



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

Companies and Intellectual Property Commission (CIPC)

Strategic Plan 2025/26 – 2029/2030



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Abbreviations and Acronyms

Abbreviations	Description
4IR	Fourth Industrial Revolution
AFCFTA	African Continental Free Trade Agreement
AFS	Annual Financial Statement
AI	Artificial Intelligence
API	Application Programming Interface
APP	Annual Performance Plan
ATD	Advance Threats Detection
BBBEE	Broad-Based Black Economic Empowerment
BI	Business Intelligence
BISG	Business Information System Group
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
CSE	Chief Strategy Executive
DHET	Department of Higher Education and Training
DLP	Data Loss/Leakage Prevention
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
IPAS	Intellectual Property Automation System
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)
SSE	Substantive Search and Examination
TID	Technical Indicator Description
V30B	Vision 2030 and Beyond
WIPO	World Intellectual Property Organization
XDR	Extended Detection and Response

Executive Authority Foreword



Parks Tau, MP

Minister of Trade Industry and Competition

It is with great confidence and commitment that I endorse the 2025/26 – 2029/30 Strategic Plan of the Companies and Intellectual Property Commission (CIPC), which reaffirms our continuous dedication to aligning with the strategic priorities of the Government of National Unity (GNU). This plan is crafted to complement the implementation of the Medium-Term Development Plan (MTDP) 2024-2029, a guiding framework for advancing the socio-economic transformation of our nation.

The apex strategic priority of the 7th administration, as outlined in the MTDP, focuses on fostering inclusive economic growth and job creation. This priority is supported by two interrelated priorities: reducing poverty and tackling the high cost of living, and building a capable, ethical, and developmental state. This aligns seamlessly with the broader national development agenda, aimed at ensuring sustainable and equitable growth across all sectors of our economy.

The emphasis on inclusive economic growth and job creation is central to addressing the pressing challenges of poverty and the high cost of living that many of our citizens currently face. It is my firm belief that the successful realisation of these priorities will not only stimulate economic opportunities but will also contribute significantly to the alleviation of poverty and the reduction of the cost of living for our people.

A central enabler of these ambitions is the robust 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.

In the year ahead, the Department of Trade, Industry and Competition (**the dtic**), together with its entities, such as the CIPC, will be instrumental in driving these priorities forward. The ambitious target of a 3.6% economic growth rate by 2030, as outlined in the in the Economic Cluster Strategy to realise the three MTDP priorities, necessitates the achievement of key outcomes such as mobilizing investment, creating jobs, promoting exports, and advancing the role of black industrialists in the economy.

In light of these goals, the CIPC will continue to play a pivotal role in the implementation of initiatives such as the Beneficial Ownership (BO) Register. This vital undertaking is a critical response to the concerns raised by the Financial Action Task Force (FATF) regarding our country's grey listing. The continued rollout of this register will not only promote transparency and accountability within the business environment but will also foster an atmosphere conducive to investment and economic growth.

I therefore, with full confidence, endorse the 2025/26 – 2029/30 Strategic Plan of the Companies and Intellectual Property Commission (CIPC), as it reflects our unwavering commitment to advancing the economic prosperity and development of our country.



Mr Parks Tau, MP

Minister of Trade, Industry and Competition

Date:

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 strategic 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.

A handwritten signature in black ink, appearing to read 'Zuko Godlimpi', written over a horizontal line.

Zuko Godlimpi, MP

Deputy Minister of Trade, Industry and Competition

Date:

Accounting Officer Statement



Adv Rory Voller

CIPC Commissioner

As we stand at a critical juncture in South Africa’s development, the Companies and Intellectual Property Commission (CIPC) reaffirms its unwavering commitment to driving inclusive economic growth, fostering innovation, and enhancing global competitiveness. Aligned with the Government of National Unity’s (GNU) priorities and the Medium-Term Development Plan (MTDP), we embrace our Vision 2030 and Beyond (V30B), which focuses on creating a robust, agile, and responsive regulatory framework that empowers businesses, citizens, and the economy as a whole. I present the 2025/26 – 2029/30 Strategic Plan of the Companies and Intellectual Property Commission (CIPC) to the Minister of Trade, Industry and Competition. The dynamic challenges and opportunities of recent years—accelerated by technological advancements, the far-reaching impact of the COVID-19 pandemic, and shifting global economic dynamics—call for a reimagining of our regulatory approach. We must not only address these challenges head-on but also anticipate the needs of tomorrow. Our mission is to deliver services that stimulate business growth, foster economic empowerment, and protect intellectual property, positioning South Africa as an attractive and secure investment destination.

Central to our V30B Strategy is the commitment to building a future-ready workforce and a dynamic organisation. Through initiatives like the CIPC Internship Programs, we contribute directly to the GNU’s job creation and upskilling priorities. By collaborating with academic institutions, we will develop targeted in-service learning programs in critical fields such as legal, business, and compliance, with a particular focus on emerging roles like Beneficial Ownership (BO) analysts. These programs will equip the next generation of South African professionals with the skills needed to excel in a rapidly transforming digital economy.

The expansion of our internship and learnership programs to 100 interns per cycle, combined with our strong succession planning to transition interns into permanent roles or entrepreneurial ventures, is a testament to our long-term commitment to developing talent in South Africa. Through our collaboration with the Government School of Business through our CIPC Learning Academy Project, we will ensure that these structured learning opportunities align with national governance and employment creation strategies.

In parallel, we are committed to retraining and reskilling our existing workforce, especially in areas at risk of redundancy due to automation and digital transformation. Our Secondment Initiatives will facilitate cross-unit collaboration, fostering knowledge exchange and building capacity within the CIPC. These initiatives, alongside our Knowledge and Skills Development programs—encompassing mentorship and hands-on training—ensure that both interns and secondees acquire practical, future-ready skills.

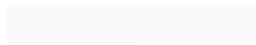
We are equally dedicated to supporting Small, Medium, and Micro Enterprises (SMMEs), a key priority that aligns with the Minister’s vision for driving economic growth. Our SMME Support Initiatives will continue to offer training, and advisory services in partnership with banks, development finance institutions, and incubators. These programs will help SMMEs improve their financial management, navigate regulatory processes, and scale their operations, ultimately contributing to job creation and economic expansion.

A key pillar of our V30B is the reduction of red tape. By integrating unified digital platforms, we will simplify business registration, IP filings, and compliance reporting, effectively reducing administrative burdens for businesses. This will enhance South Africa’s competitiveness, facilitate trade and investment, and improve the ease of doing business locally and internationally.

Furthermore, we will leverage CIPC’s data and research capabilities to support informed decision-making, attract investment, and drive economic growth. In collaboration with key stakeholders such as WIPO and BRICS, we will ensure that intellectual property protections and investment incentives foster global trade and expand South Africa’s export potential.

In conclusion, our V30B Strategy is closely aligned with the GNU’s priorities of creating a capable, ethical, and developmental state. As we support the Minister’s vision for job creation, inclusive growth, and investment attraction, we are confident that the CIPC will play a pivotal role in positioning South Africa as a leading global hub for business, innovation, and entrepreneurship.

