	Divisional Manager of Human Capital Chief Financial Officer		

Indicator Title	Quality of AGSA audit outcome		
Definition	To promote a governed, accountable, clean, and compliant administration, a clean audit is pursued.		
Source of data	Management reports		
Method of calculation/ Assessment	AGSA audit report		
Means of Verification	Management reports and other supporting documents (including AG audit report)		
Assumptions	<ul style="list-style-type: none">• Appropriate resources• Management reports are completed and available for auditing with their respective supporting evidence.• All relevant divisions have control measures in place.• All previous findings have been resolved		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">• Target for Women: N/A• Target for Youth: N/A• Target for People with Disabilities: N/A		
Spatial Transformation (where applicable)	<ul style="list-style-type: none">• Reflect on contribution to spatial transformation priorities: N/A• Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)		
	Non-cumulative	x	
Reporting cycle	Annually		
Desired performance	Clean Audit		
Indicator responsibility	The Chief Audit Executive is responsible for managing and reporting on this indicator.		

2.4.3 Implementation of Stakeholder and customer satisfaction report recommendations

Indicator Title	Percentage average customer and stakeholder satisfaction										
Definition	Measurement and monitoring of customer / citizen satisfaction										
Source of data	A service provider would be commissioned to conduct computer assisted telephonic Interviews (CATI); computer assisted personal interviews (CAPI) with CIPC stakeholders; and online self-completion questionnaires with both CIPC customers and stakeholders. The primary and secondary data gathering, feeding into the formulation of survey findings.										
Method of calculation/ Assessment	<p>Customer satisfaction is measured against 6 attributes. Customers rate their satisfaction based on each attribute. In determining Customers' and Stakeholders' overall satisfaction with the CIPC, a benchmark is conducted between the actual score and the ideal score, to establish the extent to which the actual performance matched the expectations of the Customers and Stakeholders.</p> <div data-bbox="384 759 1331 1301"> </div> <p>The table below indicates the scale against which each driver of satisfaction is assessed. Areas highlighted in Dark Green have been assessed as 'exemplary', areas highlighted in Light Green is assessed as 'met', areas highlighted in Amber is assessed as 'partially met', and areas highlighted in Red is assessed as 'not met'.</p> <table border="1"> <thead> <tr> <th colspan="2">Rating Scale</th></tr> </thead> <tbody> <tr> <td>80%-100%</td><td>Exemplary</td></tr> <tr> <td>66%-79%</td><td>Met</td></tr> <tr> <td>33%-65%</td><td>Partially Met</td></tr> <tr> <td>0%-32%</td><td>Not Met</td></tr> </tbody> </table> <p>The total of the attributes are then aggregated to make up the overall customer experience or satisfaction score.</p>	Rating Scale		80%-100%	Exemplary	66%-79%	Met	33%-65%	Partially Met	0%-32%	Not Met
Rating Scale											
80%-100%	Exemplary										
66%-79%	Met										
33%-65%	Partially Met										
0%-32%	Not Met										
Means of Verification	Service provider provides the survey comprehensive data collected, including analysis, calculations, findings, and recommendations – the final report is verified and approved by the CIPC										

Indicator Title	Percentage average customer and stakeholder satisfaction			
Assumptions	An overall satisfaction rating of 80% means the CIPC customer satisfaction efforts are exemplary. The CIPC would be achieving an actual satisfaction rating higher than the minimum rating that Customers and External Stakeholders would be willing to accept. Data from previous surveys, relays the minimum and ideal ratings overall of 66% and 88%, respectively. This indicates that at 80%, the rating would be exemplary, however, there would still be room for the CIPC to improve to reach the ideal satisfaction rating.			
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">• Target for Women: in line with South African demographics• Target for Youth: in line with South African demographics• Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities			
Spatial Transformation (where applicable)	<ul style="list-style-type: none">• Reflect on contribution to spatial transformation priorities: N/A• Reflect on the spatial impact area: N/A			
Calculation type		Cumulative (Year – End)	x	
		Cumulative (Year to date)		
		Non-cumulative		
Reporting cycle	<ul style="list-style-type: none">• Annually			
Desired performance	Achievement of an Exemplary customer satisfaction rating			
Indicator responsibility	Senior Manager Strategic Communications is responsible for this indicator			

