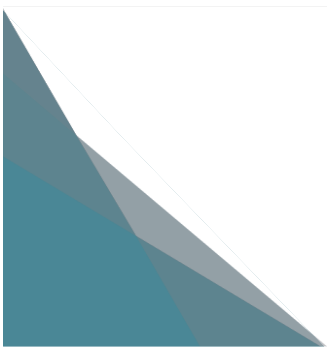




Companies and Intellectual  
Property Commission  
a member of **the dtic** group

# **Companies and Intellectual Property Commission (CIPC)**

## **Annual Performance Plan 2026/27**



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## Abbreviations and Acronyms

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

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

## Executive Authority Statement



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

The 2026/27 Annual Performance Plan (APP) of the Companies and Intellectual Property Commission (CIPC) reflects our ongoing commitment to align with the strategic priorities of the Government of National Unity (GNU) and the implementation of the Medium-Term Development Plan (MTDP) 2024-2029. As we transition into a new phase of governance, our primary focus is on inclusive growth, job creation, and building a capable, ethical, and developmental state, in line with the national development agenda.

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

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

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

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

- **Decarbonisation** underscores the imperative for South Africa to transition to a low-carbon economy, ensuring sustainability and mitigating climate risks through green industrial development. Here, the CIPC plays a pivotal role in ensuring company disclosure frameworks and IP systems evolve to support green innovation, renewable energy technologies, and climate-aligned business practices.

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

This Annual Performance Plan 2026/27 is hereby submitted, reflecting the CIPC's critical role in advancing the economic and governance objectives of the GNU, in accordance with the Revised Framework on Strategic and Annual Performance Plans.



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**Mr Parks Tau, MP**

**Minister of Trade, Industry and Competition**

**Date: 04/14/2026**

## Deputy Minister's Foreword



Zuko Godlimpi, MP  
Deputy Minister of Trade, Industry and Competition

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

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

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

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

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

I am confident that the Commission's leadership and team will maintain their momentum in delivering on their mandate toward the realisation 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 Authority Statement



Adv Rory Voller, Adv  
CIPC Commissioner

I present the 2026/27 CIPC Annual Performance Plan (APP) that continues to give effect to the CIPC's mandate as derived from the Companies Act, 2008 (as amended) and its strategic alignment with the Department of Trade, Industry, and Competition (**the dtic**). This APP highlights our sustained focus on driving inclusive economic growth, improving ease of doing business, and protecting intellectual property, all while contributing to South Africa's broader development goals as outlined in the Government of National Unity (GNU) and the Medium-Term Development Plan (MTDP) 2024-2029.

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

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

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

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

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

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

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

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

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



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**Adv. Rory**

**Voller CIPC**

**Commissioner**

**Date:** 13 April 2026

## 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

  
Signed by Zama Mtshali, zmtshali@cipc.co.za  
14/04/2026 16:11:48(UTC+02:00)

Signature: \_\_\_\_\_

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

Date:


  
Signed by Phineas Mogale, pmogale@cipc.co.za  
14/04/2026 16:15:02(UTC+02:00)

Signature: \_\_\_\_\_

Mr. Phineas Mogale, Executive  
Manager: Business Information  
Systems

Date:

### Programme 2: Innovation and Creativity

  
Signed by Nomonde Maimela, NMaimela@cipc.co.za  
14/04/2026 16:18:15(UTC+02:00)

Signature: \_\_\_\_\_

Ms. Nomonde Maimela, Executive  
Manager: Innovation and Creativity

Date:

### Programme 3: Business Regulation and Reputation

  
Signed by Mpho Dennis Terence Mathose,  
m1matrose@cipc.co.za  
14/04/2026 16:58:54(UTC+02:00)

Signature: \_\_\_\_\_

Mr. Mpho Mathose, Executive Manager:  
Business Regulation and Reputation (Acting)

Date:

  
Signed by Muhammed Jasat, MJasat@cipc.co.za  
14/04/2026 17:04:47(UTC+02:00)

Signature: \_\_\_\_\_

Mr. Muhammed Jasat, Chief Financial Officer

Date:

  
Signed by Bathabile Lawrence Kapumha,  
Bkapumha@cipc.co.za  
14/04/2026 17:06:36(UTC+02:00)

Signature: \_\_\_\_\_

Ms. Bathabile Kapumha, Chief Strategy  
Executive (Acting)

Date:

  
Signed by Rory Voller, RVoller@cipc.co.za  
14/04/2026 17:07:35(UTC+02:00)

Signature: \_\_\_\_\_

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

Date:

Approved by: 

Signature: \_\_\_\_\_

Mr. Parks Tau, MP,

Minister of Trade Industry, and Competition

Date: 04/14/2026

## 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 1: CIPC Constitutional Mandate** highlights sections that have more relevance to the CIPC.

Part A: Table 1 CIPC Constitutional Mandate

Chapter / Section	Provision
<b>Chapter 2: Bill of Rights</b>	
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.	<ol style="list-style-type: none"> <li>1. Everyone has the right to administrative action that is lawful, reasonable, and procedurally fair.</li> <li>2. Everyone whose rights have been adversely affected by administrative action has the right to be given written reasons.</li> <li>3. National legislation must be enacted to give effect to these rights, and must, in alignment with Chapter 2: Bill of Rights 14               <ol style="list-style-type: none"> <li>a) provide for the review of administrative action by a court or, where appropriate, an independent and impartial tribunal.</li> <li>b) impose a duty on the state to give effect to the rights in subsections (1) and (2); and</li> <li>c) promote efficient administration.</li> </ol> </li> </ol>

### 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.2: PFMA Provisions for Public Entities**, Chapter 1, 6, and Schedule 3A of the PFMA have provisions for public entities such as the CIPC.

Part A: Table 2 PFMA Provisions for public Entities

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

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

Part A: Table 3: CIPC Legislative Mandate

Legislation	Summary
Companies Act, No 71 of 2008	Register companies, business rescue practitioners, and corporate names; maintain data; regulate governance and disclosure by companies; accredit dispute resolution agents; educate and inform about all laws; give non-binding opinions and circulars, policy, and legislative advice. Enforce the Companies Act, 2008, to promote voluntary resolution of disputes arising under this Act between companies and directors or shareholders as contemplated in Part C of Chapter 7, monitor proper compliance with the Act, receive or initiate complaints concerning alleged contravention of this Act, evaluate such complaints, and initiate investigations into complaints. Maintenance of accurate, up-to-date, and relevant information concerning companies, foreign companies, and other juristic persons contemplated in subsection (1)(a)(ii), and concerning intellectual property rights, and the provision of that information to the public and to other organs of state.
Companies Amendment Act, No 16 of 2024 (Act No. 16 of 2024)	Amendments to the memorandum of incorporation of a company, Public and state-owned company annual general meetings to include a presentation of a social and ethics committee report and a remuneration report, The issuance of shares with delayed consideration will need to be issued to a third party, independent 'stakeholder' in terms of a written 'stakeholder agreement', Relaxation of intra-group financial assistance provisions, Relaxation of approval requirements for a buy-back, Further protections are afforded as it - pertains to post-commencement of business rescue proceedings
Companies Second Amendment, Act No 17 of 2024	The time bar in terms of applications to declare director's delinquent or under probation extended to 60 months

Legislation	Summary
Close Corporations Act, No 69 of 1984	Maintain data, regulate governance, and disclosure by close corporations.
Co-operatives Act, No 14 of 2005	Register co-operatives, maintain data, and regulate governance of and disclosure by co-operatives.
Co-operatives Amendment Act, No 6 of 2013	Annual submission of information by co-operatives, audit and independent review of co-operatives, voluntary winding-up of cooperatives by special resolution, liquidation process of co-operatives.
Share Block Control Act, No 59 of 1980	Regulate conduct and disclosure by share block schemes.
Consumer Protection Act, No 68 of 2008	Register business names.
Trade Mark Act, No 194 of 1993	Register Trade marks, maintain data, and resolve disputes.
Merchandise Marks Act, No 17 of 1941 (Unauthorised Use of State Emblems Act, No 37 of 1961)	Prevent and enforce the unauthorised 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:

Part A: Table 4 National policies and strategies

Policies/Strategies	Summary	CIPC Contribution
<p><b>Medium-Term Development Plan</b></p>	<p>The Medium-Term Development Plan (MTDP) 2024 – 2029 is the government’s monitoring framework for the NDP Five- Year Implementation Plan during the electoral cycle. It reflects how the government will measure its progress against the commitments made in the election manifesto of the governing party and the NDP Five-Year Implementation Plan. It is a basis for measurement of government performance and must be aligned with measurement of performance at the national, provincial, and local government spheres.</p> <p>MTDP 2024-2029 has three (3) strategic priorities for which specific interventions and targets have been set:</p> <ul style="list-style-type: none"> <li>• Priority 1: Drive Inclusive growth and job creation</li> <li>• Priority 2: Reduce poverty and tackle the high cost of living</li> <li>• Priority 3 Building a capable, ethical and developmental state</li> </ul>	<p>See Table A.5 for a detailed description of how the CIPC is contributing to <b>the MTDP 2024-2029 priorities.</b></p>
<p><b>Growth and Inclusion Strategy (GAIN)</b></p>	<p>The Growth and Inclusion Strategy (GAIN) aim to drive rapid, inclusive economic growth and substantial job</p>	<p>Within its mandate of business and IP regulation the CIPC contributes to the <b>GAIN strategy as follows:</b></p>

Policies/Strategies	Summary	CIPC Contribution	
	<p>creation in South Africa through accelerated implementation of economic, public service, and industrial policy reforms. It emphasises shifting from incremental reform to a "big bang" approach.</p> <p>The framework that rests on three pillars:</p> <ul style="list-style-type: none"> <li>• Economic reform – ‘Fix the fundamentals’</li> <li>• Public Service Reform – ‘Build a state that delivers’</li> <li>• Industrial Policy Reform – ‘Pursue new areas of growth’</li> </ul>	<p><b>Economic Reform</b></p>	<p>On ‘Implementing economic reforms for growth’ the CIPC is accelerating the implementation of its modernisation strategy with the aim to fully automate all services on the e-services platform. Additionally, the Commission is working toward create service delivery partnerships with Industrial parks and SEZs for ease of doing business.</p> <p>On ‘<i>Supporting employment, entrepreneurship and productive livelihoods</i>’ – The CIPC contributes to Level 1 - <i>increasing inclusive hiring of youth and work experience programmes</i> through the expansion of its internship programme and employing young graduates into its Patent Examination programme and to Level 3 – <i>Self-employment and Enterprise Through SMMEs</i> through the implementation of the annual IP youth Awards to assist in registering youth and SMME IP and assist in commercialising of those inventions</p>
<p><b>Corporate Law Reform Policy</b></p>	<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>	

Policies/Strategies	Summary	CIPC Contribution
<b>Co-operatives Development Policy for South Africa</b>	Create an enabling environment for cooperative enterprises that reduces the disparities between urban and rural businesses, is conducive to entrepreneurship, and promotes the development of economically sustainable cooperatives.	Through the Co-operatives Unit and the education and awareness programmes, the CIPC supports the co-operatives sector.
<b>Madrid Protocol</b>	The Madrid Protocol is an international treaty designed to simplify the process of registering and protecting Trade marks across multiple countries through a single application. It allows Trade mark owners to file one application with their home country's Trade mark office, which is then submitted to the World Intellectual Property Organisation (WIPO)	CIPC enables local businesses to apply for international protection under this system. It provides guidance and resources to help entrepreneurs understand the benefits of protecting their Trade marks globally. By processing applications efficiently and forwarding them to the World Intellectual Property Organisation (WIPO), the CIPC ensures a streamlined experience for applicants
<b>Co-operative Funding Policy</b>	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

### 2.3 Alignment of the CIPC to the Growth and Inclusion Strategy

The Growth and Inclusion Strategy (GAIN) aim to drive rapid, inclusive economic growth and substantial job creation in South Africa through accelerated implementation of economic, public service, and industrial policy reforms. It emphasises shifting from incremental reform to a "big bang" approach. GAIN is not entirely replacing the policies put in place, rather it aims to create coherence across the National Development plan and the Medium-Term Development plan. The implementation plan for Growth and Inclusion fulfils the commitment to fully carry out their mandate and address the economic challenges the country is currently facing and ultimately contribute to the 3.5% GDP growth rate set to be achieved by 2029 with the identified reforms in place.

The framework that rests on three pillars, i.e., Economic reform: 'Fix the fundamentals', Public Service Reform: 'Build a state that delivers', Industrial Policy: Reform: 'Pursue new areas of growth'. The figure below depicts the pillars of the GAIN strategy and the outcomes it seeks to achieve.

Growth and Inclusion		
ECONOMIC REFORM	Growth and Inclusion	INDUSTRIAL POLICY REFORM
Fix the Fundamentals	Build a state that delivers	Pursue new areas of Growth
Maintain a clear and stable macroeconomic framework	Build the capability of the state to deliver on its developmental mandate	Protect the existing industrial base as a foundation for growth
Implement economic reforms for growth	Strengthen local government and improve the delivery of basic services	Implement a forward-looking industrial policy that creates jobs
Accelerate infrastructure investment	Harness digital transformation as a driver of growth and inclusion	Position South Africa as a leading player in the green economy
Position South Africa as a leading player in the green economy	Ensure efficiency and transparency in procurement	Use trade policy to support export resilience and growth
Fix the basic education system and improve learning outcomes	Mount an effective response to crime and corruption	Invest in research and development to boost innovation

The CIPC adheres to a mandate in alignment with the national reform priorities and the broader growth and inclusion strategy the **organisation** seek to address as the national regulator. As the country’s primary regulator of companies and intellectual property, the CIPC plays a pivotal role in strengthening the formal economy, enhancing regulatory certainty, and contributing to an enabling environment for sustainable and inclusive economic growth.