With the support of the Minister, the Deputy Ministers, the Director-General of **the dtic**, and all our valued stakeholders, we remain steadfast in our determination to be a world-class regulator—one that empowers individuals, businesses, and communities for years to come.



Adv. Rory Voller

CIPC Commissioner

Date:

Official Sign-Off

It is hereby certified that this Strategic 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 2025/2026 to 2029/2030.

Programme 1: Service Delivery Access

Signature: _____

Ms Zama Mtshali, Executive Manager:
Corporate Services
(Acting)

Date:

Signature: _____

Mr. Phineas Mogale, Executive Manager:
Business Information Systems

Date:

Programme 2: Innovation and Creativity

Signature: _____

Ms Nomonde Maimela, Executive Manager:
Innovation and Creativity

Date:

Programme 3: Business Regulation and Reputation

Signature: _____

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

Date:

Signature: _____

Mr Muhamed Jasat, Chief Financial Officer

Date:

Signature: _____

Ms Nokwanda Mdletshe, Chief Strategy
Executive (Acting)

Date:

Signature: _____

Adv. Rory Voller, Commissioner: CIPC
(Accounting Officer)

Date:

Approved by:

Signature: _____

Mr Parks Tau, MP,

Minister of Trade, and Industry

Date:

Part A: Our Mandate

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.
Public Service: Section 197.	Within public administration there is a public service for the Republic, which must function, and be structured, in terms of national legislation, and which must loyally execute the lawful policies of the government of the day.

2 Legislative and Policy Mandates

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

Chapter and Section	Provision
	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	<p>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.</p> <p>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.</p> <p>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.</p>
Companies Amendment 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.

Legislation	Summary
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

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:

Table A. 4: National policies and strategies¹

¹ Legislation in development

Policies/Strategies	Summary	CIPC Contribution
Medium-Term Development Plan (MTDP)	<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 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 	<p>See Table A.5 for a detailed description of how the CIPC is contributing to the MTDP 2024 - 2029 Priorities.</p>
Corporate Law Reform Policy	<p>To promote growth, employment, innovation, stability, good governance, and confidence in the South African business environment, as well as increase international competitiveness.</p>	<p>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.</p>
Co-operatives Development Policy for South Africa	<p>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.</p>	<p>Through the Co-operatives Unit and the education and awareness programmes, the CIPC supports the co-operatives sector.</p>
Madrid Protocol	<p>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 Organization (WIPO)</p>	<p>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 Organization (WIPO), the CIPC ensures a streamlined experience for applicants</p>

Policies/Strategies	Summary	CIPC Contribution
Co-operative Funding Policy	The policy aims to enhance access to finance and increases the number of small enterprises, especially in Underserved 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.	The CIPC may experience an uptick in transactions related to company and cooperative registrations, necessitating a focus on optimising registration processes to handle increased volumes efficiently
the dtic Strategic Plan	<p>Vision: A dynamic and globally competitive South African economy built on the full potential of all citizens</p> <p>Mission: The dtic working with its entities, will achieve inclusive economic growth by coordinating and enabling government wide interventions to:</p> <ul style="list-style-type: none"> • Promote structural transformation; • Achieve stronger industrialisation • Transformation in terms of skills for the economy and enterprise development, • Increase trade, investment and exports • Promote the ease of doing business 	<p>The CIPC’s vision is to make a strategic contribution towards improving SA’s competitiveness and growth.</p> <p>The CIPC contributes to providing a predictable business and IP protection environment conducive to investment and enterprise development.</p> <p>The CIPC digital and collaboration strategies contribute to broadening economic participation by extending CIPC services to communities that would otherwise not be reached if not for the digitization and SSTs at provincial partner sites.</p> <p>The CIPC programmes such as education and awareness programme, the Inventor Assistance Programme, and others, develop knowledge and provide support on business formalization and IP protection. In doing so, broaden economic participation.</p>

3. Institutional Policies and Strategies governing the five-year planning period

3.1 The CIPC Vision 2030 and Beyond

The 2025/26 -2029/30 Strategic Plan is an expression of the CIPC Vision 2030 and Beyond (V30B) Strategy. The CIPC V30B Strategy articulates a comprehensive roadmap for the future, focusing on positioning CIPC as a modern regulator by 2030. The strategy emphasises three (3) core principles:

1. **Modern Regulatory Framework:** CIPC aims to transition from a registrar to a regulator, leveraging knowledge assets and networks to support informed decision-making, enhance service delivery, and enable innovation.
2. **Innovation Protection and Commercialisation:** The focus is on fostering innovation, supporting economic growth, and facilitating the commercialisation of intellectual property.
3. **Investment Attraction:** CIPC seeks to streamline processes and reduce administrative burdens, positioning South Africa as an attractive investment destination.

The impetus of the Vision 2030 and Beyond strategy for the CIPC is driven by a recognition of pivotal global and national shifts that require the organisation to evolve. Disruption whether in the form of technology, social change, industry reconfiguration influences and will influence the CIPC in the future. The environment within which the CIPC exist is volatile, uncertain, complex, ambiguous, and diverse. The advent of the social media and its impact has highlighted how gender, cross-cultural and inter-generational diversity influences organisational effectiveness. The strategy emerges as a response to these transformative forces, ensuring that the CIPC remains agile and forward-thinking in order to stay relevant and effective.

At the heart of the CIPC's Vision 2030 and Beyond strategy is the commitment to transforming into a modern, agile regulator that supports South Africa's economic growth and innovation. The strategy is built around three core pillars: organisational agility, a citizen-centric approach, and thought leadership in regulation. Organisational agility lies at the core of the strategy, enabling the CIPC to respond swiftly to the rapidly changing landscape driven by technology and global shifts. The organisation aims to foster a culture of innovation and adaptability, ensuring it can quickly pivot to address new challenges and seize emerging opportunities, particularly those brought about by digitalisation and the Fourth Industrial Revolution (4IR).

A citizen-centric approach is also fundamental, with the CIPC striving to improve the accessibility, transparency, and reliability of its services. By simplifying processes and providing secure, timely information, the CIPC enhances the experience for businesses and citizens, promoting legal certainty and supporting business growth. This citizen-first mindset reflects a shift from being a bureaucratic registrar to a service-oriented regulator that actively seeks to improve the lived experiences of South Africans, ensuring that businesses have the necessary support to thrive in a competitive, globalised economy.

The CIPC aims to position itself as a thought leader in regulation, influencing policy and shaping the future of business and intellectual property governance in South Africa. By leveraging data, research, and cutting-edge technologies like artificial intelligence and blockchain, the CIPC will lead the way in modern regulatory practices, driving innovation and competitiveness.