2.4.4

Indicator Title	Publish service delivery standards		
Definition	The CIPC publishes clearly defined and publicly accessible service delivery standards. These standards specify the expected timelines that customers and stakeholders should anticipate with respect to CIPC transactions. The purpose of this indicator is to promote transparency, accountability, and consistent quality of service delivery, while enhancing public trust in the operations of the CIPC.		
Source of data	Signed Management Reports		
Method of calculation/ Assessment	Reading of reports and supporting documentation where available		
Means of Verification	Reading of reports and supporting documentation where available		
Assumptions	<ul style="list-style-type: none"> Appropriate resources Allocation of budget and management commitment 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: in line with South African demographics Target for Youth: in line with South African demographics Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved.		
Indicator responsibility	Chief Strategy Executive		

2.4.5

Indicator Title	Publish reports on percentage of transactions within SDS		
Definition	The CIPC publishes regular reports detailing the percentage of transactions completed within the defined Service Delivery Standards (SDS). Transactions include all core business processes such as company registrations, amendments, intellectual property filings, renewals, and any related transactions offered by CIPC. The indicator aims to enhance transparency and accountability in CIPC's operations, facilitating stakeholder confidence and improving service delivery efficiency through monitoring compliance with established SDS benchmarks.		
Source of data	Signed Management Reports		
Method of calculation/ Assessment	Reading of reports and supporting documentation where available		
Means of Verification	Reading of reports and supporting documentation where available		
Assumptions	<ul style="list-style-type: none"> Appropriate resources Allocation of budget and management commitment 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: in line with South African demographics Target for Youth: in line with South African demographics Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved.		
Indicator responsibility	Chief Strategy Executive		

2.4.6

2.4.4 Implement automation and digitisation of CIPC's processes to improve service delivery and reduce bureaucratic delays

Indicator Title	Number of CIPC Processes Automated		
Definition	The automation of processes at the CIPC is critical to modernizing service delivery, improving operational efficiency, and ensuring the seamless integration of various services. This indicator tracks progress towards streamlining CIPC's functions to meet performance standards and enhance stakeholder satisfaction by reducing processing times, minimizing errors, and enabling real-time service access. It measures the progress on automating CIPC process that were planned and priorities for the financial year.		
Source of data	Management Report and supporting evidence		
Method of calculation/ Assessment	Simple count of the processes automated		
Means of Verification	Signed Management Report and supporting evidence		
Assumptions	<ul style="list-style-type: none"> • Appropriate resources • Allocation of budget and management commitment • No changes in business priorities 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and Annually		
Desired performance	All set milestones achieved		
Indicator responsibility	Senior Manager: Applications and Architecture		

2.4.5 Timely payment of suppliers

Indicator Title	Percentage of invoices paid within 20 days		
Definition	This output refers to the total number of invoices paid against all invoices received in 20 days.		
Source of data	Finance department		
Method of calculation/ Assessment	(Number of invoices received paid in 20 days / Number of invoices received) x 100		
Means of Verification	List of invoices received and proof of payment		
Assumptions	<ul style="list-style-type: none">• Supplier submitted all required documents.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">• Target for Women: in line with South African demographics• Target for Youth: in line with South African demographics• Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities		
Spatial Transformation (where applicable)	<ul style="list-style-type: none">• Reflect on contribution to spatial transformation priorities: N/A• Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved		
Indicator responsibility	Responsibility is shared between: <ul style="list-style-type: none">• Chief Financial Officer• Senior Manager: Accounting• Senior Manager: Supply Chain		

2.4.6 Procurement from SA-based, B-BBEE compliant suppliers

Indicator Title	Percentage of procurement on B-BBEE Compliant suppliers (procurement above R30000 and SA based companies)		
Definition	This output refers to products or services that is procured from B-BBEE compliance suppliers		
Source of data	Procurement report and supporting evidence		
Method of calculation/ Assessment	$(\text{Number of B-BBEE compliance certificates from suppliers} / \text{Total number of suppliers}) \times 100$		
Means of Verification	Signed procurement Valid B-BBEE compliance		
Assumptions	<ul style="list-style-type: none"> Procurement is above R30 000. There are suppliers with B-BBEE compliance for required service 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: in line with South African demographics Target for Youth: in line with South African demographics Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved		
Indicator responsibility	Responsibility is shared between: <ul style="list-style-type: none"> Chief Financial Officer Senior Manager: Accounting Senior Manager: Supply Chain 		