As a member of **the dtic**, the CIPC advances structural reforms that promote competitiveness and inclusive participation through efficient company registration, regulatory oversight, and intellectual property administration, the CIPC supports entrepreneurship and innovation. It addresses the reforms through a strategy execution framework that is based on four focus areas namely, world class modern regulator, Ease of doing business, Investor confidence and Support third party decision making.

Within its mandate of business and IP regulation the CIPC contributes to the GAIN strategy in the following ways:

**Economic reform:**

The pillar seeks to address the deliberate changes made by a government to improve how an economy functions. These reforms are aimed at strengthening economic growth, improving efficiency, increasing competitiveness, reducing inequality, and ensuring long-term sustainability. In simple terms, economic reform is about fixing structural weaknesses in the economy so that it performs better and benefits more people. Therefore, CIPC has planned to this pillar in the following ways.

- Maintain a clear and stable macroeconomic framework: The CIPC aims to compliance with regulation across the business and IP environment. As it relates to royalty distribution, through compliance with regulations by accredited collecting societies to stimulate growth by supporting business development and encouraging entrepreneurship in the IP environment. Additionally, enhancing and strengthening enforcement efforts of the Commission leveraging data analytics to improve identification and triangulation of contravention, as well as leveraging legislative instruments to strengthen the enforcement. The Commission aims to empower professionals and businesses with Company law knowledge and encourage compliance. This indirectly reduces the public debt that SMMEs tend to fall into because of the lack of education and failing to comply with mandatory regulations or keep the business solvent as well as strengthening economic formalisation.
- Support employment, entrepreneurship and productive livelihoods: The CIPC contributes to Lever 1 - increasing inclusive hiring of youth and work experience programmes through the expansion of

its internship programme and employing young graduates into its Patent Examination programme and to Lever 3 – Self-employment and Enterprise Through SMMEs through the implementation of the annual IP youth Awards to assist in registering youth and SMME IP and assist in commercialising of those inventions.

**Public service reform:**

This refers to deliberate changes made to improve how government institutions operate, deliver services, manage resources, and remain accountable to citizens. They aim to make the public sector more efficient, transparent, responsive, professional, and sustainable. The CIPC has planned to build the capability of the state to deliver on its developmental mandate and mount an effective response to crime and corruption in the following ways:

- Harness digital transformation as a driver of growth and inclusion: The CIPC is accelerating the implementation of its modernisation strategy with the aim to fully automate all services on the e-services platform.
- Mount an effective response to crime and corruption: The Commission aims to execute this pillar through Initiation of proactive investigations emanating from various sources including the State Capture Commission Report, non-compliance trends identified through the compliance checklist to, and other sources strengthen integrated oversight.
- Efficiency and transparency in procurement: The CIPC intends to support businesses and innovators through procuring from SA based B-BBEE compliant suppliers and using the established CIPC B-BBEE level of measure. The process fosters a fair, auditable, and streamlined procurement process while balancing efficiency with accountability and transparency

**Industrial reform:**

Refers to policy and structural changes introduced by government to strengthen the industrial sector particularly manufacturing, production, infrastructure, and key economic industries to boost growth, competitiveness, and job creation. Consequently, the CIPC to contributes to the pillar through:

- Inventor Assistance Programme (IAP): The organisation implemented the IAP to help match Inventors in developing and emerging economies without access to patent expertise with volunteer patent professionals in protecting and commercializing their inventions.
- Awareness and educating people in IP rights: The CIPC aims to create an awareness and educating people in IP rights to enhance their competitiveness in the IP environment, support industrial growth and foster an IP- literate culture.
- Implementing grassroots interventions: The Commission educates communities, promote local innovation, and stimulate entrepreneurship, thereby encouraging research and development and empowering individuals to actively participate in the economy

## Part B: Our Strategic Focus

### 1. Situational Analysis

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

#### 1.1 External Environment Analysis

External environment analysis examines the regulatory, economic, social, technological, environmental, and legislative factors shaping the CIPC's operating context. These external forces influence demand for services, compliance behaviour, regulatory expectations, and institutional risk. Understanding these dynamics is critical to assessing how the CIPC's mandate is affected by shifts in policy, market conditions, stakeholder expectations, and international obligations, and to identifying the implications for strategic priorities, service delivery, and regulatory effectiveness

##### 1.1.1 Political:

International political issues significantly affect the CIPC regulations by shaping national legislation, influencing the treatment of foreign entities, and requiring alignment with global standards.

Key ways in which international political issues impact the CIPC regulations:

**Foreign Direct Investment (FDI) Scrutiny:** International political concerns over national security have led to the implementation of a government review mechanism for foreign mergers and acquisitions in certain sensitive sectors. This means that the CIPC and related bodies **must consider national security implications when a foreign firm is involved in a transaction**, adding layers of regulation to cross-border investments.

**International IP Agreements:** South Africa's participation in international legal agreements, such as the WTO's TRIPS Agreement, mandates that the CIPC adhere to minimum standards for the regulation and enforcement of intellectual property (IP) rights (Trade marks, patents, designs, and copyright). The CIPC actively engages with global organizations to align its IP frameworks with international best practices.

**External Company Registration and Operation:** International politics and trade relations influence the rules for foreign companies operating in South Africa. Foreign companies intending to conduct business in the country must register as "external companies" with the CIPC and continuously maintain a local office. These regulations, including requirements for tax compliance and exchange control approvals for remitting funds, are influenced by international tax agreements and capital control policies.

**Global Reporting Standards:** The global push for increased transparency, such as in Environmental,

Social, and Governance (ESG) matters, influences the CIPC's expectations for corporate reporting. While domestic policy drives implementation, the initial impetus often comes from international movements and evolving global norms for corporate accountability.

**Sanctions and Embargoes:** Geopolitical conflicts or disputes can lead to international sanctions or embargoes against certain countries. The South African government may implement related trade and financial restrictions, which would affect the ability of South African companies (registered with the CIPC) to transact with entities in those sanctioned nations, potentially leading to additional compliance requirements.

Ultimately, the CIPC, as a public entity under the South African Department of Trade, Industry and Competition (**the dtic**), adjusts its regulations to reflect the South African government's foreign policy and its commitments to the international community.

### **1.1.2 Economic Context and Business Environment**

South Africa's economic environment remains characterised by structural constraints, including high unemployment, energy instability, and modest economic growth. These conditions directly influence business formation, sustainability, and compliance behaviour. At the same time, the removal from the FATF grey list and the implementation of the African Continental Free Trade Area (AfCFTA) present opportunities for renewed investor confidence and regional business expansion.

The CIPC operates at the frontline of economic formalisation. Trends in company registrations, amendments, deregistration, restorations, and annual returns provide real-time indicators of business sentiment and economic pressure.

#### ***Financial Action Task Force (FATF) Greylisting***

The CIPC played a central role in addressing these deficiencies through the implementation and enhancement of Beneficial Ownership (BO) disclosures, strengthened corporate transparency requirements, and improvements in data integrity and accessibility. These interventions materially expanded the CIPC's regulatory responsibilities, positioning its registers as a critical component of the national AML/CFT architecture. Internal performance reporting during the period indicates that BO system enhancements contributed to improved annual return filings and strengthened compliance behaviour.

Following FATF delisting, the regulatory environment has transitioned from reform-driven remediation to a sustained compliance and assurance phase. This phase requires ongoing monitoring, data quality assurance, and consistent enforcement to prevent regression.

#### **Implications for the CIPC**

- The CIPC's registers are increasingly relied upon by financial institutions, regulators, and law-enforcement agencies as authoritative sources of ownership and control information.
- Any deterioration in data quality, system reliability, or enforcement effectiveness presents heightened regulatory and reputational risk.

- BO administration has evolved from a once-off reform initiative into a permanent, resource-intensive regulatory function requiring sustained capacity and governance oversight.

Service Delivery Environment reports reflect fluctuations in service volumes that correspond with broader economic conditions, reinforcing the CIPC’s role as both a service provider and a source of economic intelligence.

### Demand for Services

For the CIPC, there is a need to better segment and serve the industry, as well as create the necessary agility and competence to provide customised services. Further, South Africa’s Gross Domestic Product is forecasted to grow at a modest 1.5%, while the unemployment rate is expected to remain critically high at approximately 33%.

Past experience has shown that as economic growth slows, more ‘survivalist’ natured companies seek registration. Therefore, the CIPC might see a spike in company registrations because of the economy’s constrained outlook. Meanwhile, within its mandate, the CIPC must contribute to the country’s drive toward achieving 3.6% economic growth by 2030.

Part B: Table 1 CIPC Key Services – Volumes over the past 5 years, Annual Report 2024/25

CIPC Services	2020/21	2021/22	2022/23	2023/24	2024/25
Patent Applications	8 393	12 479	14 330	10 029	10 303
Patent Registrations	3 525	7 834	7 397	6 075	6 120
Patent Renewals	44 948	47 803	45 387	42 434	47 754
Design Applications	1 651	1 555	1 782	1 325	1 443
Design Registrations	1 391	1 825	1 544	1 275	1373
Design Renewals	8 522	8 712	7 322	7 108	7 955
Copyright in Film Applications	26	56	17	14	8
Copyright in Film Registrations	19	46	9	1	19
Trade Mark Applications	39 317	42 138	38 224	38 919	31 638
Trade Mark Registrations	30 102	14 941	35 208	31 395	20 835
Trade Mark Renewals	24 255	26 651	26 550	28 302	22 074
Name Reservations	528 208	570 907	467 823	531 810 <sup>li</sup>	649 353
Company Registrations	510 024 <sup>li</sup>	469 983 <sup>li</sup>	404 095	402 559	488 355
Co-operatives Registrations	6 142	4 483	6 253	6 315	5 622
Director Amendments	167 415	167 627	149 816	116 029	205 149
Member Amendments	25 273	27 010	22 937	15 816	15 271
Auditor Changes	93 204	33 316	22 393	23 907	36 118
Company Name Changes	6 142	57 666	53 983	To be updated	43 635
Company Financial Year End Changes	5 843	5 387	5 286	5807	5 584
Business Rescue Proceedings Commenced (Active Cases)	335	373	249	191	To be updated
BBBEE Certificates	299 393	339 931	357 583	431,711	293 377

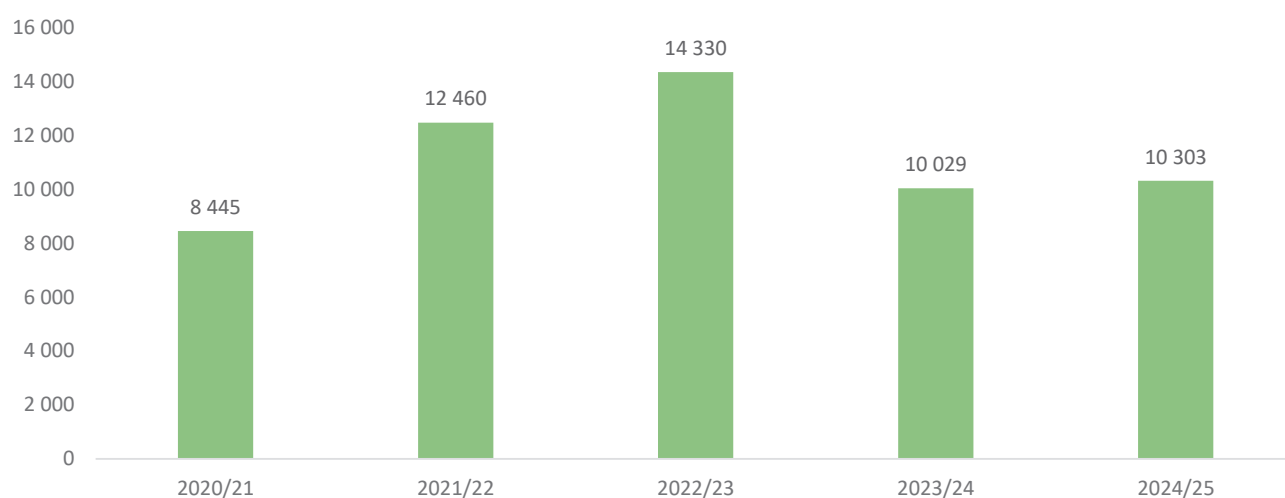
## Patents

### *Patent Applications*

**Figure A. 1: Patent applications** depict that between 2020/21 and 2022/23, South Africa experienced a significant increase in the number of patent applications filed. The main contributor to this increase was applications filed by first-time foreign applicants, claiming no priority. This trend may indicate exploitation of inherent loopholes within the South African Patent Depository System, within which the merits of patent applications are not assessed<sup>12</sup>.

However, a significant decrease in patent applications was between 2022/23 and 2023/24, and a slight increase in 2024/25. This was because of the implementation of a practice note aimed at curbing abuse of the patent system. This notice outlined the requirements for requesting expedited acceptance of patent applications<sup>3</sup>.

*Figure A. 1: Patent Applications*



There has been a concomitant consistency in average turnaround times for granting Patents once notices of acceptance have been published in the Patents Journal, with 20 days TAT in 2023/24 to 2024/25. On the other hand, Patent renewal average turnaround times remained constant at 2 days from 2022-2023 over the corresponding period, decreasing to 1 day in 2024/25. The high average turnaround time in the former regard could be attributed to the utilisation of manual processes.

**Figure 2: Patent Registrations** depict a marked increase in Patent applications and registrations between 2020/21 and 2022/23 mirroring the increase observed in the applications filed during this period. Although a significant decrease in patent registrations is observed between 2022/23 and 2023/24, volumes have remained above pre-Covid levels, in 2022/23. There was a slight increase between 2023/24 and 2024/25.