The strategy aims to position the CIPC as a world-class modern regulator, driving sustainable growth, innovation, and fostering a conducive environment for economic development in South Africa. It

focuses on modernising regulatory frameworks, protecting innovation, and reducing administrative barriers to attract investment and stimulate business growth. Underpinning the strategy are the digital business (modernisation), innovation and collaboration (multi-channel and partnerships), and operational excellence strategies.

4. Relevant Court Rulings

Not applicable.

Part B: Our Strategic Focus

5. Vision

A world-class modern regulator of the business and intellectual property landscape, making a strategic contribution towards improving competitiveness, driving inclusive economic growth and job creation in South Africa.

6. Mission

- **Regulate business environment**, fostering good corporate governance and protection of juristic persons' rights, transparency and accountability.
- **Enable the protection and commercialization of innovation**, fostering a dynamic environment for business growth and technological advancement.
- **Education and awareness**, to inform the public about corporate governance - promoting voluntary compliance.
- In collaboration with our partners, **make it easier to do business in South Africa**, to encourage entrepreneurship and enterprise efficiency.
- **Leverage technology, knowledge assets, and networks** to support informed decision-making and drive trade, investment, and economic development.

7. Values

As an SA public entity, the Batho Pele principles drive the conduct of the CIPC executive, management, and staff in carrying out the mission, with more emphasis on the values listed in **Table B.1: The CIPC Values**.

Table B. 1: The CIPC Values

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

8. 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 the CIPC faces. Understanding these factors is crucial for businesses to adapt our strategy, ensure sustainable growth, and maintain competitive advantage in a rapidly changing environment.

8.1 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.

8.1.1 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).

8.1.2 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).

8.1.3 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.

8.1.4 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.

8.1.5 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.

8.1.6 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 prioritize transparency, compliance, and ethical practices to remain competitive on the global stage.

8.2 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.

8.2.1 Organizational Design

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.

Governance practices, particularly in the context of South Africa's evolving compliance requirements, must also be strengthened. Companies must ensure that their governance frameworks foster accountability, transparency, and ethical practices, thereby aligning with both national and global standards.

8.2.2 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.

8.2.3 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.

Health, safety & the environment plays an integral part in CIPC realizing its institutional mandate and achieving its objectives. Therefore, the CIPC is committed to providing for the health & safety of its personnel, protection of its assets, minimize environmental impact and prevent workplace injuries or losses. The amended CIPC OHS Policy places emphasis on the commitment, shaping CIPC's health & safety outlook, fostering a desirable health & safety culture and creating improved working environments/settings. In addition, key performance areas were established to ensure these OHS objectives are achieved and continual improvement.

8.2.4 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.

8.2.5 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.

8.2.6 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

9. Institutional Performance Information

9.1 Measuring Impact

Impact Statement	A well-regulated business and intellectual property landscape, attracting investment, fostering innovation, and driving inclusive economic growth, entrepreneurship and job creation
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MTDP Priority	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	CIPC Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
		Coordinated internship system with ring-fenced funding programs i.e. internship, and apprentices to increase practical work experience	of current employees to align to the MTDP, the dtic Strategy and CIPC Vision 2030 strategy (improved organisational competencies and capabilities)	Rand value of funding ringfenced for internships	R 7 200 000 utilised for internships	R 36 000 000	EM: CS Chief Financial Officer (CFO)
				Percentage of employees capacitated with critical competencies identified in the Vision 2030 Strategy	<ul style="list-style-type: none"> • Introduction Data (91) • Data Governance (91) • Financial Analysis (20) 	80%	EM: CS
Capable, ethical and developmental state	Digitalisation	Red Tape Reduction: <ul style="list-style-type: none"> • Enhancing accessibility, transparency, and ease of use 	Enhanced accessibility and ease of use of CIPC platforms increasing stakeholder satisfaction and collaboration with the CIPC	Out of 10 customer and stakeholder score	8	8	Chief Strategy Executive (CSE)
			Improved transparency of the CIPC service delivery processes and timeframes to show our commitment to service delivery efficiency and customer centricity. (Also aligning to Batho Pele framework)	Publish service delivery standards	Annual publication of service delivery turnaround time/SLA	Annual publication of SDS	CSE
				Publish reports on percentage of transactions within SDS	Quarterly publication of CIPC performance on meeting the publicised service delivery turnaround time (SLA)	Quarterly publication of SDS report	

Explanation of Planned Performance over the Five-Year Planning Period

Focus Area #1: Building the required competencies and capabilities to become ***a world-class modern regulator*** that is fit-for-purpose, agile, adaptive, relevant, and ahead of the curve building the capacity of the state and reducing red tape and making a strategic contribution towards to industrial resilience and competitiveness.

(i) Organisation Design, Skills Audit and Capacity Building

The CIPC is initiating a comprehensive review of its operating model, a strategic endeavour designed to enhance the organization'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 organizational development (OD) initiative will focus on designing an optimal organizational structure, including the alignment of business areas, processes, workflows, and roles. This strategic design is critical for ensuring that every facet of the organization 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.

(ii) Policies, processes, and systems

Building organizational capabilities is fundamental to the CIPC's commitment to achieving its Vision 2030 and Beyond objectives. The implementation of robust policies, streamlined processes, and modernized systems serves as a foundational framework that drives operational excellence and responsiveness in a dynamic regulatory environment.

Policies play a crucial role in guiding employee behaviour and decision-making, establishing clear instructions that align with the CIPC's vision of becoming a modern regulator. By instituting comprehensive internal control measures, these policies mitigate organizational risks, ensuring that staff operate within a framework that emphasizes accountability, transparency, and ethical conduct.

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 the 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 for the transfer of business knowledge and practice continuous improvement.

Systems, for purposes of this document, refer 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.

To fully realize its strategic objectives, it is imperative that all CIPC policies, processes, and systems are aligned with its vision and strategic goals. This alignment ensures that every aspect of the organization not only supports operational effectiveness but also embodies the principles of agility, innovation, and customer-centricity that are central to Vision 2030 and Beyond. By integrating these elements, the CIPC positions itself as a forward-thinking regulator capable of adapting to evolving challenges while driving sustainable economic growth and enhancing the overall regulatory landscape in South Africa.

(iii) Customer 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-centred 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 organization attuned to the evolving landscape of business and IP needs.

(iv) Collaboration

In pursuit of a dynamic and impactful strategy, the CIPC is steadfast in its commitment to forging collaborative partnerships with international organisations, regional counterparts, government entities, and local businesses, recognising that extracting maximum value necessitates collective efforts and shared commitments.

Internationally, the CIPC aims to engage with global organisations and countries to exchange best practices, enhance regulatory coherence, and contribute to international standards. This engagement allows the CIPC to refine its regulatory frameworks, ensuring they meet international standards that

promote fairness and transparency. By adopting successful strategies from around the world, the CIPC elevates its capabilities and strengthens its role as a key influencer in the global regulatory landscape.

Regionally, a priority will be placed on partnerships within the African continent to drive joint policy development, share information, and build capacity. This collaboration fosters a unified regulatory environment that supports cross-border trade and investment, ultimately contributing to economic stability and growth across the region. By working closely with regional counterparts, the CIPC actively addresses shared challenges and develops solutions tailored to the unique contexts of African nations.