2.4.7

Indicator Title	Percentage of economic data sets included in the annual return for data analysis		
Definition	Data sharing and intelligence gathering across the dtic group faces challenges due to fragmented systems, inconsistent data standards, and limited interoperability. This results in inefficiencies, duplicated efforts, data quality concerns, and delayed decision-making processes. The indicator measures the progressive milestones and distinct stages achieved in designing, developing, testing, deploying, and operationalizing a digital data sharing platform aimed at addressing these challenges. The data sharing platform will enhance interoperability, real-time data exchange, and strategic collaboration among CIPC and other dtic entities		
Source of data	Management reports and other supporting documentation		
Method of calculation/assessment	Read Management reports and supporting evidence		
Means of Verification	Signed management reports and system reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Target for Women: in line with South African demographicsTarget for Youth: in line with South African demographicsTarget for People with Disabilities: in line with the guidelines for service provision to people living with disabilities		
Spatial Transformation (where applicable)	<ul style="list-style-type: none">Reflect on contribution to spatial transformation priorities: To be determinedReflect on the spatial impact area: To be determined		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved		
Indicator responsibility	The Executive Manager: BISG is responsible for managing and reporting on this indicator.		

2.4.7 Number of partners onboarded to the on-stop-shop

Indicator Title	Number of partners onboarded to the on-stop-shop		
Definition	The Companies and Intellectual Property Commission (CIPC) is dedicated to enhancing its Bizportal platform to serve as a comprehensive virtual one-stop shop for business services. Currently, Bizportal provides integrated, straight-through company registration services		
Source of data	Management Report and supporting evidence		
Method of calculation/ Assessment	Simple count of partners onboarded to the on—stop-shop		
Means of Verification	Signed Management Report and supporting evidence		
Assumptions	Sufficient Interest from Potential Partners Efficiency of partner systems Compatibility of systems		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Target for Women: in line with South African demographicsTarget for Youth: in line with South African demographicsTarget for People with Disabilities: in line with the guidelines for service provision to people living with disabilities		
Spatial Transformation (where applicable)	N/A		
Calculation type	Cumulative (Year – End)	X	
	Cumulative (Year to date)		
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved		
Indicator responsibility	Senior Manager: Innovation and Collaboration Senior Manager: Enterprise Information Management		

2.5 Programme 2: Innovation and Creativity

2.5.1 Implementation of Experiential Learning Project (ELP) with the SSE team

Indicator Title	Number of SSE Training initiatives undertaken		
Definition	Patent Substantive Search and Examination Training for the examination staff compliment in line with overarching SSE Experiential Learning Programme		
Source of data	Management Reports		
Method of calculation/ Assessment	A simple count of training sessions conducted annually		
Means of Verification	Signed Management Reports (May include a printout of attendees from MS Teams, physical attendance registers and/or the recording of the session)		
Assumptions	<ul style="list-style-type: none"> Budget and other resource available 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: in line with South African demographics Target for Youth: in line with South African demographics Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (Where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: To be determined. Reflect on the spatial impact area: To be determined 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	All 4 initiatives were held.		
Indicator responsibility	The Senior Manager: Patents and Designs Registry is responsible for managing and reporting on this indicator.		

2.5.2 Sustainable job creation through implementation of Experiential Learning Project (ELP) via the SSE programme

Indicator Title	Number of new sustainable jobs created		
Definition	Jobs created in preparation for the implementation of Substantive Search and Examination Experiential Learning/Proof of Concept in preparation to implement SSE for patents. This is an endeavour to build CIPC capabilities and competencies towards a world-class, modern regulator, as well as a reputable IP protection environment.		
Source of data	Management reports		
Method of calculation/ Assessment	Management Report on Examiner Job Creation		
Means of Verification	Signed report		
Assumptions	<ul style="list-style-type: none">Necessary approval will be granted.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Target for Women: 40%Target for Youth: N/ATarget for People with Disabilities: N/A		
Spatial Transformation (where applicable)	N/A		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	20 Junior Examiner Jobs created in preparation for the implementation of Substantive Search and Examination Experiential Learning.		
Indicator responsibility	Divisional Manager: Innovation Support and Protection		