<sup>1</sup> <https://www.bbrief.co.za/2023/04/20/registrar-of-patents-takes-steps-to-prevent-patent-system-abuse-in-south-africa/>

<sup>2</sup> <https://www.cipc.co.za/?p=17839>

<sup>3</sup> [https://www.cipc.co.za/wp-content/uploads/2023/04/Practice-Notice\\_21-of-2023-2.pdf](https://www.cipc.co.za/wp-content/uploads/2023/04/Practice-Notice_21-of-2023-2.pdf)

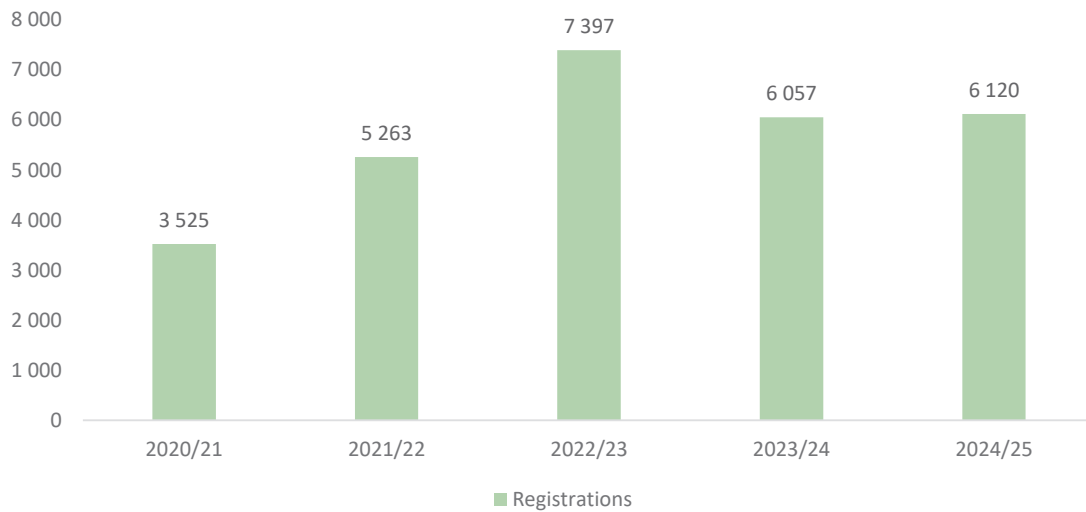


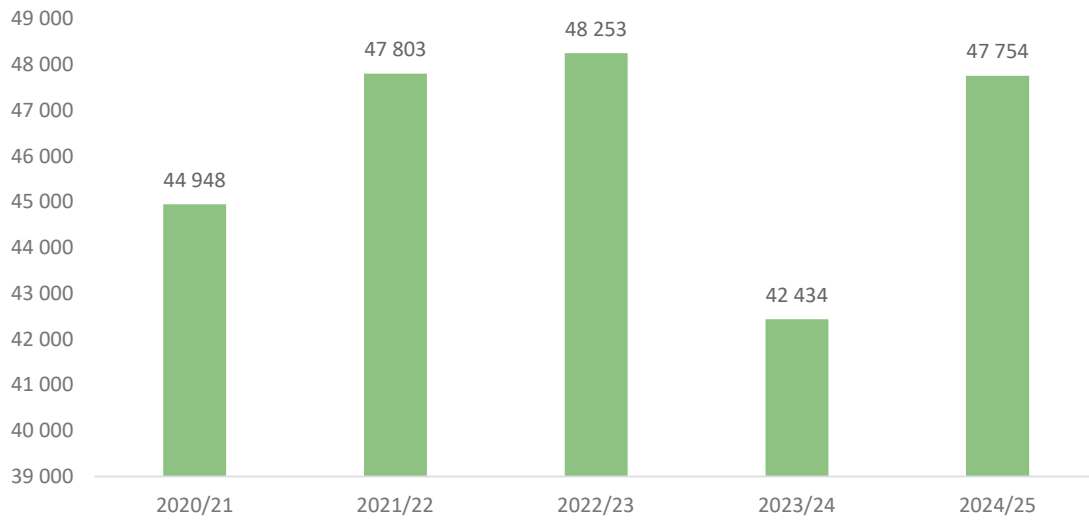
Figure 2: Patent Registrations

During 2023/24, the CIPC issued 6 057 patent registration certificates, of which one hundred percent (100%) were processed within set service delivery turnaround times of forty-four (44) days, at an average turnaround time of twenty (20) days from the date of publication in the Patents Journal. In 2024/25, it issued 6 120 patent registration certificates, highlighting an increase compared to the previous year and maintaining the one hundred percent (100%) processing of registrations within set service delivery turnaround times of forty-four (44) days, at an average turnaround time of twenty (20) days.

*Patent Renewals*

**Figure 3 Patent Renewals** demonstrates a fluctuating trend in the volumes of patent renewals over a 5-year period. Pre-Covid, the volumes were relatively high, there was a noticeable decline during the Covid-19 pandemic, of 44,948 in 2020/21. Post-Covid, the patent renewals showed signs of recovery, reaching 47,803 in 2021/22 and 48,253 in 2022/23. However, the data for 2023/24 indicates a significant decrease, with the number of patent renewals falling to 42,434. There was a significant increase in 2024/25 with a total of 47 754 patent renewals suggesting a new downward trend.

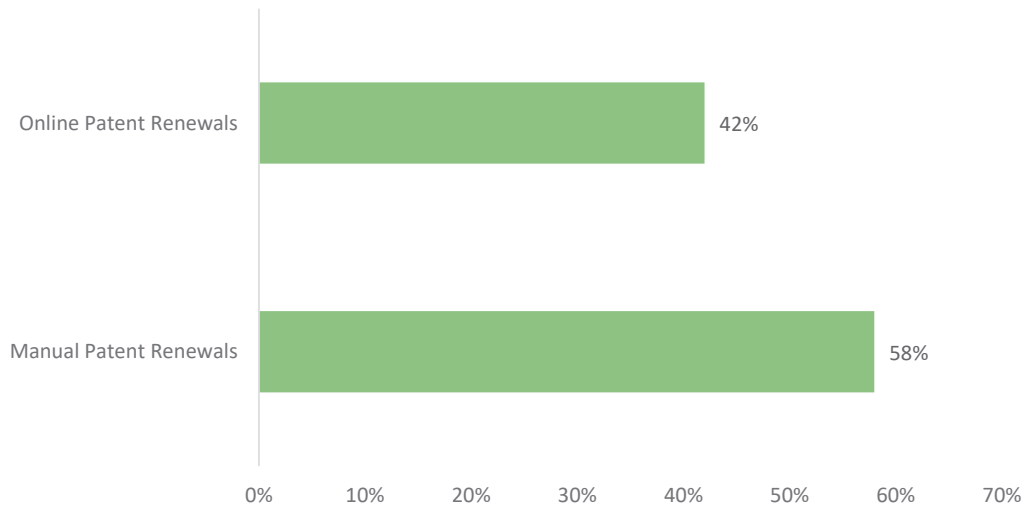
Figure 3: Patent Renewals



**Figure 4: Electronic vs Manual Patent Renewals** depicts the percentage of patents renewed online against those renewed manually. In the financial year 2024/25, forty-two percent (42%), or 19,875, of the Patent Renewals were filed and processed electronically (online). Ninety-nine (99%) of renewal applications were processed within the set service delivery standard turnaround time of two (2) days, at an average turnaround time of one (1) day.

Primary stakeholders are currently still utilising manual renewal processing platforms, which poses a challenge. However, it must be noted that the percentage of Patent Renewals filed and processed electronically (online) increased significantly from thirty-two percent (32%) in 2023/24 to forty-two percent (42%) in 2024/25.

Figure 4: Electronic vs Manual Patent Renewals

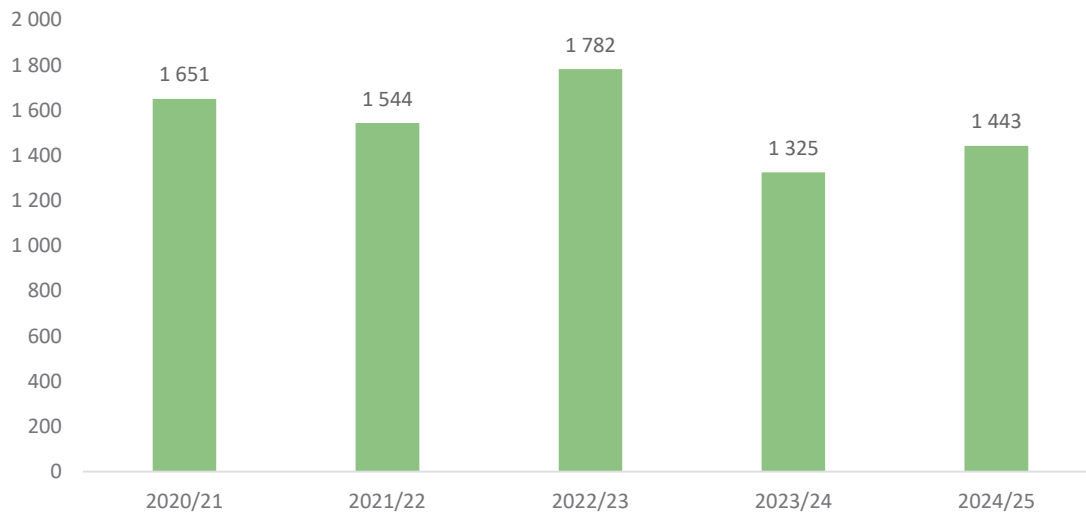


## Designs

### *Design Applications*

As shown in **Figure 5: Design Applications**, there was a steady decline in Design Applications between 2020/21 and 2021/22, while an uptick was observed in 2022/23 compared to 2023/24. There was a slight increase in recent data for 2024/25, from 1 325 in the previous year to 1 443 in 2024/25.

Figure 5: Design Applications



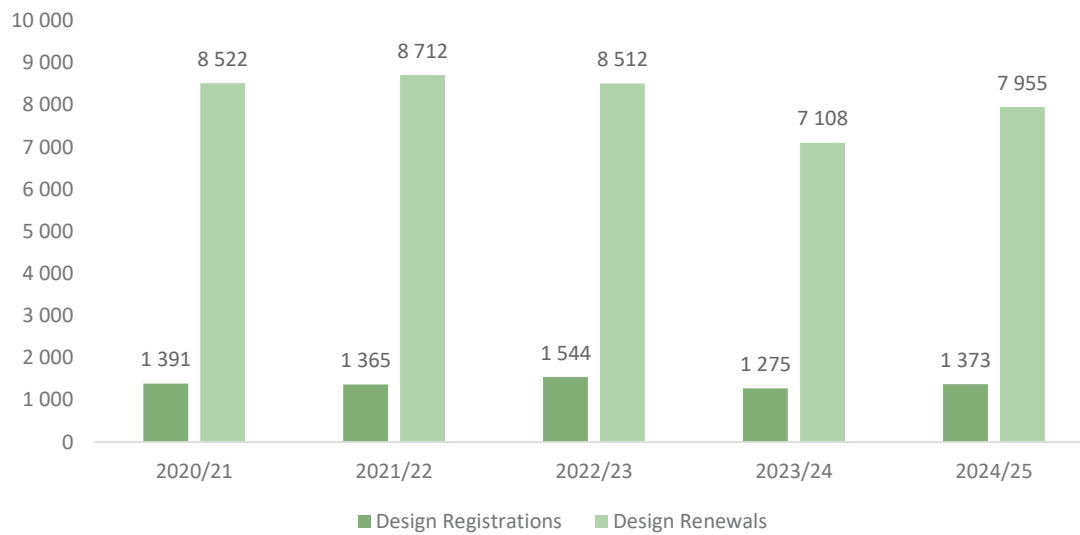
The CIPC received 1 443 Design Applications during 2024/25, which is markedly higher than the number of Design Applications received in 2023/24 (1 325). The average turnaround time for Design Applications was two (2) working days. Ninety-six percent (99%) of Design Applications were processed within the published service delivery turnaround time of two (2) working days.

### *Design Registrations and Renewals*

**Figure 6: Design Registrations and Renewals** demonstrate the trends in design renewals and registrations over the past five years. Design Renewals data show that there was consistency during the Covid 19 pandemic, from 8,522 in 2020/21, to 8,712 in 2021/22, and 8,512 in 2022/23. The most recent data for 2023/24 and 2024/25, indicates a noticeable decline, with the number of renewals falling from 8 512 in 2022/23 to 7,108 in 2023/24. There is notable upward trend in 2024/25.

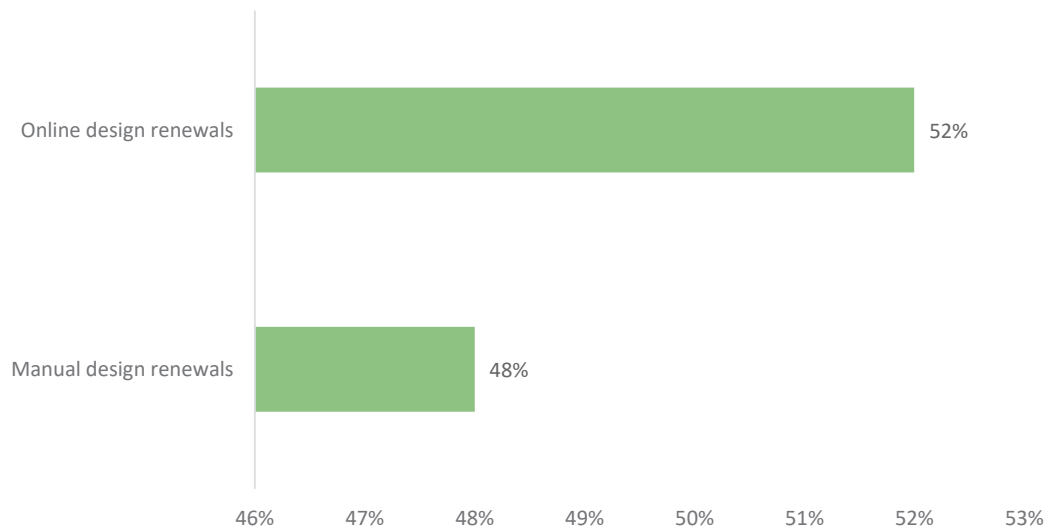
On the other hand, Design Registrations have shown a steady decline over the same period. Renewals started at 1,391 in 2020/21, and continued to decrease to 1,365 in 2021/22, and slightly increased to 1,544 in 2022/23. The latest data for 2023/24 shows a further decrease to 1,275 and slight increase of 1 373 in 2024/25. This indicates a gradual decline in the interest or need for design registrations over the past five years.