Locally, strengthening ties with government entities is crucial for streamlining processes and eliminating redundancies that can impede business operations. By fostering coordination among various governmental bodies, the CIPC creates a more efficient regulatory framework that enhances service delivery and reduces administrative burdens on businesses. This focus on operational efficiency ensures that the CIPC remains responsive to the needs of the market.

Additionally, actively engaging with private businesses empowers them by providing access to valuable resources and support systems. Through capacity-building initiatives and tailored guidance, the CIPC cultivates an environment that encourages innovation and economic growth. This support not only drives job creation but also positions South Africa as a competitive player in the global economy.

Through this multifaceted collaboration strategy, the CIPC emerges as an adaptive, world-class regulatory body ready to meet the evolving needs of businesses. By leveraging the strength of partnerships, the CIPC enhances its effectiveness, reinforcing its commitment to regulatory excellence and advancing broader economic development goals.

Focus Area #2: Ease of doing business in SA (Short Description)

Performance Information

Focus Area #2: Reducing the regulatory administrative burden by creating ease, simplicity, and flexibility in the formation, maintenance, and compliance by companies, as well as protection of intellectual property. This will make it **easy to do business in SA**, contributing to enterprise efficiency, growth, and sustainability, and build a foundation for increased exports and investments – local and foreign.

Table C. 2: Focus Area #2 – Ease of doing business Performance Table

MTDP – Ten Point Plan – the dtic	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
Red Tape Reduction)		Red Tape Reduction: <ul style="list-style-type: none"> Enhancing accessibility, transparency, and ease of use Streamlined operations to reduce costs, turnaround times and the overall effectiveness of service delivery 	Enhanced CIPC service delivery and operational efficiency, through optimisation of process, therefore reducing turnaround times	Number of ICT systems modernised (migrated to modern platforms) to increase confidence in the accuracy and security of CIPC information,	Migration to K2 and IPAS underway	100% ICT systems modernised (migrated to modern platforms) to increase confidence in the accuracy and security of CIPC information	EM: Business Information System Group (BISG)
				Percentage of processes automated	37% automated (excluding internally focused processes)	100% of processes automated	EM: BISG
				Percentage of transaction processed in SDS	90%	100%	EM: I&C EM: BRR
				Average turnaround time (across all CIPC services)	See Annexure A – Key services and turnaround times	See Annexure A – Key services and turnaround times	EM: I&C EM: BRR
SMME Support	Diversification	Transformation	Businesses (and potential business owners) and	Percentage of B-BBEE compliant suppliers (procurement above R 30000 and SA based companies)	100 %	100% of suppliers that are BBEE Compliant	Chief Financial Officer

MTDP – Ten Point Plan – the <i>dtic</i>	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
			innovators supported	Percentage of invoices paid within 20 days	To be determined	80% of invoices paid within 20 days	Chief Financial Officer
		Red Tape Reduction: <ul style="list-style-type: none"> Enhancing accessibility, transparency, and ease of use 	Increased and equitable access to CIPC services through a digitalized platforms for all business stakeholders	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 back account, applying for UIF/Compensation fund, for a tax number etc	9 partners (Incl. Banks, SARS & UIF)	5 additional partners onboarded	EM: CS

Explanation of Planned Performance over the Five-Year Planning Period

Guided by the foundational principles of Vision 2030, the CIPC is committed to creating a modern regulatory environment that fosters business growth and innovation. The proactive reduction of turnaround times and the introduction of 24/7 access to services are crucial initiatives designed to simplify regulatory processes for companies and IP owners. By removing unnecessary delays and providing round-the-clock access, the CIPC is effectively dismantling barriers that have historically hindered compliance.

These enhancements empower businesses to allocate more resources toward strategic initiatives rather than navigating complex regulatory requirements. As a result, companies can operate more efficiently, which fosters a culture of innovation and responsiveness in the market.

Furthermore, by creating a more streamlined and accessible regulatory framework, South Africa enhances its attractiveness as a destination for both local and foreign investment. This commitment to operational efficiency not only promotes economic growth but also strengthens the nation's global competitiveness. Ultimately, the CIPC's initiatives embody its mission to support a thriving business environment, ensuring that both businesses and consumers benefit from a regulatory landscape that prioritizes clarity, efficiency, and trust.

Focus Area #3: Investor confidence in SA businesses and innovations (Short Description)

Performance Information

Focus Area #3: The CIPC will ensure implementation and compliance with Company and IP Laws to create a reputable, and conducive, reliable, and predictable Business Regulation and IP Protection environment in South Africa, contributing to **investor confidence in SA businesses and innovations** translating to investments in businesses and innovations, contributing to business growth and sustainability. This will ‘lay ground’ to achieve **the dtic** targets of attracting investment pledges and exports.

Table C. 3: Focus Area #3 - Performance Table

MTDP – Ten Point Plan – the dtic	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
Capable, Ethical & Developmental State		Illicit Trade: Training of law enforcement on investigation and prosecution of illicit good importers	Building a capable state by to facilitate effective enforcement capacity	Number of capacity building initiatives conducted with LEAs	40	40	EM: I&C EM: BRR
		Industrial Parks Impact: Competitive & compliant industrial parks for development of local industries	Collaboration with businesses (industrial parks) based on mutual commitments	Number of partnerships with industrial parks on access to the CIPC services and automation infrastructure	• 0	12 (3 per year)	EM: BRR EM: I&C EM: CS

Explanation of Planned Performance over the Five-Year Planning Period

The CIPC is committed to enhancing compliance surveillance and enforcement capabilities, recognizing that a robust regulatory framework is essential for fostering a secure business environment. By developing targeted strategies, forming strategic partnerships, and providing comprehensive training, the CIPC aims to strengthen the validity of granted intellectual property rights (IPR) such as patents, designs, and copyrights. This not only enhances the integrity of the regulatory framework but also serves to significantly reduce litigation costs for clients through effective substantive search examination.

These initiatives collectively contribute to establishing a reputable business and IP protection environment in South Africa. As confidence in the regulatory system strengthens, investor trust in local businesses and innovations will flourish. In this way, the CIPC is not only safeguarding intellectual property but also driving economic growth and innovation, reinforcing its role as a modern regulator committed to supporting sustainable development in South Africa.

Focus Area #4: Supported third party decision-making (Short Description)

Performance Information

Focus Area #4: Support third party decision making by leveraging knowledge assets and networks, extracted maximum value for the CIPC and its customers.