2.5.3 Compliance with Regulations by Accredited Collecting Societies

Indicator Title	Number of audits conducted on the distribution of royalties reports on		
Definition	Jobs created and poverty alleviation when collected monies are correctly distributed to the performing artists and owners of sound recordings. This will be evidence that copyright system rewards and create jobs and CIPC ensures such by regulating the distribution of the monies collected to ensure that monies reach correct beneficiaries		
Source of data	Collecting Societies		
Method of calculation/ Assessment	Through auditing method by a service provider appointed. Audit report by service provider		
Means of Verification	The appointed service provider physically visits the collecting societies and perform audit		
Assumptions	<ul style="list-style-type: none">Approval will be granted to use the services of a service provider		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Local Performing artistsLocal owners of sound recording		
Spatial Transformation (where applicable)	N/A		
Calculation type	Cumulative	Yearly	
Reporting cycle	Annually		
Desired performance	Collected monies distributed to the correct beneficiaries so that such beneficiaries can sustain their livelihood through the copyright system		
Indicator responsibility	Senior Manager: Copyright (Creative Industries)		

2.5.4 Increase IP regulatory compliance monitoring capacity within Law Enforcement

Indicator Title	Number of capacity building initiatives of the law enforcement agencies dealing with counterfeit goods and illicit trade		
Definition	These interventions are critical to strengthening law enforcement’s ability to protect intellectual property rights, foster ethical practices, and drive accountability across the IP landscape. Each intervention represents a focused effort to equip law enforcement with the skills, knowledge, and tools necessary to uphold compliance standards effectively and contribute to a transparent and resilient regulatory environment that serves public and economic interests, in line with the goal of building a capable and ethical state.		
Source of data	Management reports (after each event) and attendance registers (Physical register or MS Teams printout)		
Method of calculation/ Assessment	Approved reports with supporting documentation (Simple count)		
Means of Verification	Signed management report (indicating the venue, date, purpose/outcomes of the session) and printout of attendees from physical registers or Ms Teams		
Assumptions	• Data will be available and will be shared.		
Disaggregation of Beneficiaries (where applicable)	• Provincial statistics • Industry hardest hit • Public health goods		
Spatial Transformation (where applicable)	N/A		
Calculation type	Cumulative (Year – End)	X	
	Cumulative (Year to date)		
	Non-cumulative		
Reporting cycle	Quarterly		
Desired performance	First report will serve as a benchmark to implement policy decisions and direct interventions		
Indicator responsibility	The Senior Manager Copyright and IP Enforcement		

2.5.5 Increase IP regulatory compliance monitoring capacity within Law Enforcement

Indicator Title	Number of IP Enforcement Operations on counterfeit goods and illicit trade			
Definition	Certainty for investors to promote South Africa as an investment destination.			
Source of data	Operational reports form government agencies and industry players. Research data			
Method of calculation/ Assessment	Read management Report on operations conducted and goods seized.			
Means of Verification	Signed report			
Assumptions	<ul style="list-style-type: none">Data will be available and will be shared.			
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Provincial statisticsIndustry hardest hitPublic health goods			
Spatial Transformation (where applicable)	N/A			
Calculation type	Cumulative (Year – End)	X		
	Cumulative (Year to date)			
	Non-cumulative			
Reporting cycle	Annually			
Desired performance	First report will serve as a benchmark to implement policy decisions and direct interventions			
Indicator responsibility	The Senior Manager Copyright and IP Enforcement			

2.6 Programme 3: Business Regulation and Reputation

2.6.1 Collaborate with SMMEs, professional bodies or business chambers to empower businesses with Company Law knowledge and encourage compliance

Indicator Title	Number of corporate education and awareness events (virtual or physical) hosted or participated in aimed.		
Definition	Education and awareness events increase knowledge and public awareness therefore supporting broad economic participation as well as strengthening corporate regulation. The events will be a mix of engagements on virtual platforms and in person engagements depending on the requirements of our stakeholders, The target audience determine whether the events are aimed at SMMEs, Professional Bodies, Business Chambers, or Large Businesses		
Source of data	Management reports (after each event) and attendance registers (Physical register or MS Teams printout or photo of number of views on social media platform) or recording of session		
Method of calculation/ Assessment	Signed reports with supporting documentation (Simple count)		
Means of Verification	Signed management report (indicating the venue, date, purpose/outcomes of the session) and printout of attendees from physical registers or MS Teams or photo of number of views on social media platform or the recording of the session		
Assumptions	<ul style="list-style-type: none"> • That stakeholders will invite us to their events to conduct education and awareness campaigns • The subject matter for the event is relevant for the stakeholders in attendance • That stakeholders will be able to connect to the virtual platform hosting the event • That the resources and budget available are sufficient for the number of events that are planned (particularly for physical events which are more resource intensive) 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: 1 • Target for Youth: 3 • Target for People with Disabilities: 1 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	More events than indicated in the targets would be desirable performance		
Indicator responsibility	The Senior Manager: Corporate Education is responsible for managing and reporting on this indicator.		