Figure 6: Design Registrations and Renewals



In 2024/25, the CIPC issued 1 373 Design Registration certificates, of which one hundred percent (100%) were processed within set service delivery standard turnaround times of forty-four (44) days from the date of publication.

Figure 7: Manual vs Online Design Renewals



In 2024/25, the CIPC processed 7 955 Design Renewals as can be seen in **Figure 7: Manual vs Online Renewals**, which is slightly more than the number processed in 2023/24 (7 108). Ninety-seven percent (97%) of Design Renewals were processed within the set service delivery standard turnaround time of two (2) working days at an average turnaround time of two (2) working days.

Further, 4 922 Design Renewals were processed manually. Of these, ninety-five percent (95%) were

processed within the set service delivery standard turnaround time at an average turnaround time of 3 days.

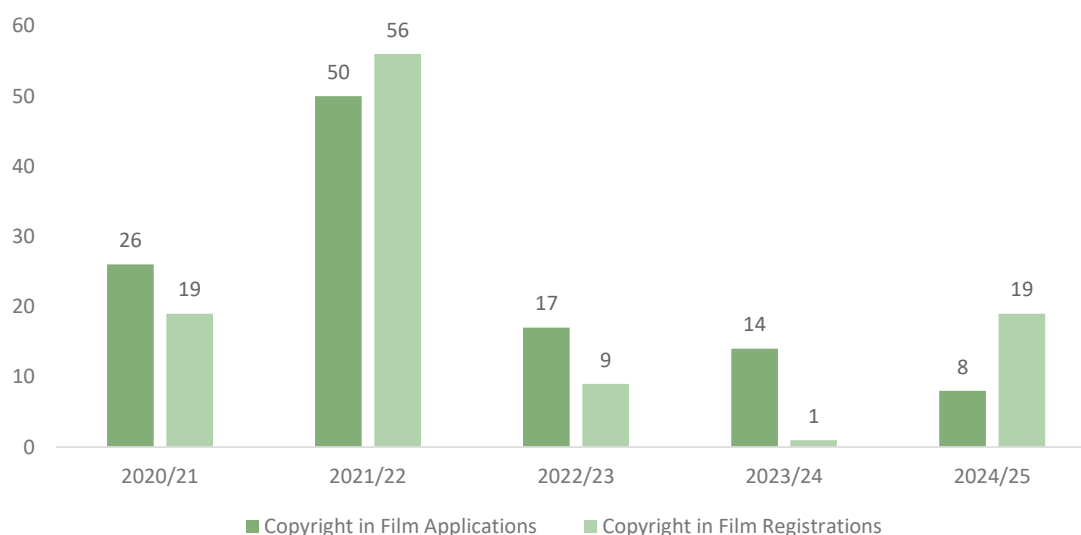
Furthermore, 3 590 Design Renewals were processed electronically (online). Of these, ninety-eight percent (98%) were processed within the set service delivery standard turnaround time at an average turnaround time of 2 days.

### **Copyright in Film**

#### *Copyright in Film Applications*

Copyright in Film applications have fluctuated over the past five years as shown in **Figure 8 Copyright in Film Applications and Registrations**. However, overall, over the period in question, Copyright in Film Applications have been declining. In both instances, the same is true for Copyright in Film Registrations.

*Figure 8: Copyright in Film Applications and Registrations*



Nineteen (19) Copyright in Film Applications were filed in 2024/25, which presents a notable increase to the fourteen (14) applications filed in 2023/24. However, one hundred percent (100%) of Copyright in Film Applications were processed within the published service delivery standard turnaround time of two (2) working days at an average turnaround time of one (q) working days.

Further, the CIPC issued eight (8) Copyright in Film Registration certificates in 2024/25, of which one hundred percent (100%) were processed within the published service delivery standard turnaround time of twenty-two (22) days from the date of publication, at an average turnaround time of one (1) days.

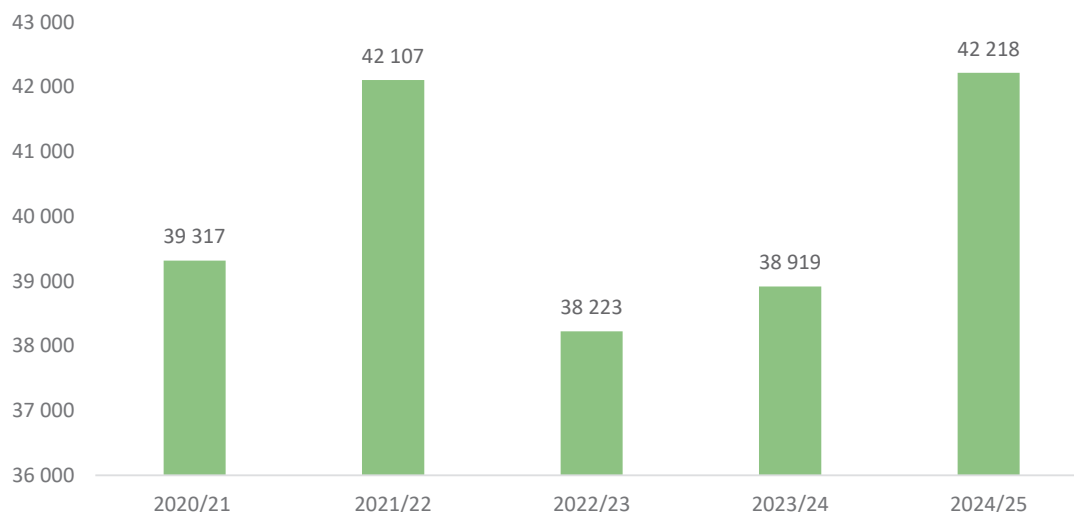
### **Trade Marks**

#### *Trade Mark Applications*

Trade Mark applications have been fluctuating over the past five years, as depicted in **Figure 9: Trade mark Applications**. In 2024/25, 42 218 Trade mark Applications were filed, representing a significant

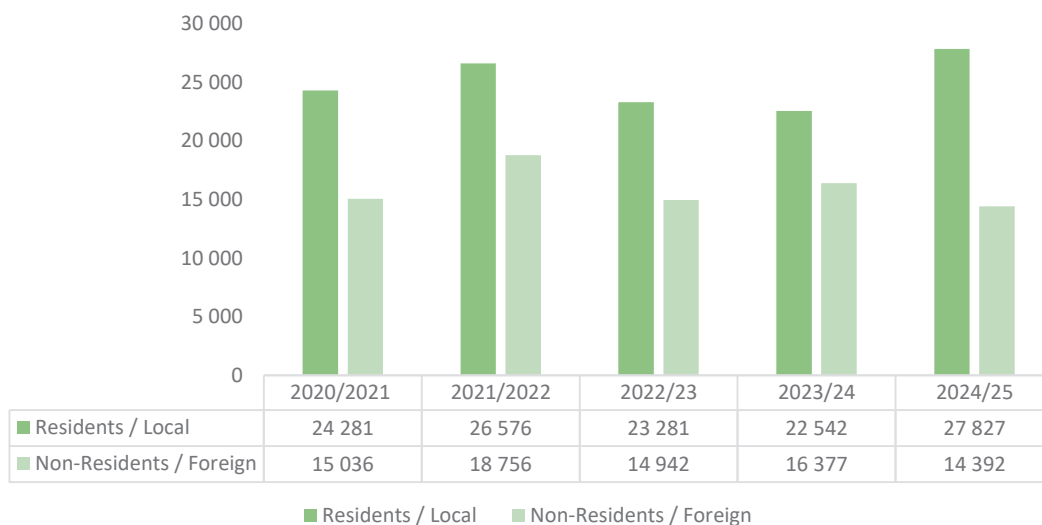
increase compared to 38 919 in 2023/24. Ninety-three percent (93%) of Trade mark Applications were processed within the published service delivery standard turnaround time of two (2) working days.

Figure 9: Trade Mark Applications



**Figure 10: Trade Mark Applications: Residents vs Non-Residents** shows a recovery in the number of Trade mark applications from South African residents from a three year decline in Trade mark Applications for South African residents. Non-resident applications have fluctuated over the past five years with the 2024/25 financial year presenting a decrease in non-resident applications compared to the 2023/24 financial year.

Figure 10: Trade Mark Applications: Residents vs Non-Residents



South African residents filed 27 827 Trade mark Applications in 2022/23, whereas non-South African residents filed 14 392 applications. **Figure 11: Trade Mark Applications: Residents vs Non-Residents, Percentage Comparison** shows that over a five-year period there has been a relatively stable distribution of Trade mark applications between the residents and non-resident. However, there has been a notable

increase in the percentage of resident applications for Trade marks, with a ratio between two categories of 66% (Resident) to 34% (Non-Resident) for 2024/25.

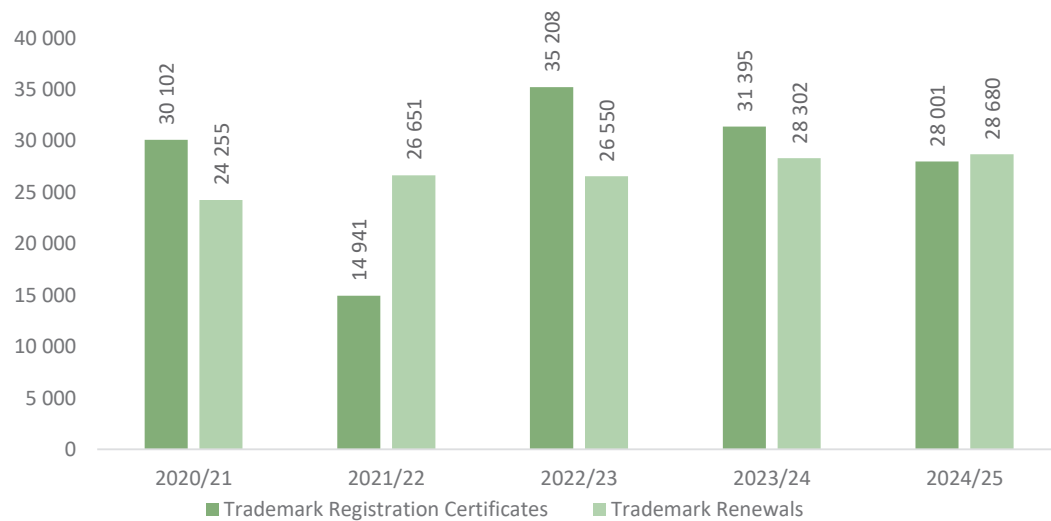
Figure 11: Trade Mark Applications: Residents vs Non-Residents, % Comparison



#### Trade Mark Registrations

Figure 12 Trade Mark Registration Certificates and Renewals shows the volume of Trade mark Registration certificates issued in the past five years. There was a decreasing trend from 2022/23 to 2024/25 in registrations of Trade marks. Whereas in the same period, the trend in renewals is an increasing trend.

Figure 12: Trade Mark Registration Certificates and Renewals



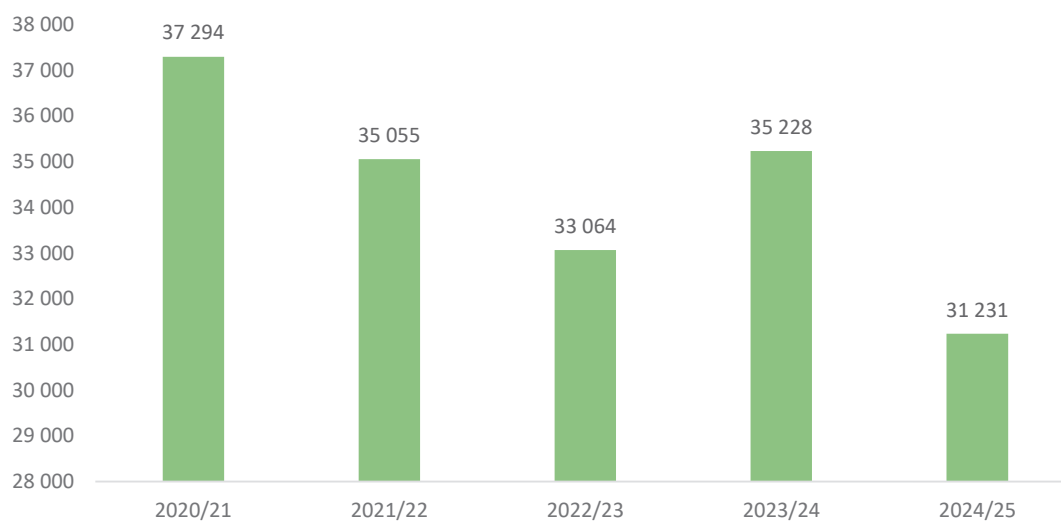
In 2024/25, 28 001 Trade mark registration certificates were issued, a significant decrease from the amount issued in 2023/24 (31 395). Ninety-four percent (95%) of Trade mark registration certificates were issued within the published service delivery standard turnaround time of 180 working days, at an average turnaround time of 180 working days.

### Trade Mark Renewals

**Figure 12 Trade Mark Registration Certificates and Renewals** portray the volume of Trade mark renewals over the past five years. Between 2023/24 and 2024/25 there is an indication of marginal increase of Trade mark renewal with 28, 680 renewals being processed in 2024/25, ninety-five percent (95%) of renewals were processed within the published service delivery standard turnaround time of three (3) working days.