Table C. 4: Focus Area #4 - Performance Table

MTDP / 10 Point Plan/ Industrial Policy	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
Capable, Ethical & Developmental State	Diversification	Capable State	Improved State capacity for patent regulation and integrity	The stage of Substantive Search Examination implementation	Patent examiners training underway Employment of permanent patent examiners	Substantive Search Examination implementation	EM: I&C
	Diversification	Transformation	Businesses (and potential business owners) and innovators supported	List of Programmes to support businesses (and potential business owners) and IP creators and owners supported.	Programmes in place: 1. Webinar information sessions in collaboration with SEDA and others 2. IP for SMMEs 3. Inventor Assistance Programme (Reduce filing costs)	Programmes to support business and innovators in place.	EM: BRR EM: I&C
Capable, Ethical & Developmental State		Capable state	Enhancement of CIPC data collection capabilities toward collaboration with the dtic entities e.g IDC, NEF etc, by changing the annual return system by including additional data sets required by other dtic entities (Unified data platform allowing dtic entities to	Percentage of economic data sets included in the annual return for data analysis	New Indicator	100%	EM: BISG

			access data in a single repository)				
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Explanation of Planned Performance over the Five-Year Planning Period

The CIPC actively supports businesses and innovators through initiatives like the Investor Assistance Programme, which provides tailored guidance and resources to navigate the regulatory landscape. By increasing awareness of business and IP protection laws, regulations, services, and processes, the CIPC is equipping stakeholders with the knowledge necessary to protect their interests and thrive in the market.

9.3 Rationale for the Choice of Outcome Indicators relevant to respective Outcomes.

The selected outcome indicators are carefully chosen to monitor progress across CIPC's core strategic objectives. These indicators offer measurable insights into the CIPC's transformation into a modern, data-driven, and customer-centric regulatory body. Each indicator is tailored to assess CIPC's efficacy in achieving secure, reliable, and collaborative outcomes, positioning it as a trusted partner in fostering a conducive business environment.

9.4 Explanation of Enablers to Achieve Five-year Targets

The CIPC is investing in ICT infrastructure to capture the gains from increased automation in the form of increased speed of transacting with the CIPC, including compliance activities such as filling Annual Financial Statements and Annual Returns. Through collaboration and partnerships, the CIPC utilises existing resources and platforms of strategic partners to deliver its products and services.

The Commissioner monitors the implementation of the CIPC Business Plan on a quarterly basis. Through quarterly and annual reporting and reviews, the implementation of the Strategic Plan is monitored.

10. Key Risks

CIPC's Vision 2030 identifies several key risks and mitigation strategies to achieve a resilient, modern, and well-governed organization. Organizational culture and performance risks include inconsistent performance management, ineffective leadership, and limited communication on organizational strategy. To address these, CIPC plans to implement consequence management, realign performance systems with strategic goals, and improve knowledge sharing through an intranet-based platform.

In terms of service delivery and access, CIPC faces risks such as underutilization of financial resources, limited access to services, dependency on ministerial approvals, and inadequate integration for small business support. Mitigation strategies involve adjusting budgets as necessary, expanding awareness campaigns, and enhancing customer interaction through e-services and mobile applications.

CIPC also encounters risks related to ICT and cybersecurity, including dependency on legacy systems, cyber threats, unauthorized access, and inadequate ICT agility. To mitigate these, CIPC intends to modernize ICT systems, strengthen cybersecurity, and enhance infrastructure through planned migrations and secure data management.

Structural and governance risks include role conflicts within the organizational structure and inadequate ministerial oversight. CIPC plans to address these through updated governance frameworks and phased organizational design projects.

The organization also faces challenges in legislative and regulatory compliance, such as delays in legislation, reliance on external law enforcement, and inconsistent enforcement of intellectual property (IP) regulations. CIPC aims to mitigate these issues by facilitating internal capacity-building, establishing MoUs with law enforcement, and providing training on IP enforcement.

Strategic risks related to AI integration are present, with challenges such as rapid AI adoption, skill gaps, and IP concerns due to AI-driven content creation. CIPC's mitigation approach includes conducting environmental scanning, identifying skill gaps, and engaging with stakeholders to address AI-related IP concerns.

Business regulation and customer satisfaction risks are also noted, including customer dissatisfaction due to manual processes and limited awareness of CIPC services. To counteract these risks, CIPC plans to automate manual processes, improve accessibility on digital platforms, and build stakeholder relationships to maintain a reputable regulatory environment.

Finally, supply chain and business continuity risks include complex supply chain management, insufficient continuity planning, and ineffective quality management. CIPC's approach to mitigating these issues involves enhancing supply chain efficiencies, validating continuity plans, and implementing quality management initiatives. These measures collectively aim to ensure CIPC is aligned with future service delivery and regulatory requirements as part of its Vision 2030.

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"> • 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	- Crisis communications - Complaints management processes.
	<ul style="list-style-type: none"> • Low staff morale • Fraud and corruption • Impaired organisational performance and service delivery 	<ul style="list-style-type: none"> • Continuous enhancement of cyber-security solutions- Implementation of initiatives • Fraud Prevention Policy - Whistleblowing Policy - Automatic reminders sent to policy custodians to commence the review process closer to due date. • Consequence management (performance) - Monthly joint Exco and Manco strategy meetings

Outcomes	Key Risks	Risk Mitigations
<p>2. Reduce regulatory administrative burden</p>	<p>Customer dissatisfaction with services offered from various functions organisation-wide</p> <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 prioritized 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
<p>3. Support 3rd party decision making including our own by leveraging on knowledge assets and networks</p>	<p>Technology shortfalls in enabling effective third-party collaboration</p> <ul style="list-style-type: none"> Data alteration/malicious system Dis-integrated systems (different database) Inefficient information retrieval (per request) Potential data and security vulnerabilities Interception of electronic communication 	<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: <p>Cloud data management tool</p> 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.

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> • Mismatch in technology maturity between CIPC and partners • Mismatch in technology maturity between CIPC and partners 	<ul style="list-style-type: none"> • 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 • 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
<p>4. Build competencies and capabilities to become a world class and modern regulator</p>	<p>Potential events adversely affecting the implementation of CIPC strategy and implementation of project.</p> <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
<p>5. Build competencies and capabilities to become a world class and modern regulator</p>	<p>Impact of Artificial Intelligence on CIPC strategy and operations</p> <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 organizational structure on critical functions • Limitation of organizational 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 • Different interpretation of the Act between CIPC and the Tribunal for cases referred to the Tribunal 	<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 • Engage formally with the Head of the Co-Tribunal for general technical discussions on CoAct

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> Ineffective adaptability to legislative changes i.e. POPI Act 	<ul style="list-style-type: none"> 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
<p>8. Create a reputable Business Regulation and IP environment to boost investor confidence</p>	<p>Legislation supporting implementation of IP strategy (Legislative Inadequacies)</p> <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
<p>9. Build competencies and capabilities to become a world class and modern regulator</p>	<p>Non-availability and non-accessibility of ICT services</p> <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 Unauthorised access to systems Inability to prevent, detect and respond to cyber-security threats 	<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 across apps, systems and services - Business requirements process: all Functional Specs for prioritised projects to be signed off by business owners Implementation of business process driven application development model <ul style="list-style-type: none"> - Complete legacy migration