2.6.2 Pro-Active Investigations in response to contraventions of the Companies Act No 71 of 2008 by Companies identified in the State Capture Report

Indicator Title	Number of directors investigated for delinquency		
Definition	The CIPC is tasked with implementing recommendations from the Judicial Commission of Inquiry into State Capture (Zondo Commission). The Companies Second Amendment Act No. 17 of 2024 empowers the CIPC to take significant actions in addressing state capture. This includes pursuing delinquency proceedings against directors and ensuring that companies comply with new regulatory requirements. Which will entail analysis of documents, making inquiries, interviewing, and profiling companies and individual directors, as well as liaising with other law enforcement agencies		
Source of data	Signed Management report		
Method of calculation/ Assessment	Number of reports (Simple Count of director investigated)		
Means of Verification	Signed report by senior manager		
Assumptions	<p>Assumptions are risk and enabling factors—external conditions that are outside the direct control of the project. Therefore, the outcome is dependent on the following:</p> <ul style="list-style-type: none">• Positive coordination between concerned parties;• Availability of budget for required resources;• Stakeholder collaboration.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">• Target for Women: N/A• Target for Youth: N/A• Target for People with Disabilities: N/A		
Spatial Transformation (where applicable)	<ul style="list-style-type: none">• Reflect on contribution to spatial transformation priorities: N/A• Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year – End)	X	
	Cumulative (Year to date)		
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Increased number of pre-investigations than indicated		
Indicator responsibility	The Senior Manager: Corporate Governance Surveillance and Enforcement		

2.6.3 Targeted proactive pre-investigations

Indicator Title	Number of targeted proactive pre-investigations		
Definition	Number of targeted proactive pre-investigations based on the following thematic requirements: <ul style="list-style-type: none">Companies Tribunal (Social and Ethics committee decisions)- Investigations following the 12-month compliance period as prescribed in the Companies ActRotation Auditor compliance- Auditors need to rotate as per the companies act (5-year rotation)Proactive interventions identified from the mediaFSCA identified and fined directors - Proactively investigate to drive disqualification of directors		
Source of data	Signed Management report		
Method of calculation/ Assessment	Number of reports (Simple Count of targeted investigations assigned)		
Means of Verification	Signed report by senior manager		
Assumptions	Assumptions are risk and enabling factors—external conditions that are outside the direct control of the project. Therefore, the outcome is dependent on the following: <ul style="list-style-type: none">Positive coordination between concerned parties;Availability of budget for required resources;Stakeholder collaboration.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Target for Women: N/ATarget for Youth: N/ATarget for People with Disabilities: N/A		
Spatial Transformation (where applicable)	<ul style="list-style-type: none">Reflect on contribution to spatial transformation priorities: N/AReflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Increased number of proactive pre-investigations than indicated.		
Indicator responsibility	The Senior Manager: Corporate Governance Surveillance and Enforcement		

2.6.4 Transparency and reporting on governance matters

Indicator Title	Number of compliance checklist reports published tracking trends in compliance		
Definition	This indicator monitors the trends in corporate compliance and provides valuable insights into how companies are adhering to regulatory requirements. By tracking and publishing these reports, the CIPC ensures accountability, promotes good governance practices, and informs stakeholders of the overall state of compliance within the business environment, reflecting its commitment to upholding corporate governance standards and fostering a compliant, well-regulated market.		
Source of data	Management Reports and supporting documents where available		
Method of calculation/ Assessment	Reading of reports and supporting documentation where available		
Means of Verification	Signed Reading of reports and supporting documentation where available		
Assumptions			
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Target for Women: N/ATarget for Youth: N/ATarget for People with Disabilities: N/A		
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year End)		
	Cumulative (Year to date)	X	
	Non-Cumulative		
Reporting cycle	Annually		
Desired performance	All set milestones achieved.		
Indicator responsibility	Senior Manager Corporate Governance, Surveillance and Enforcement		