### Trade Mark Official Actions Issued

Figure 13: Trade Mark Official Actions



**Figure 13 Trade Mark Official Actions** above shows that the number of Trade mark Official Actions issued in 2024/25 stood at 31, 231 of these, Ninety-two percent (96%) were processed within the appropriate service delivery standard turnaround time of 365 (12 months) working days. There was a number of Trade mark Official Actions issued in 2022/23 was dramatically less than in 2021/22 (35 055), however in 2023/24 there was an intense increase compared to 2022/23. Nevertheless Trade mark action could not reach the height of 2020/21 with 37,294 Trade mark action. Year 2024/25 highlights a significant decrease.

### Implications for the CIPC and Strategic Direction

Taken together, the IP environment presents both opportunity and risk. The evidence shows meaningful progress across legislation support, capacity building, inclusion, enforcement, and analytics, but also highlights structural and systemic gaps.

Potential implications for the CIPC include:

- The need to transition from transactional IP administration to strategic IP regulation aligned with innovation and industrial policy.
- Accelerated digital transformation of IP systems and enforcement tools.

- Institutionalisation of data-driven decision frameworks for IP services and enforcement.
- Stronger inter-agency and international cooperation to address enforcement and treaty obligations.
- Deeper integration of IP awareness with commercialisation and MSME support.

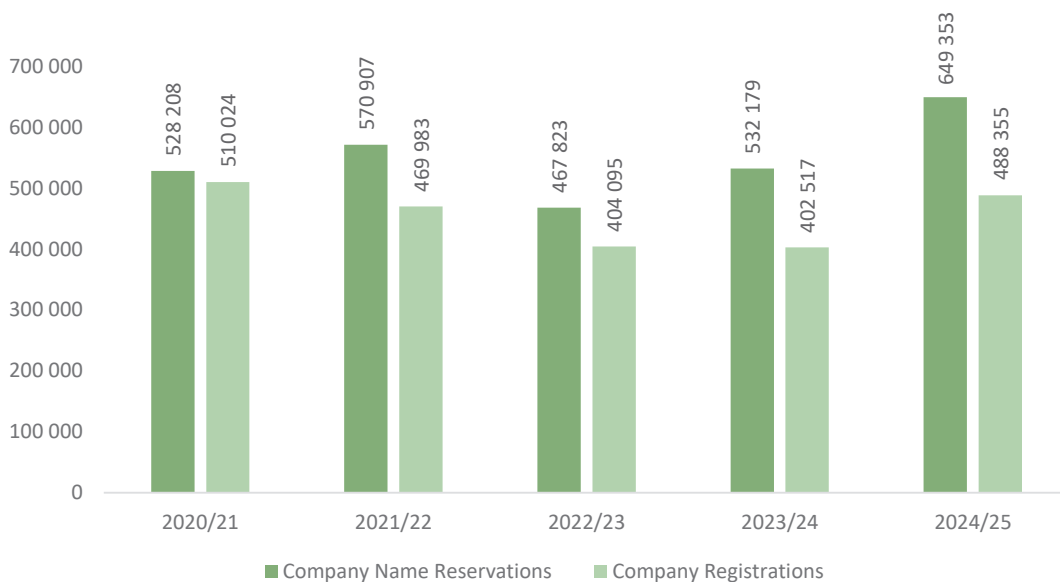
Failure to address these gaps risks constraining innovation outcomes and weakening stakeholder confidence. Conversely, sustained reform positions the CIPC as a credible custodian of South Africa’s IP system and a regional leader under AfCFTA.

**Company Registrations and Close Corporations**

*Name Reservations*

There has been a generally increasing trend with regards to the number of company name reservations over the past five years as depicted in **Figure 14: Name Reservations and Company Registrations** below.

Figure . 14: Name Reservations and Company Registrations



In 2024/25, 649 353 company name reservations were processed compared to 532 179 in 2023/24. It should be noted that there has been a fourteen percent (14%) decrease in manual applications for name reservations, complemented by a twenty-four percent (24%) increase in fully automated name reservations.

*Company Registrations*

There has been a fluctuating trend in terms of company registrations over the past five years, as depicted in **Figure 14: Name Reservations and Company Registrations** above.

Company registrations have increased in the period 2022/23 to 2024/25. In the financial year 2024/25 488 355 company registrations have been processed, which represents a significant increase compared to 2023/24 wherein 402 517 companies were registered. This is in no small part to final deregistration being affected on companies that are non-compliant with Ninety-five percent (95%) of company registrations were processed within the published service delivery standard turnaround time of two (2)

working days, at an average turnaround time of one (1) working day.

### Company De-registrations

In the 2024/25 financial year, the CIPC effected the de-registration of companies due to non-compliance with Annual Returns and Beneficial Ownership filings. This has resulted in a dramatic increase in the number of companies de-registered. Additionally, the Commission faced challenges during the financial year stemming from customers' failure to file their annual returns within the stipulated 30-day period following re-instatement. This non-compliance leads to a repetitive cycle of de-registration and subsequent re-instatement applications. Thus, the number of voluntary de-registrations increased dramatically to 677 944 in 2024/25, as depicted in **Table 2: Company and Close Corporation De-registrations** below.

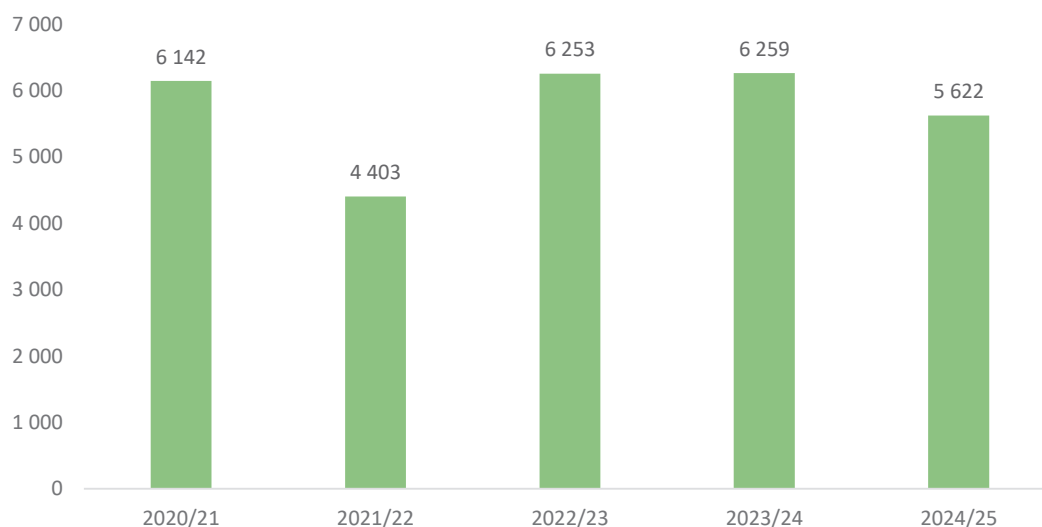
Part B: Table 2 Company and Close Corporation De-registrations

	2020/21	2021/22	2022/23	2023/24	2024/25
Company and Close Corporation Annual Return Final De-registration	170 617	0	647 853	0	677 944

### Co-operative Registrations

Co-operatives registrations have fluctuated over the last five years. Where a downturn in post-COVID recovery of co-operative registrations is observed in 2024/25 as depicted in **Figure 15: Co-operative Registrations**. There was a marked decrease in co-operative registrations in 2023/24 compared to the previous financial year, which may be due to challenges faced as a result of the introduction of the automated co-operative registration system.

Figure 15: Co-operative Registrations



Further, in 2024/25, one hundred percent (100%) of co-operative registrations were processed within the published service delivery standard turnaround time of three (3) working days at an average turnaround

time of one (1) working day.

### *Business Rescue*

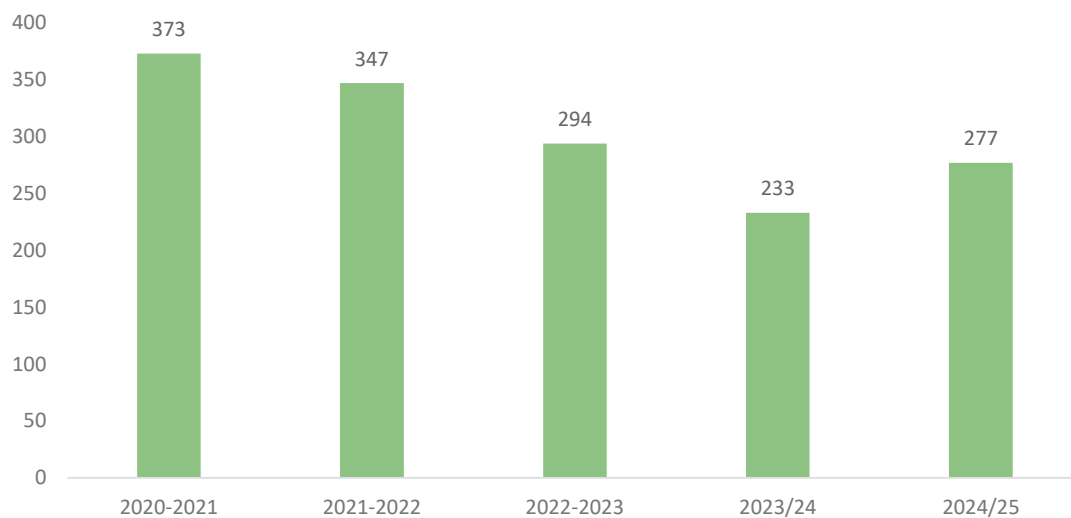
*Part B: Table 3: Status of Business Rescue Proceedings*

Financial Year	Active	Liquidation	Nullity	Set aside	Substantial	Termination	Grand Total
2011-2012	50	58	111	2	85	77	383
2012-2013	109	67	28	5	109	122	440
2013-2014	115	73	21	6	105	89	409
2014-2015	114	73	26	4	101	95	413
2015-2016	142	74	24		88	153	481
2016-2017	104	56	17	3	79	116	375
2017-2018	126	41	22	2	66	105	362
2018-2019	132	38	32	5	61	81	349
2019-2020	159	39	15	4	84	72	373
2020-2021	178	35	6	2	98	54	373
2021-2022	211	23	9		46	58	347
2022-2023	249	8	3		14	20	294
2023-2024	82	23	0	0	64	64	232
2024-2025	34	35	0	0	113	95	277
<b>Grand Total</b>	1805	643	314	33	1113	1201	5108

There has been a general decline of business rescue over the last five year since 2020/21, however, a notable increase in cases has been observed in 2024/25.

This suggests that not only are fewer business rescue proceedings have been instituted per annum for the preceding five-year period - but also that fewer proceedings reach the point of finalisation within a year, resulting in a potential backlog of business rescue proceeding cases. The latter being further exacerbated by an increase in cases on the financial year under review.

Figure. 16: Business Rescue Proceedings Commenced



#### Implications for the CIPC

- Increased demand for simplified, affordable, and digital-first services, particularly from SMMEs and first-time business owners.
- Heightened compliance risk during periods of economic stress, with a greater likelihood of non-filing and deregistration.
- Growing strategic importance of the CIPC data as an input into economic monitoring and policy formulation.

#### Potential opportunities for the CIPC/what's next

- Use service volume and compliance data more deliberately to inform targeted interventions and policy engagement.
- Align service design and fee structures to reduce barriers to formalisation during economic downturns.
- Strengthen support for regional expansion and cross-border compliance under AfCFTA.

#### 1.1.3 Social and Demographic Context

High unemployment, particularly among youth, persistent inequality, and limited access to formal economic opportunities remain major structural challenges. These dynamics increase the imperative for the CIPC to support the formalisation of small, medium, and micro enterprises (SMMEs), including through accessible registration and intellectual property protection services.

Digital-service expectations among citizens and entrepreneurs have increased: users now demand efficient, transparent, mobile-friendly, and customer-centric regulatory services. The CIPC faces the twin challenge of serving both sophisticated business users and smaller entrepreneurs with lower digital literacy or access.