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> • Lack of agile ICT services • Service provider dependency • Legacy systems • Lack of system maintenance monitoring and continuous improvement • Poor connectivity and load shedding • Inadequate data integrity 	<p>to oracle: Pilot phase with Oracle Golden Gate (keep Oracle and Informix in sync)</p> <ul style="list-style-type: none"> - EPMO-77 - Informix Migration (Planned for Q3 2024/2025) - EPMO-74 - Managed Information Security Services (Planned for Q3-Q4 2024/2025) <ul style="list-style-type: none"> • 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. • 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

Outcomes	Key Risks	Risk Mitigations
		<ul style="list-style-type: none"> - 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
	<p>CONSEQUENCE/S OF THE RISK</p> <ul style="list-style-type: none"> • Impaired organisational performance and service delivery • Customer / stakeholder complaints • Litigation • Revenue loss • Unreliable and/or unavailable data systems 	<p>Agreed action plan</p> <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). <ul style="list-style-type: none"> - 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 organizational performance	Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) implementation
	<ul style="list-style-type: none"> • Prolonged organizational 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 • Lack of integration of end to end enforcement process with key stakeholders • Delayed implementation of the substantive search and examination programme 	<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 Inputs to influence policies and law (consultations with the dtic to ensure that the IP policy is being developed • 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.

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • 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 Description (TID)

11. Technical Indicator Description

11.1 Focus Area #1: A modern world-class regulator

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: as per the EE plan Target for Youth: as per the EE plan Target for People with Disabilities: as per the EE plan 		
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		

Indicator Title	Number of interns that have undergone the work-place readiness programme		
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 interns that have undergone the internship programme irrespective of how long there were in the programme		
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 plan • Target 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		

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 plan • Target 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	Percentage of employees capacitated with critical competencies identified in the Vision 2030 Strategy		
Definition	<p>This program is designed to enhance employee skills through targeted reskilling initiatives, aligning with the MTDP priorities to drive 3.6% economic growth by 2030. It focuses on conducting skills audits, facilitating workforce transitions, and providing both formal training and on-the-job learning. By equipping employees with the necessary skills, this program ensures they remain agile, competitive, and well-prepared to thrive in an evolving, technology-driven economy.</p> <p>By reskilling, CIPC employees can bridge skills gaps, stay relevant in their roles, and smoothly transition into new positions as the demands of the regulatory and intellectual property sectors evolve. This enhances productivity, fosters innovation, and increases adaptability, helping the CIPC remain effective and efficient in delivering services. Reskilling also supports the MTDP's objectives by ensuring a skilled, versatile workforce that drives sustainable economic development and contributes to long-term growth in the economy.</p>		
Source of data	Management Report		
Method of calculation/assessment	<p>Completion of On-the-Job Training by monitoring the number of employees who have successfully completed the on-the-job training as part of the reskilling program against the number of employees for whom training needs have been identified.</p> <p>This reflects the percentage of employees who have gained the required skills and hands-on experience, ensuring they are prepared to contribute effectively in their roles and meet the evolving demands of the organization.</p>		
Means of Verification	Signed management report (and supporting evidence)		
Assumptions	No major delays in finalising the process		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: as per the EE plan • Target for Youth: as per the EE plan • Target for People with Disabilities: as per the EE plan 		
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	Organisational Design Completed		
Indicator responsibility	The Executive Manager (EM): Corporate Services (CS) is responsible for managing and reporting on this indicator.		

Indicator Title	Out of 10 customer and stakeholder satisfaction score		
Definition	The customer and stakeholder satisfaction survey tests the effectiveness of the organisation's programmes and other initiatives on meeting customer and stakeholder expectations.		
Source/ of data	Managements reports, and stakeholder and customer survey results		
Method of calculation/assessment	Read managements reports, and stakeholder & customer survey results		
Means of Verification	Signed management report, survey report that is signed it off		
Assumptions	Procurement process will run smoothly.		
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	8 score		
Indicator responsibility	The Chief Strategy Executive (CSE) is responsible for managing and reporting on this indicator.		

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		

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		

11.2 Focus Area #2: Ease of doing business in SA

Indicator Title	Number of ICT Systems modernised (migrated to modernised platforms)		
Definition	Modernisation of ICT systems entails migration from legacy systems to modern platforms such as the K2 platform (<i>a platform used for Business Process Management to automate business processes or workflows.</i>) and IPAS (<i>Intellectual Property Automation System</i>) to align to the CIPC Vision 2030 Strategy.		
Source of data	Management reports		
Method of calculation/assessment	Read report and supporting documents		
Means of Verification	Signed management reports and supporting documents		
Assumptions	No major delays in migration processes		
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 ICT systems migrated to modern platforms.		
Indicator responsibility	EM: BISG will work with relevant managers in executing activities related to this indicator and report it.		

Indicator Title	Percentage of processes automated		
Definition	Processes automated as part of the CIPC modernisation strategy to build a modern world-class organisation and reduce turnaround times.		
Source of data	Management reports and supporting documentation		
Method of calculation/assessment	Read management reports and supporting documentation		
Means of Verification	Signed management reports and supporting documents		
Assumptions	No major delays in automating processes.		
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	100% processes automated.		
Indicator responsibility	EM: BISG is responsible for managing and reporting on this indicator.		

Indicator Title	Average turnaround times for key services		
Definition	Reducing turnaround times for key services reduce the regulatory administrative burden of long waiting periods to process applications, initiatives such as automation and other innovations are directed at reducing turnaround times. Measuring turnaround times show progress made in this regard.		
Source of data	Management reports System reports		
Method of calculation/assessment	Read management reports For each service average turnaround time calculated.		
Means of Verification	Signed management reports and system reports		
Assumptions	No budgetary and other resource constraints.		
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	An average 1 working day or less for key services		
Indicator responsibility	The relevant managers are responsible for managing and reporting on this indicator for their respective divisions.		

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	$(\text{Number of invoices received paid in 20 days} / \text{Number of invoices received}) \times 100$		
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 		

Indicator Title	Percentage of B-BBEE compliant suppliers (procurement above R 30000 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		
Method of calculation/ Assessment	$(\text{Number of B-BBEE compliance certificates from suppliers} / \text{Total number of suppliers}) \times 100$		
Means of Verification	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)	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 		

11.3 Focus Area #3: Investor confidence in SA businesses and innovations

Indicator Title	Number of education and awareness programmes		
Definition	Education and awareness programmes to increase public awareness and knowledge of the company and IP protection laws, CIPC services, processes, and channels.		
Source of data	Management reports and supporting documentation		
Method of calculation/assessment	Read Management reports and supporting documentation Simple count		
Means of Verification	Signed management reports and/or attendance registers indicating the venue, date on which these were held will be assessed, summing up the number held during the reporting period.		
Assumptions	Resourcing appropriate		
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	Success of education and awareness programmes		
Indicator responsibility	The senior managers responsible for education and awareness are responsible for managing and reporting on this indicator.		