2.6.5 Number of Public Notices Issued

Indicator Title	Number of compliance checklist reports published tracking trends in compliance		
Definition	This indicator monitors the issuance of compliance notices. By tracking and publishing these notices, the CIPC ensures accountability, promotes good governance practices, and informs stakeholders of the overall state of compliance within the business environment, reflecting its commitment to upholding corporate governance standards and fostering a compliant, well-regulated market.		
Source of data	Approved and published public notice		
Method of calculation/ Assessment	Reading of public notice		
Means of Verification	Reading of public notice		
Assumptions			
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">• Target for Women: N/A• Target for Youth: N/A• Target for People with Disabilities: N/A		
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year End)		
	Cumulative (Year to date)	X	
	Non-Cumulative		
Reporting cycle	Annually		
Desired performance	All set milestones achieved.		
Indicator responsibility	Senior Manager Corporate Governance, Surveillance and Enforcement		

2.6.6 Report on Tracked Capital Raised through IPOs to promote regular tracking of investments

Indicator Title	Number of Quarterly Prospectus Reports		
Definition	Public companies administered in terms of Chapter 4 of the Companies Act, raise capital and are required to confirm periodically and provide evidence of capital raised and confirm that capital is used for the purposes for which it was raised		
Source of data	Management Reports and supporting documents where available		
Method of calculation/ Assessment	Reading of reports and supporting documentation where available		
Means of Verification	Reading of reports and supporting documentation where available		
Assumptions	Filings of public offerings will be made every quarter		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Target for Women: N/ATarget for Youth: N/ATarget for People with Disabilities: N/A		
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year End)		
	Cumulative (Year to date)	X	
	Non-Cumulative		
Reporting cycle	Quarterly		
Desired performance	All set milestones achieved.		
Indicator responsibility	Senior Manager Corporate Disclosure Regulation and Compliance		

2.6.7 Report on Tracked Capital Raised through IPOs to promote regular tracking of investments

Indicator Title	Number of Annual Prospectus Reports		
Definition	Public companies administered in terms of Chapter 4 of the Companies Act, raise capital and are required to confirm periodically and provide evidence of capital raised and confirm that capital is used for the purposes for which it was raised		
Source of data	Management Reports and supporting documents where available		
Method of calculation/ Assessment	Reading of reports and supporting documentation where available		
Means of Verification	Reading of reports and supporting documentation where available		
Assumptions	Filings of public offerings will be made every quarter		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Target for Women: N/ATarget for Youth: N/ATarget for People with Disabilities: N/A <i>(Data on demographics not available initially)</i>		
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year End)		
	Cumulative (Year to date)		
	Non-Cumulative	X	
Reporting cycle	Annually		
Desired performance	All set milestones achieved.		
Indicator responsibility	Senior Manager Corporate Disclosure Regulation and Compliance		

2.6.8 Participation in consultation processes with the dtic as well as Department of Agriculture, Rural Development and Land Reform pertaining to protection of geographical indicators (GIs) in SA

Indicator Title	Percentage of consultation processes protection of geographical indicators (GIs), participated in, as and when CIPC participation was requested		
Definition	The CIPC collaborates closely with the dtic and the Department of Agriculture, Rural Development, and Land Reform to strengthen GI protection in South Africa. CIPC supports these departments by providing advisory services and participating in international arrangements such as the Economic Partnership Agreements (EPA) and the African Continental Free Trade Area (AfCFTA). This cooperative approach ensures effective protection and promotion of South African GIs, benefiting local economies and producers.		
Source of data	Management reports		
Method of calculation/ Assessment	(Number of consultation processes participated in/ Number of requested consultation processes)*100		
Means of Verification	Signed management report		
Assumptions	<ul style="list-style-type: none">Participation is largely dependent on stakeholders such as (the dtic, the department of agriculture, etc) as it pertains protection of geographical indicators (GIs)		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none">Target for Women: N/ATarget for Youth: N/ATarget for People with Disabilities: N/A		
Spatial Transformation (where applicable)	<ul style="list-style-type: none">Reflect on contribution to spatial transformation priorities: N/AReflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and Annually		
Desired performance	All set milestones achieved		
Indicator responsibility	Senior Manager: Trade Marks		