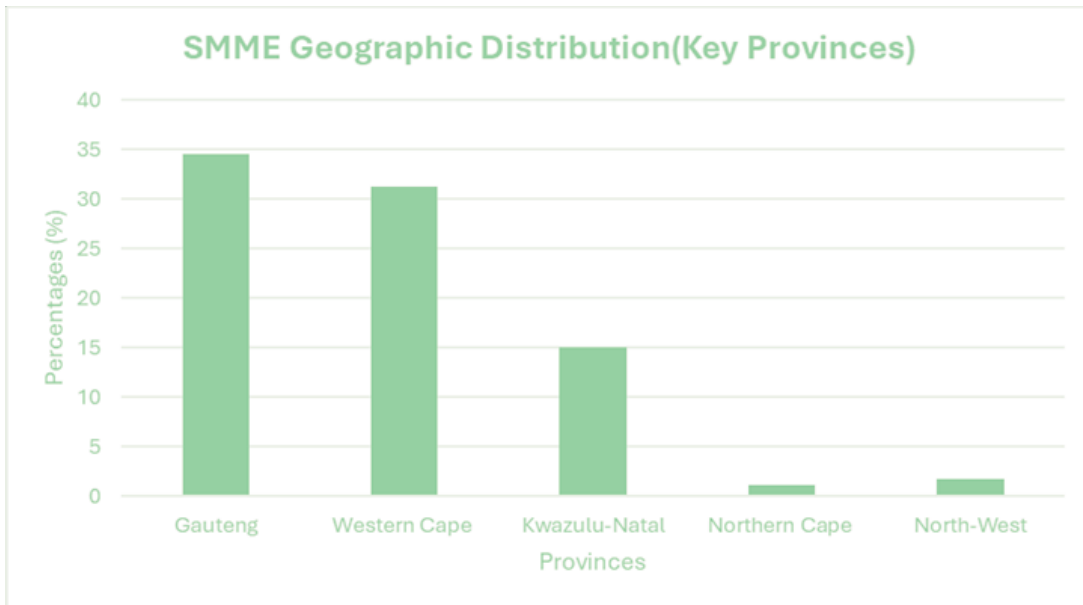


Figure 17- SMME Geographic Distribution (Key Provinces)

Source: Shoprite Group – State of the SMME in South Africa 2025 Report

This graph shows that SMME activity is highly concentrated in Gauteng (34.6%) and Western Cape (31.3%), while provinces such as the Northern Cape (1.1%) and North West (1.8%) remain significantly underrepresented in enterprise activity. These disparities indicate that entrepreneurs in rural and underserved provinces face structural limitations in formalising and growing their businesses. Shoprite Group - State of the SMME 2025

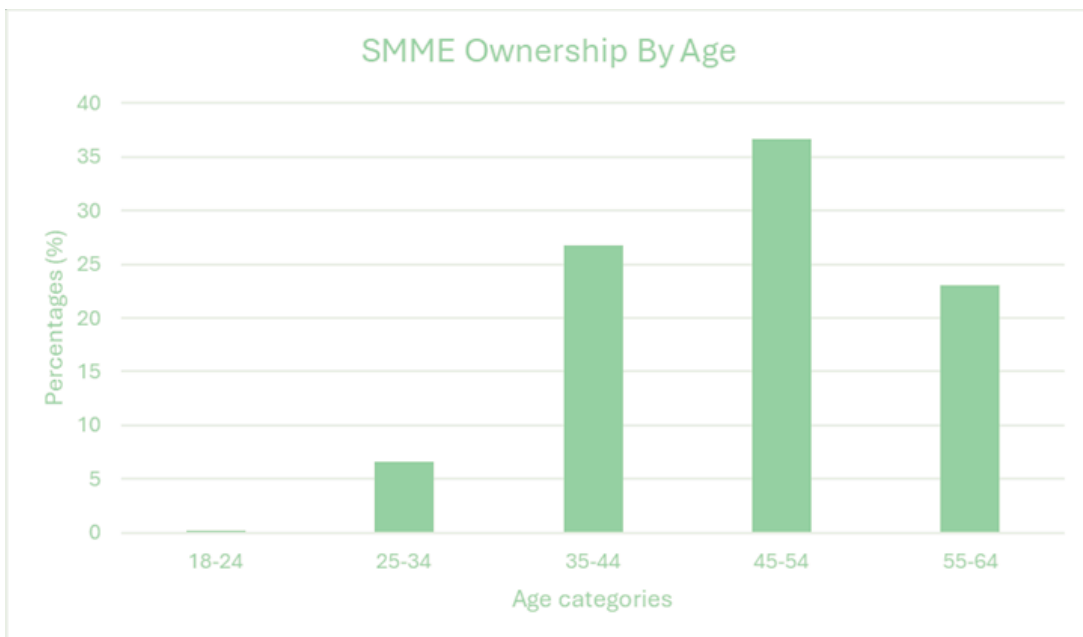


Figure 18 - SMME Ownership by Age Group

Source: Shoprite Group – State of the SMME in South Africa 2025 Report

SMME ownership is predominantly concentrated among individuals aged 45–54 (36.7%) and 35–44 (26.7%), whereas entrepreneurs under the age of 34 represent only 6.8% of business owners. This suggests that younger entrepreneurs experience higher barriers to market entry despite their innovation potential. [Shoprite Group - State of the SMME 2025](#)

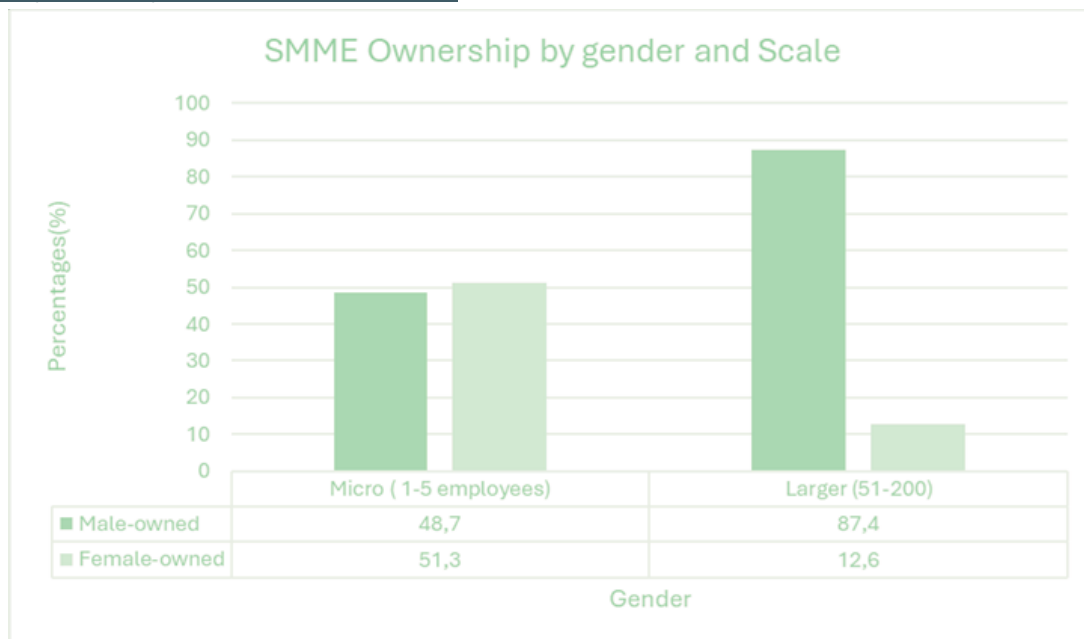


Figure 19 - SMME Ownership by Gender and Enterprise Scale

**Source:** [Shoprite Group – State of the SMME in South Africa 2025 Report](#)

While 51.3% of micro-SMMEs (1–5 employees) are owned by women, their representation drops sharply to 12.6% in larger enterprises (51–200 employees), indicating significant challenges in scaling businesses. Male ownership remains dominant, particularly among larger entities, indicating structural barriers to scaling female-owned businesses. [Shoprite Group - State of the SMME 2025](#)

**Key Insights relevant to the CIPC**

The graphs above highlight the demographic and regional barriers that affect SMME participation and growth.

**These insights reinforce the importance of the CIPC adopting an inclusive and digitally accessible service delivery model.** Low youth participation (6.8%) and limited scaling among women entrepreneurs, declining from 51.3% ownership in small enterprises to 12.6% in larger businesses, point to the need for simplified and mobile-enabled registration pathways. Moreover, the concentration of SMMEs in Gauteng and Western Cape, with limited activity in provinces such as the Northern Cape and North West, underscores the value of regionally adaptive strategies and stakeholder partnerships.

As a national regulator, the CIPC plays a central role in lowering entry barriers through streamlined digital platforms, enhanced outreach to emerging entrepreneurs, and support mechanisms aligned with national development priorities. **The data illustrate a critical opportunity for the CIPC to tailor its services to promote formalisation, growth, and equitable participation across demographic segments and regions**

### Implications for the CIPC

- Differentiated service pathways are required to accommodate digitally enabled users alongside those requiring assisted access.
- Education and awareness initiatives are critical to improving voluntary compliance and data accuracy. An identified opportunity will be for the CIPC to target areas such as the Northern Cape and Northwest, as the graph indicates that these are the lowest SMME participants. This may be due to the lack of knowledge

### Potential next steps for the CIPC

- Expand targeted education and awareness initiatives for youth (Target ages 24-34), informal businesses, and first-time registrants.
  - Use customer and compliance data to tailor interventions and reduce avoidable non-compliance.
- Continue improving assisted and digital service integration to manage demand efficiently.

#### 1.1.4 Technological Environment

The CIPC has made measurable progress in digitising high-volume services through platforms such as eServices and BizPortal, improving accessibility and turnaround times.

### Reducing Turnaround Times

To reduce business regulatory burdens, the CIPC has increased the number of service access channels and modernised (automated) its systems and processes. The impact of these efforts is a reduction in turnaround times, as shown in Table 4: CIPC Key Services – Transacting Times below, which shows processing times over the last five (5) years. In the next five years, the CIPC will continue on this trajectory.

Part B: Table 4: CIPC Key Services

CIPC Services	2020/21	2021/22	2022/23	2023/24	2024/25
Patent Applications	3	2	2	2	2
Patent Registrations	44	44	44	20	20
Patent Renewals	3	3	2	2	1
Design Applications	2	2	2	2	2
Design Registrations	44	44	44	44	44
Design Renewals	3	2	2	2	2
Copyright in Film Applications	10	1	2	1	1
Copyright in Film Registrations	To be updated	32	2	1	1
TradeMark Applications	3	3	3	3	2
TradeMark Registrations	180	132	180	180	180
TradeMark Renewals	3	2	3	3	2
Name Reservations	2	1	1	1	2

CIPC Services	2020/21	2021/22	2022/23	2023/24	2024/25
Company Registrations	2	1	1	1	1
Co-Operative Registrations	2	1	1	1	5
Director Amendments Manual	4	2	3	2	2
Director Amendments (Electronic)	1	1	2	1	Instant
Member Amendments (Manual)	3	1	1	1	1
Member Amendments (Electronic)	1	2	1	1	1
Auditor Changes (Manual)	2	1	3	3	2
Auditor Changes (Electronic)	1	1	1	1	1
Company Name Changes	1	Instant	Instant	Instant	Instant
Company Share Changes	To be updated	Instant	Instant	Instant	Instant
Company Financial Year End Changes Electronic	1	Instant	Instant	Instant	Instant
Companies and CC Address Changes	To be updated	Instant	Instant	Instant	Instant
Memorandum of Incorporation (MOI) Amendments (JSE, E-Mail)	To be updated	Instant	Instant	Instant	Instant
Location of Company Records	To be updated	Instant	Instant	Instant	Instant
Company and Voluntary De-Registration	To be updated	Instant	Instant	Instant	Instant
Company Liquidations	To be updated	Instant	Instant	Instant	Instant
Company Re-instatement	To be updated	Instant	Instant	Instant	Instant
Company and CC Commencement of Business Rescue Proceedings	To be updated	Instant	Instant	Instant	Instant
Annual Returns Filings	To be updated	Instant	Instant	Instant	Instant
AFS Filings	To be updated	Instant	Instant	Instant	Instant
BBBEE Certificate	To be updated	Instant	Instant	Instant	Instant

Evidence presented during strategy sessions indicates that the notion of a broad “digital divide” is no longer an accurate reflection of the CIPC’s service environment. However, automation remains uneven, particularly in complex regulatory processes such as investigations, enforcement, and certain IP services.

Technology has become a core enabler of regulation rather than a support function, with system stability, data integrity, and cybersecurity now mission-critical.

### Implications for the CIPC

- Digital capability directly underpins regulatory effectiveness, compliance monitoring, and enforcement.
- System outages, cybersecurity incidents, or data integrity failures present significant operational and reputational risk.
- Advanced analytics capability is increasingly necessary to manage scale, identify risk, and support proactive regulation.

### What is next for the CIPC

- Accelerate automation of complex regulatory and enforcement processes.
- Strengthen data governance and analytics capability to support intelligence-led regulation.
- Continue investment in cybersecurity and resilience to safeguard critical regulatory infrastructure.

#### 1.1.5 Environmental and Sustainability Context

Sustainability and the “just transition” to a green economy are growing priorities in the public sector. Regulatory agencies are expected to embed environmentally responsible practices, reduce paper-based workflows, and promote sustainable business models in their regulated sectors. The CIPC’s digitisation of registration and IP services contributes to the national effort to reduce resource use and carbon footprint.

#### Environmental Sustainability Trends Relevant to the CIPC

As South Africa accelerates its transition to a green economy, regulatory agencies like the CIPC must align with emerging sustainability priorities. Key trends shaping this landscape include:

##### 1. Climate Change Regulation and Carbon Pricing

South Africa’s **Climate Change Act (2024)** introduces carbon budgets for major emitters and strengthens the framework for a low-carbon economy. The **Carbon Tax Act** continues to incentivise emissions reduction through phased tax implementation. These measures underscore the need for businesses to adopt climate-conscious practices and report emissions transparently. [Chambers Environmental Law Guide, 2024](#)

##### 2. ESG and Sustainability Reporting

South Africa is moving toward **mandatory ESG disclosures** aligned with ISSB standards (IFRS S1 & S2). The CIPC has already integrated sustainability reporting into its XBRL taxonomy and initiated consultations for mandatory reporting by 2025. This trend reflects global pressure for transparent climate and social impact reporting. [2025 update: Navigating ESG disclosure changes in SA Sustainability reporting survey / regulatory impact assessment | CIPC](#)

##### 3. Circular Economy and Waste Management

The Extended Producer Responsibility (EPR) regulations require producers to manage post-consumer waste, promoting recycling and circularity. Government initiatives such as the Recycling Enterprise Support Programme and e-waste projects further reinforce this trend. [SA’s green economy | SAnews Chambers Environmental Law Guide, 2024](#)

#### 4. Green Economy Transition

South Africa's Green Economy Strategy emphasises renewable energy zones, green hydrogen guidelines, and circular economy projects. These initiatives aim to create sustainable industrial growth and job opportunities while reducing environmental impact. [Green economy initiatives | South African Government Green industrialisation in South Africa 2024](#)

#### 5. Digital Transformation and Paperless Government

The Digital Government Roadmap targets 80% of citizen-facing services online by 2025, reducing paper use and supporting sustainability goals. The CIPC's digitisation of company and IP registrations aligns with this national objective. [south-africas-roadmap-digital-transformation-government.pdf](#)

#### 6. Global Sustainability Trends

Global trends influencing South Africa include the rise of circular economy models, green building standards, renewable energy adoption, and ESG integration into corporate governance. [| S&P Global Cisco](#)

Environmental, social, and governance (ESG) considerations are increasingly embedded within the corporate regulatory landscape. Legislative amendments and reporting reforms have expanded expectations around non-financial disclosure, with the CIPC's role growing through oversight of corporate transparency and XBRL-enabled reporting frameworks.