Indicator Title	Number of partnerships with industrial parks on access to the CIPC services		
Definition	In order to strengthen the CIPC competencies and reach, partnerships will be forged where there is benefit for the CIPC and mutual commitment between the two parties.		
Source of data	CIPC Contract List		
Method of calculation/assessment	Simple count		
Means of Verification	Sample a representative number of MOUs to establish the existence of the MOUs or related document.		
Assumptions	<p>There are entities looking to collaborate with the CIPC.</p> <p>There are sufficient resources to implement the agreements.</p>		
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	Partnerships with shared commitment and benefit to the CIPC		
Indicator responsibility	All relevant managers		

11.4 Focus Area #4: Investor Confidence- Innovation and Creativity Promotion

Indicator Title	Number of programmes to support businesses (and potential business owners) and IP creators and owners supported		
Definition	Programmes to support businesses (and potential business owners) and IP creators and owners supported will be developed.		
Source of data	Management reports and supporting documentation		
Method of calculation/assessment	Read management reports and supporting documentation		
Means of Verification	Signed management reports		
Assumptions	Resourcing appropriate		
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	Programme success - businesses (and potential business owners) and IP creators and owners supported		
Indicator responsibility	All senior managers that oversee such programmes are responsible for managing and reporting on this indicator.		

Indicator Title	Stage of Substantive Search Examination implementation		
Definition	Substantive Search Examination will be strengthening the validity of granted IPR (patents designs and copyright), and in doing so reduce litigation costs for the IPR owners.		
Source of data	Management reports and supporting documents.		
Method of calculation/assessment	Read management reports and supporting documentation		
Means of Verification	Signed management reports and supporting documentation including SSE implementation roadmap (or project plan)		
Assumptions	Resourcing appropriate		
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	Substantive Search Examination fully implemented		
Indicator responsibility	The Divisional Manager: Innovation Support and Protection responsible for managing and reporting on this indicator.		

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 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)	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.		

ANNEXURE A – Key services and turnaround times

CIPC Services	2025/26 (Baseline/Estimated Performance) – business/working day From Q2 Data 2024/25	2029/30 (Five-year Target)
Patent applications	2 days	Instant
Patent Certificate	44 days	Instant
Patent registrations	3 days	Instant
Designs applications	2 days	Instant
Designs Certificates	44 days	Instant
Designs Renewals	2 days	Instant
Copyright in film applications	1 days	Instant
Trademark applications	2 days	Instant
Trademark registrations	180 days	180 days
Trademark Official Action	10 months	180 days
Trademark Renewals	2 days	Instant
Name reservations	1.63	Instant
Companies Registrations	1.01 days	Instant
BBBEE Certificates	Instant	Instant
Company Name Changes	0.01	Instant
Short Standard Private and Non-Profit without members (CoR15.1A and CoR15.1C)	1 day	Instant
Private Company and Non-Profit Company with customized MOI, Public Company, State Owned Company and Incorporated Company (CoR15.1B, D and E)	2 days	Instant
Close Corporation to Company Conversions (CoR18.1)	2 days	Instant
Mergers or Amalgamation (CoR89)	1 day	Instant
External Company Registration (CoR20.1)	3 days	Instant
MOI amendments on shares (CoR15.2)	1 day	Instant
Company address (CoR21.1)	1 day	Instant
Company financial year end (CoR25)	1 day	Instant
Location of company records (CoR22)	3 days	Instant
Company and Close corporation voluntary Deregistration	4 days	Instant

Company and Close Corporation Solvent (CoR40.1) and Insolvent Liquidation (CM26Liq)	1 day	Instant
Amendments - Manual MOI (Cor15.2)	4 days	Instant
Company and CC reinstatements	5 days	Instant
Annual Returns (Service Delivery Standards)	Instant	Instant
Co-operatives Registrations	1 days	Instant
Director Amendments (Manual)	2 days	Instant
Director Amendments (Electronic)	Instant	Instant
Member Amendments	1 day	Instant
Business Rescue Cases Registered (New)	2 days	Instant
Business Rescue Practitioners Registrations/Licensing	2 days	Instant
Disclosures: Paper Based	9 days	TBD
State Department	3 days	TBD
Mailroom	1 day	TBD
Disclosure Billing: Paper Base	10 days	TBD
Disclosure Billing: State Department	5 days	TBD
Company and close corporation electronic address changes	1 day	Instant
Company and close corporation electronic financial year end changes	1 day	Instant
Company electronic share changes	1 day	Instant
Company and close corporation name changes (unless effective date is stated as a later date than filing)	1 day	Instant
Company type changes	10 days	Instant
Company main business changes	10 days	Instant
Company location of company record changes	3 days	Instant
Annual Returns Filings	5 minutes	Instant
AFS Filings	Instant	Instant
FAS Filings	5 minutes	Instant
Prospectus Registration	5 days	Instant
Independent Review Investigation	3.68 days	TBD
Reportable Irregularity Investigation	2.79 days	TBD

Resolve customer queries	7 days	TBD
Acknowledgement of receipt of complaints (an automatic response is sent immediately after receiving the email)	3 days	TBD
Evaluation of the case for jurisdiction	25 days	TBD

ANNEXURE B – Output Targets within the dtic-group of Entities

Support Infrastructure Investment

Key Focus Area	Support infrastructure investment that lowers cost of doing business (Rail, Water and Energy)
Output	Establish strategic partnerships, between IDC to Transnet to revive rail infrastructure
	Conclude PPP's with DFIs to facilitate efficient operations of rail infrastructure
	Finalize agreement on affordable transportation of manufactured goods from road to rail aligned to the industrialization mandate
	Finalise shareholder compact with IDC, NEF and ECIC to increase investment in rail
	Conclude rail refurbishment agreements with 3 countries on the rest of the continent to facilitate movement of goods in line with AFCFTA
	Shareholder compact with IDC, NEF and ECIC to increase investment in water purification
	Industry agreement to increase investment in chemicals and water treatment infrastructure
	Strategic partnership agreement between IDC and Sasol to secure access to gas for industrial users
	1500 Megawatts of energy from projects facilitated (800MW from dtic)
	Shareholder compact with IDC, NEF and ECIC to increase investment in energy generation, storage and transmission
	13 Projects managed and unblocked through the Energy One-Stop Shop
	Enabling regulatory flexibility on competition laws through exemptions
	Measures to encourage energy efficiency through Standards (SABS & NRCS)
	Measures to Protect Consumers and energy-users developed (Consumer Protection)
Investment in the industrialisation of renewable energy components (Cables, transformers, insulators, inverters etc) (IDC, SABS, NRCS, NEF)	

Support Government Procurement of Locally Manufactured Goods and Services

Key Focus Area	Support for government procurement of locally manufactured goods and services
Output	Tax incentive to attract new investment in manufacturing
	20 strategic products designated for local procurement in infrastructure projects
	Retail code of practice to increase procurement of local goods and services