While ESG reporting enhances transparency, it also increases data complexity and verification demands.

#### **Implications for the CIPC**

- ESG-related disclosures expand the scope and complexity of regulatory data managed by the CIPC.
- Verification, data quality assurance, and system capability requirements are increasing.

#### **What is next for the CIPC**

- Strengthen systems and skills to manage ESG and sustainability-related disclosures effectively.
- Align ESG oversight with broader governance, compliance, and transparency objectives.

#### **1.1.6 Legal and Legislative Environment**

Significant legislative and regulatory reforms are underway that impact the CIPC's mandate and operating environment:

- The Companies Amendment Act 16 of 2024 and Companies Second Amendment Act 17 of 2024 were signed into law in July 2024, and many provisions came into force on 27 December 2024. These amendments enhance transparency, remuneration disclosure, director accountability, and classification of "securities". [Reynolds Attorneys+3Webber Wentzel+3Cliffe Dekker Hofmeyr+3](#)
- The amendments introduce beneficial-ownership disclosure requirements, giving the CIPC the

authority to require companies to file and update beneficial-ownership information. [EY](#)

- The regulatory burden reduction agenda (red-tape reduction, ease of doing business) also features that the CIPC must monitor and align its processes accordingly. [SA Legal Academy](#)
- The Intellectual Property Laws Amendment Act and the upcoming Designs Amendment Bill (2026) introduce mandatory disclosure requirements for traditional knowledge and cultural expressions.

These legislative advances have direct implications for the CIPC's operations, especially regarding company registration processes, disclosure frameworks, public access to company records, and regulatory enforcement.

In 2026, the CIPC faces significant operational friction because its internal systems and staffing models are prepared for a modernised legal framework that has not yet been fully enacted by Parliament.

The impact of slow-moving legislative amendments on the CIPC's performance and mandate efficiency is highlighted below:

#### **a. The Patents and Designs Bill: Stranded Capacity**

- The CIPC has already invested in building a **Substantive Search and Examination (SSE)** division, including the hiring and training of patent examiners. However, because the **Patents Bill** and **Designs Amendment Bill** are only expected for public comment in **February 2026**, the CIPC is forced into an inefficient "dual-mode":
- **Wasted Specialisation:** Trained examiners must continue to oversee an outdated, registration-based "depository" system that does not legally allow them to fully exercise their new examination powers for local filings.
- **Reduced Quality Control:** Without the new law, the CIPC cannot legally reject "weak" patents that lack novelty, leading to a register cluttered with low-quality IP that vulnerable to legal challenges.
- **Delayed "Utility Models":** Small businesses and startups are currently denied access to the cheaper, faster "utility model" (petty patent) system because the CIPC lacks the legislative authority to register this new category of IP.

#### **b. The Madrid Protocol: Inefficient Global Integration**

- The CIPC remains tethered to a system that requires individual, manual filings for every territory. This prevents the CIPC from using WIPO's automated central records, increasing the administrative workload for CIPC staff who must manually process high volumes of national Trade mark applications.
- As of late 2025, the Trade marks Amendment Bill—necessary to domesticate the Protocol—has faced repeated delays, forcing the CIPC to constantly revise its IT roadmaps and strategic performance targets.

#### **c. Administrative Backlogs and "System Overload"**

- **Legacy Issues:** Slow legislative change forces the CIPC to maintain "legacy" IT systems alongside new digital platforms. In early 2026, the CIPC acknowledged that these system safeguards and high application volumes have contributed to significant **reinstatement delays**.

#### **What is next for the CIPC**

- Maintain active engagement with policy and legislative stakeholders to support implementation of readiness.
- Plan system and capability upgrades in a phased manner that accommodates legislative uncertainty.
- Ensure internal governance and capacity planning to anticipate expanded regulatory responsibilities.

### **1.2 Internal Environment Analysis**

The internal environment analysis assesses the CIPC's organisational capacity, governance arrangements, systems, processes, and human capital in relation to its statutory mandate and strategic objectives. This analysis considers the extent to which the CIPC's internal capabilities, structures, and operating model are aligned to current and emerging demands, including expanded regulatory responsibilities, increased service volumes, and heightened expectations for transparency and enforcement.

The purpose of this section is to identify strengths to be leveraged, gaps requiring intervention, and institutional readiness to execute strategic priorities.

#### **1.2.1 Organisational Design (OD) and Capacity**

The CIPC is actively implementing an Organisational Design (OD) initiative to align its structure, roles, and capabilities with strategic priorities, improve organisational agility, and streamline service delivery. As the external environment becomes increasingly complex, driven by expanded legislative mandates, heightened compliance expectations, and growing service volumes, the need for organisational alignment and capability optimisation has become more pronounced.

Progress has been made in reviewing organisational structures and identifying capability gaps; however, full implementation remains ongoing. The primary milestone achieved to **date is the development of the Organisational Design (OD) roadmap**. This roadmap provides a structured foundation for the commencement of formal engagement processes and the phased implementation of the OD initiative.

The Commission has articulated a set of robust and forward-looking outcomes to be achieved over the forthcoming year. These outcomes signal a clear commitment to resolving long-standing organisational design challenges and strengthening institutional effectiveness.

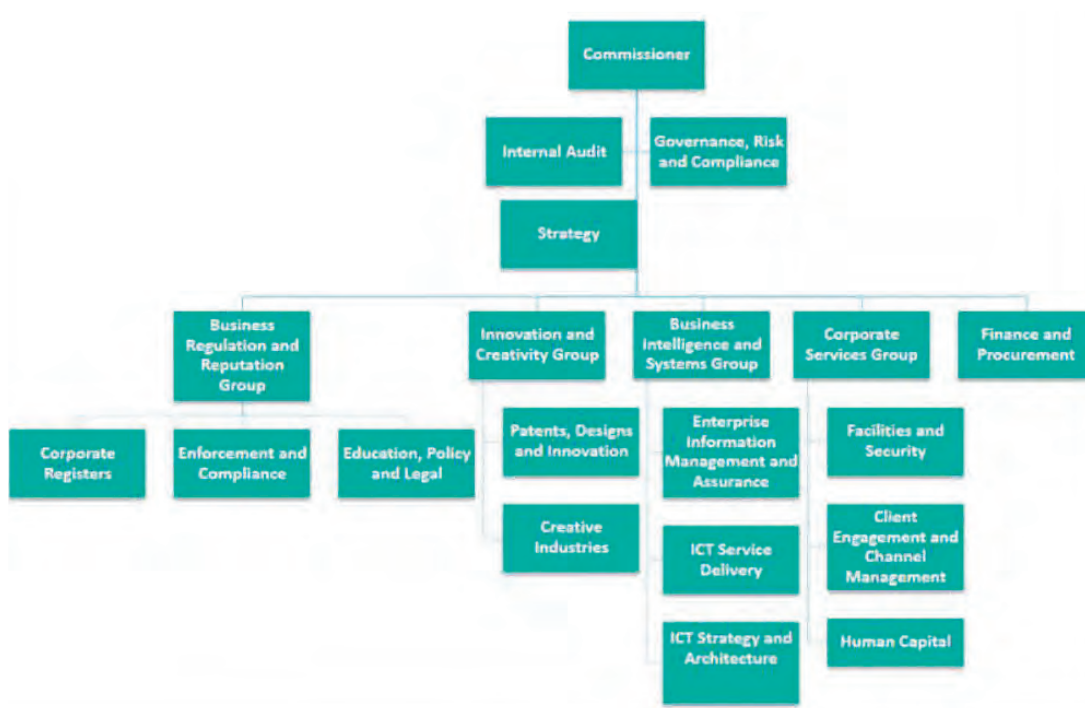
Without full and timely implementation of the OD initiative, the CIPC risks misalignment between its expanded legislative mandate and available institutional capacity. This misalignment is likely to constrain the effective administration of beneficial ownership disclosures, slow the resolution of intellectual

property backlogs, and limit the Commission’s ability to transition from reactive to intelligence-led compliance and enforcement. Over time, these constraints may erode service-delivery performance, increase regulatory exposure in high-risk areas, and undermine confidence in the integrity of the CIPC’s registers

### CIPC Organisational Structure

The organogram reflects its dual nature as a regulatory body for both corporate entities and intellectual property, and follows a hierarchical structure led by executive management

Figure 20: CIPC Organogram



### Recommendations

- Expedite the finalisation of the OD restructuring, ensuring that critical roles are filled with competencies that are aligned to the need.
- Embed structured change-management and organisational culture programmes to support the transition to new operating models and ways of working.
- Establish and monitor OD performance metrics, including decision-making lead times, service turnaround times, and employee-engagement indicators, to track the effectiveness of the restructured organisation.

### 1.2.2 Intellectual Property (IP) Analysis

The CIPC operates within an IP environment characterised by a transition from a passive registration "depository" to a proactive, quality-focused examination system.

#### a. Global IP Trends & Technological Disruptions

- **AI Integration:** The CIPC has implemented AI-driven image search for Trade marks to handle the surge in digital brand assets. However, South Africa's legal framework still struggles with AI authorship; while the CIPC previously granted a patent to an AI (DABUS), 2026 practice remains conservative as legislation has not yet formally recognised AI as an "inventor".
- **Digital Asset Protection:** Emerging tech such as 3D printing, VR, and IoT are creating jurisdictional conflicts and cybersecurity risks, forcing the CIPC to emphasise digital auditing and encryption for protecting trade secrets and "digital blueprints".

#### b. Performance & Pressures in Registrations

- **Volume Surges:** The CIPC remains the top IP filing destination in Africa, receiving nearly **14,000 patent applications annually**.
- **System Latency:** High application volumes, coupled with system upgrades, have led to "registration disparities." For instance, applications submitted in late 2025 often only receive official incorporation dates in **2026**.
- **Human Capital Constraints:** The CIPC faces a disproportionate ratio of personnel to applications, leading to longer processing times compared to other major jurisdictions.

#### c. IP Enforcement Landscape

- **Post-Grant Opposition:** The **Patents Bill of 2026** introduces a revolutionary "post-grant opposition" system, allowing third parties to challenge weak patents administratively through the CIPC rather than solely via expensive High Court litigation.
- **Access to Medicines:** In line with global shifts, new legislation implements **TRIPS Article 31bis**, enabling the CIPC to oversee compulsory licensing more effectively to support public health objectives.
- **Administrative Redress:** A new **administrative tribunal** is being established to oversee IP disputes, including compulsory licenses and design oppositions, aiming for faster and more cost-effective enforcement.

#### d. Regional and International Obligations

- **International Standards:** As of **January 1, 2026**, the CIPC has officially adopted the **13th Edition of the Nice Classification** for Trade marks, aligning South Africa with the World Intellectual Property Office (WIPO) standards.
- **Harmonisation Efforts:** The CIPC is currently aligning its systems for the **Hague Agreement** (industrial designs) and the **Riyadh Design Law Treaty (2024)**, which will eventually allow for flexible representation formats like animations and 3D photographs in filings.
- **Continental Integration:** New patent provisions are being drafted to incorporate the **AfCFTA IP protocols**, facilitating a more unified African IP market.
- **Genetic Resources & Traditional Knowledge:** Following the 2024 WIPO Treaty, the CIPC now mandates the **disclosure of origin** for genetic resources and traditional knowledge in patent applications to prevent biopiracy.

#### Planned initiatives for the coming year:

##### a. Grassroots IP Programmes and Inclusion

CIPC has prioritised grassroots IP initiatives aimed at expanding awareness and access, particularly for women, youth, MSMEs, and innovators in underrepresented regions. Key initiatives include:

- Implementation of Technology and Innovation Support Centres (TISCs), supported by Memoranda of Understanding with incubators.
- IP4SMMEs initiatives, including youth-focused surveys conducted through BRICS IP platforms and approved at the 17th BRICS HIPO meeting.
- Development of IP reference guides for small law firms and MSMEs, with a focus on empowerment and inclusion.

Without deeper integration between IP awareness, commercial viability assessment, and innovation financing ecosystems, the developmental impact of grassroots IP programmes remains constrained.

#### **b. IP Service Performance and Administration**

The CIPC has achieved compliance with established Service Delivery Standards (SDS) for patent and design administration. However, end-to-end automation of administrative processes has not yet been fully realised.

**Implications for the CIPC:** Manual and partially automated workflows limit scalability and efficiency. Full digitisation of IP processes remains essential to support growing demand and complexity.

#### **c. Collecting Societies Oversight**

The CIPC continues to exercise regulatory oversight over collecting societies, including audits and issuance of regulatory directives to enforce compliance.

#### **d. IP Enforcement and Anti-Counterfeiting Environment**

The CIPC has established operational IP enforcement units and continues to conduct capacity-building and enforcement-related activities targeting counterfeit and illicit goods. Collaboration with domestic and international partners (including WIPO, EUIPO, BRICS, and AfCFTA counterparts) remains strategically important.

However:

- Integration of digital technologies into IP enforcement processes remains limited.
- Data analytics capability for identifying IP crime trends and hotspots is still emerging.
- Inter-agency coordination on illicit trade requires strengthening.

Without mature data analytics and integrated digital tools, enforcement remains reactive rather than predictive, limiting impact against increasingly sophisticated infringement networks.

### **1.2.3 SWOT Strategic Analysis**

The SWOT analysis below provides a strategic overview of the CIPC's operating environment. It highlights internal strengths and weaknesses, as well as external opportunities and threats, and is aligned to the organisation's strategic pillars.