	<p>Increase localisation by 30% in both public and private sectors through key sectoral programme interventions</p> <ul style="list-style-type: none"> • 10 Strategic products designated in non-infrastructure projects • Draft regulations on designation to support the Public Procurement Act • Monitor and report on the localization commitments by Retailers in the R-CTLF; Autos; Poultry; Furniture and Sugar masterplans and through other sector plans • Initiate and implement trade measures to support local production and competitiveness across all sectors • Increased value of import replacement to reduce dependency on foreign imports
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Investment in Innovation and Commercialisation of Technologies

Key Focus Area	Support for government procurement of locally manufactured goods and services
Output	Tax incentive to attract new investment in manufacturing
	20 strategic products designated for local procurement in infrastructure projects
	Retail code of practice to increase procurement of local goods and services
	Funding proposal finalized working with R&D network of institutions
	Funding projects that develop innovative solutions in the form of new technologies and services to solve local, regional and global problems
	Procurement framework for innovative products and solutions to scale new technologies and services.
	Launch a commercialization fund in partnership with DSI

Increase Investment in Underserved Areas

Key Focus Area	<ul style="list-style-type: none"> • Designation of SEZs • Industrial parks
Output	One new SEZ application considered for designation and roll-out
	9 Industrial parks supported
	New model on Industrial Parks including support to township and Rural Economies
	50 Industrial parks supported through: Critical infrastructure programme, SMMEs in the parks and improving funding governance model over and above the current model with DBSA
	Finalise aggregator model for procurement of goods and services from rural and township areas

Strengthen Masterplans

Key Focus Area	Development of a Draft National Industrial Policy Framework to promote industrialisation
Output	Review Auto Masterplan to align to the emerging global and local imperatives
	5000 jobs created through Masterplans/sectoral interventions (Automotive, RCTLF, Furniture, Steel, Sugar, Poultry, and Medical Devices)
	Skills programmes – Scaled up technical (artisan) and digital skills to support competitiveness of firms. Improve outcomes to ensure employability.

Job Training Program

Key Focus Area	Empowering Futures: Expanding Job Training Opportunities for Youth and SMMEs
Output	Finalise work readiness programme in partnership with Industry and DHET
	Strengthen Youth Empowerment Services to increase intake and absorption of youth into the job market
	Scale internships in the dtic family (dtic)
	50 000 SEF job opportunities committed to/created (funding dependent)
	10 000 GBS towards 2,1 million work experience
	Digital economy supporting SMMEs, farmers, Transnet – drone pilot training.
	Sandbox hubs – software development to test improvement of processes to support firms

Export Focus

Key Focus Area	<ul style="list-style-type: none"> • Increase the value of South African exports to the world by R1 trillion by 2030. • Increase the value of South African exports to the rest of Africa (10% per annum growth).
Output	Global Export Strategy
	New Trade Finance Mechanism submitted to Cabinet
	R25 billions of South African outward investments in the rest of Africa;
	R850 million in exports to the rest of the world including supported through the EMIA Scheme
	300 companies assisted with real-time market intelligence, trade data, regulatory information, and exporter support measures, including through establishing a Trade Point
	Global Export Strategy

	New Trade Finance Mechanism submitted to Cabinet
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Key Focus Area	Increase the number of regular exporters by 5% by 2030
Output	R140 Million trade finance and risk cover provided to companies.
	Finalise Economic Interest Strategies for 10 key trading partners or regions to improve exports, attract FDI and leverage SA's economic relations: Africa; China; US; India; EU; Brics+; Indonesia (to ensure access to key battery minerals).

Key Focus Area	Implementation of the AfCFTA to increase SA exports to the rest of the continent.
Output	Implementation of the AfCFTA and finalisation of negotiations in order to build an integrated market for SA's value-added exports. Note: Implementation will include finalisation of outstanding negotiations, ratification of protocols and addressing non-tariff barriers faced by SA exporters

Greening the Economy

Key Focus Area	Decarbonising South Africa Towards a Low-Carbon Economy: A Strategic Path to Sustainable Industrial Growth
Output	Develop a package to promote the decarbonisation of the SA economy and key supply-chains <ul style="list-style-type: none"> • Cabinet decision to deploy trade instruments to support industrialisation • Agreement with the EU and UK in terms of the Economic Partnership Agreements to make use of extended cumulation with their free trade partners regarding EV manufacturing and to support decarbonisation goals
	Oppose unilateral green trade barriers, including the lobbying for an extension in the implementation of the EU CBAM and identification of measures to support industry to transition to low-carbon production. Agreed solutions with the EU and EK that address the negative impact of the full implementation of their CBAMs
	Development and implementation of a decarbonisation strategy for the industry to align with the Climate Change Act and South African Trade and Industrial objective targeting 5% reduction of GHG emissions contribution by Industry

Streamline Regulations

Key Focus Area	<ul style="list-style-type: none"> • Improve turnaround times across all services provided by the dtic family • Address challenges in business rescue, integration of issues in e-commerce in the department including the development of an e-commerce strategy and the ease of doing business
Output	Roll out one stop shop in remaining 4 provinces to make it easier for business to operate and expand.
	Action plans developed and four actions taken for the ease of doing business
	Work closely with entities such as CIPC on targets such as automation and simplifying processes for companies.
	Amendments to ITAC regulations to reduce red tape in application process (safeguards and antidumping)

Beneficiation of Critical Minerals

Key Focus Area	Development of Battery Minerals Beneficiation Programme - (with targeted Battery Precursor Metals developed to support the energy transition)
Output	Finalise critical minerals framework for key value chains working with industry
	Establish regional blocks to facilitate partnerships among key countries to beneficiate minerals in the region AU Summit approval of inclusion of AfCFTA Protocol on Industrial Development which would prioritise the development of regional value chains in the key sectors, incentive investment and promote beneficiation of critical raw materials (this will be in 2025/26 APP)
	Develop a Battery Minerals Beneficiation Programme
	Evaluate the industry capability in two battery precursor metal products and promote for investment
	Develop a draft Regional Critical Minerals (RCM) Strategy Framework in partnership with the DMRE
	Funding proposal and implementation plan of the Regional Critical Minerals (RCM) Strategy Framework in partnership with the DMR

Economic Planning and Monitoring

Key Focus Area	Development of a Draft National Industrial Policy Framework to promote industrialisation
Output	National Industrial Policy Framework supporting 2 % average growth in manufacturing from 0.5% average

Key Focus Area	Develop an integrated economic strategy that aligns fiscal policy, monetary policy, competition policy, industrial policy, innovation policy and trade policy.
Output	Update Trade Policy to support to support emerging opportunities of industrial policy
	Amendments to the International Trade Administration Act to unlock implementation of effective trade policy tools

Key Focus Area	Implementation of the Transformation Fund
Output	Transformation Fund developed and implemented

Key Focus Area	Co-Chair the economic cluster
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Output	Co-Chair Role of the economic cluster, taking on responsibilities to: <ul style="list-style-type: none">• Co-Architect: Collaborate in the design and planning of economic initiatives.• Coordinate: Ensure alignment and cooperation among various stakeholders.• Track: Monitor progress and outcomes of economic development initiatives.
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