Pillar	Strengths	Weaknesses	Opportunities	Threats
<b>Service Delivery &amp; Access</b>	<ul style="list-style-type: none"> <li>Strong progress in digital transformation (e-Services, online company registration, name reservation, annual returns).</li> <li>Improved accessibility through bank partnerships and BizPortal one-stop shop.</li> <li>Enhanced institutional capacity and skilled workforce supporting modernised service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Legacy systems and manual processes still cause inefficiencies and backlogs.</li> <li>Limited inclusivity for rural or digitally marginalised groups.</li> <li>Dependence on ICT infrastructure stability.</li> </ul>	<ul style="list-style-type: none"> <li>Further automation using AI, machine learning, and data analytics for faster turnaround times.</li> <li>Expansion of mobile and multi-channel service delivery for inclusivity.</li> <li>Use of operational data to drive proactive decision-making and stakeholder support.</li> </ul>	<ul style="list-style-type: none"> <li>Cybersecurity vulnerabilities and potential data breaches are disrupting service delivery.</li> <li>Persistent digital divide limiting access for SMEs and rural users.</li> <li>Funding constraints affecting ICT upgrades and maintenance.</li> </ul>
<b>Innovation &amp; Creativity</b>	<ul style="list-style-type: none"> <li>Combined mandate over company registration and IP protection enables an integrated innovation ecosystem.</li> <li>Capacity to support SMEs through IP creation, protection, and commercialisation.</li> <li>Established partnerships with DTIC, EPO, and international innovation stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Limited in-house technical expertise and resource constraints in IP enforcement and commercialisation.</li> <li>Weak SME pipeline linking IP to market opportunities.</li> <li>Difficulty in measuring innovation outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Position South Africa as a regional innovation hub through strengthened IP partnerships.</li> <li>Collaborate with universities, incubators, and the private sector to enhance commercialisation.</li> <li>Promote IP awareness and digital platforms for innovators.</li> </ul>	<ul style="list-style-type: none"> <li>Weak IP enforcement leading to piracy or counterfeiting.</li> <li>Global competition from more agile and resourced innovation jurisdictions.</li> <li>Policy or legal delays in advancing innovation and IP frameworks.</li> </ul>
<b>Business Regulation &amp; Reputation</b>	<ul style="list-style-type: none"> <li>Strong statutory mandate under the Companies Act and IP legislation ensures regulatory legitimacy.</li> <li>Increasing transparency and governance focus through ESG integration and modernised disclosure.</li> <li>Contribution to investor confidence and “Ease of Doing Business” reforms.</li> </ul>	<ul style="list-style-type: none"> <li>Perceptions of regulatory complexity or bureaucracy impacting user satisfaction.</li> <li>Limited visibility of compliance outcomes and enforcement effectiveness.</li> <li>Reputational dependence on clean audits and governance performance.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen regulatory credibility through ESG, digital governance, and open data frameworks.</li> <li>Enhance international reputation by aligning with global best practices.</li> <li>Simplify compliance to support SME formalisation and regional trade (AfCFTA).</li> </ul>	<ul style="list-style-type: none"> <li>Reputational risks from compliance failures, data inaccuracies, or service disruptions.</li> <li>Increased regulatory burden perception discourages business formalisation.</li> </ul>

*Part B: Table 5: SWOT analysis*

### **Strategic Interpretation**

Across all pillars, the SWOT analysis reinforces the need for the CIPC to consolidate recent progress while addressing structural and capability constraints that limit execution. The analysis underscores the importance of aligning service delivery, innovation, and regulatory credibility with strong governance, digital resilience, and stakeholder trust.

### **Strategic Implications**

The CIPC's strengths and opportunities can only be realised if weaknesses, particularly skills gaps, legacy systems, and enforcement capacity constraints, are addressed through deliberate investment and execution discipline. Failure to do so heightens reputational, compliance, and operational risk.

#### **1.2.4 Human Capital and Organisational Culture**

Human capital is a critical enabler of the CIPC's evolving strategic and regulatory role. As the Commission transitions from a predominantly transactional registry to a more intelligence-led, enforcement-capable regulator, the demand for specialised skills and adaptive organisational culture has intensified.

While the CIPC has a committed and experienced workforce, capability distribution is uneven across functions. High-demand areas continue to experience capacity strain. In parallel, the OD roadmap currently under implementation has highlighted the need to realign roles, reporting lines, and skill profiles to better support cross-functional regulatory processes.

While targeted training and leadership development initiatives are in place, these interventions are not yet fully integrated into a coherent capability-building framework aligned to the future-state organisational design.

Culturally, the organisation still carries the eagerness to of maintaining a **high-performance culture**, underpinned by improved performance management systems and organisational wellness programmes. The CIPC human capital strategy is built up of 8 focus areas and one of them is focused on the culture

***Shape the "smell of the place": for the organisation this means,*** Fostering mindsets and behaviours that encourage safety, support transformation efforts, express the leadership brand and the CIPC values

As most organisations move toward greater transparency, stricter compliance enforcement, and increased public and international scrutiny the CIPC is already in motion as they shift toward stronger accountability, proactive risk ownership, and data-driven decision-making.

### **Implications for the CIPC**

If human capital development is not closely aligned to the OD roadmap and emerging regulatory demands, the CIPC risks maintaining a structural mismatch between its strategic intent and its execution capability. This may limit the Commission's ability to absorb new disclosure obligations, clear IP and compliance backlogs, and consistently apply intelligence-led enforcement, thereby constraining service delivery performance and regulatory credibility.

## **Recommendations**

- Implement a future-focused competency framework explicitly aligned to the approved OD roadmap, ensuring that critical roles in digital regulation, data analytics, compliance, IP, and enforcement are prioritised.
- Align learning and development interventions to identified capability gaps through structured e-learning, professional certifications, international partnerships, and targeted mentorship programmes.
- Strengthen leadership development, ethics training, and performance-management systems to reinforce accountability, cross-functional collaboration, and ownership within the new organisational structure.
- Use regular staff-engagement and culture surveys, linked to OD milestones, to monitor organisational health and guide targeted cultural interventions.

### **1.2.6 Governance, Leadership, and Compliance**

The CIPC's governance and compliance framework has evolved in response to increased regulatory expectations, expanded legislative mandates, and heightened scrutiny in the post-FATF environment. The Commission has taken deliberate steps to strengthen compliance monitoring, enforcement decision-making, and inter-agency collaboration, positioning governance not merely as a control function, but as a strategic enabler of regulatory credibility.

#### **Progress to Date**

The CIPC has introduced an electronic Compliance Checklist, completed annually by regulated entities, to support systematic compliance monitoring and early identification of non-compliance trends. This initiative has been complemented by the enablement of business intelligence and data-visualisation capabilities, allowing governance and compliance teams to monitor non-compliance patterns in near real time and to support evidence-based enforcement decisions.

In addition, the CIPC has increased proactive monitoring through media surveillance and cross-referencing of historical compliance data, enabling earlier detection of governance failures and repeat non-compliance. Collaboration with law-enforcement agencies, oversight bodies, the Companies Tribunal, and the Special Investigating Unit (SIU) has further strengthened the CIPC's ability to pursue director delinquency matters and other enforcement actions within its statutory mandate.

Where internal capacity constraints exist, particularly in complex regulatory matters, the CIPC has secured access to external legal and specialist expertise to support applications relating to director delinquency and administrative penalties. This has enhanced the quality and defensibility of enforcement outcomes.

#### **Implications for the CIPC**

From a governance and compliance perspective, these gaps are strategic rather than operational. Inadequate disclosure quality, limited transparency of enforcement outcomes, and fragmented access to judicial information directly affect the CIPC's ability to demonstrate regulatory effectiveness, sustain public trust, and uphold the integrity of its registers. Over-reliance on external expertise, without parallel

internal capability development, may also constrain long-term institutional resilience.

### Recommendations

To strengthen governance, leadership, and compliance outcomes, the CIPC should:

- Enhance the design and enforcement linkage of the Compliance Checklist to improve the quality, depth, and reliability of disclosures and reduce superficial compliance.
- Strengthen transparency by systematically publishing significant enforcement outcomes and regulatory decisions, within legislative and confidentiality constraints, to reinforce accountability and deterrence.
- Formalise and deepen inter-agency information-sharing arrangements to ensure timely access to court decisions and enforcement outcomes that affect the CIPC registers.
- Build internal governance and compliance capability alongside targeted use of external expertise, ensuring institutional learning and sustainability.
- Embed governance, compliance, and enforcement indicators into executive oversight and performance monitoring to reinforce accountability at leadership level.

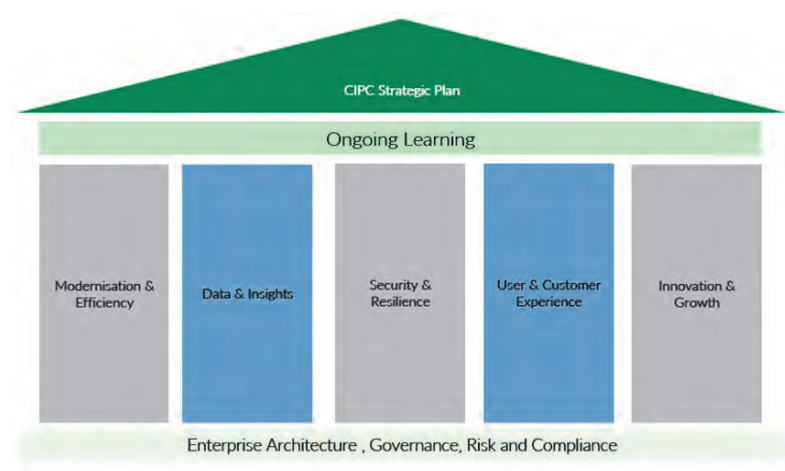
### 1.2.7 Digital Transformation and Innovation

The CIPC’s digital transformation agenda is a central enabler of its strategic mandate and regulatory effectiveness. As service volumes increase, disclosure requirements expand, and expectations for transparency and enforcement intensify, digital capability has become foundational to the Commission’s ability to manage scale, complexity, and regulatory risk.

Digital transformation at the CIPC is therefore not positioned as a technology upgrade exercise, but as a core institutional capability supporting service delivery, compliance, enforcement, and governance.

The ICT Strategy underpinning the CIPC’s digital transformation articulates a clear five-part vision aligned to the CIPC Strategic Plan. This vision provides a structured framework for sequencing investments, prioritising initiatives, and ensuring alignment between business needs and technology enablement.

Figure 21: ICT strategy on a page



### Alignment to the ICT Strategic Vision

**Modernisation and Efficiency:** The CIPC has prioritised modernisation initiatives aimed at improving system performance, resilience, and efficiency. These include cloud migration, ERP upgrades, and the progressive automation of high-volume and high-risk processes. Modernisation is critical to reducing reliance on legacy systems, addressing operational bottlenecks, and enabling more agile regulatory operations.

**Data and Insights:** The establishment of business intelligence and analytics capabilities has enabled improved visibility of service-delivery trends, compliance patterns, and enforcement priorities. The ICT Strategy places strong emphasis on data governance and analytics platforms as enablers of evidence-based regulation, intelligence-led enforcement, and informed strategic decision-making.

**Security and Resilience:** Given the sensitivity of the CIPC’s data assets—including beneficial ownership information, IP records, and enforcement data security and resilience form a core pillar of the digital agenda. Initiatives aligned to zero-trust architecture and the strengthening of disaster recovery and business continuity arrangements are critical to safeguarding data integrity, maintaining service availability, and protecting institutional credibility.

**User and Customer Experience:** Digital transformation has improved accessibility through customer portals, online services, and unified communication channels. Continued focus on user experience is required to support compliance, reduce administrative burden on businesses, and ensure inclusive access, particularly for SMMEs and first-time users.

**Innovation and Growth:** The CIPC’s digital agenda also supports innovation through the development of APIs and digital products that enable interoperability with other regulators and stakeholders. This positions the CIPC to play a more integrated role within the broader regulatory and economic ecosystem, including under AfCFTA and cross-border trade facilitation.

#### **Automation, Modernisation and Innovation Pipeline**

The CIPC has progressed from conceptual planning to implementation across several digital initiatives. Automation and modernisation efforts are increasingly guided by an enterprise-level ICT project prioritisation process, ensuring that resources are directed toward initiatives with the greatest regulatory, operational, and strategic impact. This prioritisation approach is critical in managing demand, sequencing delivery, and aligning technology investments with organisational capacity and readiness.

However, automation remains uneven across functions, with complex regulatory processes—such as investigations, enforcement case management, and certain IP services—still reliant on manual workflows. Addressing these gaps is essential to achieving end-to-end digital regulation.

#### **Data and Technology Capability Needs**

As the CIPC’s regulatory role becomes more data-intensive, the maturity of data governance, analytics capability, and system interoperability will increasingly determine institutional effectiveness. The ability to integrate data across company registers, beneficial ownership disclosures, IP systems, and enforcement platforms is essential to enabling proactive regulation and reducing regulatory risk.

## Roadmaps and timelines for the data Lakehouse and the ICT modernisation:



Figure 22: Data Lakehouse Timelines

Focus	KEY OUTCOMES
PHASE I: FOUNDATION & MODERNISATION (2025-2026)	
<ul style="list-style-type: none"> <li>Cloud Migration</li> <li>Security Overhaul</li> <li>Data Governance</li> <li>Legacy Decommissioning</li> </ul>	<ul style="list-style-type: none"> <li>Secure foundation</li> <li>Initial cost savings</li> <li>Improved basic services</li> </ul>
PHASE II: ENHANCEMENT & INTEGRATION (2027-2028)	
<ul style="list-style-type: none"> <li>ERP Upgrade</li> <li>Advanced Analytics</li> <li>API Ecosystem Expansion</li> <li>Customer Portal Launch</li> </ul>	<ul style="list-style-type: none"> <li>Integrated systems</li> <li>Data-driven insights</li> <li>Enhanced customer experience</li> </ul>
PHASE III: OPTIMISATION & INNOVATION (2025-2028)	
<ul style="list-style-type: none"> <li>AI-Driven Automation</li> <li>Continuous Improvement</li> <li>Scaling Innovative Digital Products</li> </ul>	<ul style="list-style-type: none"> <li>Market leadership</li> <li>New service offerings</li> <li>Optimized operations</li> </ul>

Figure 22: ICT modernization timelines

### Implications for the CIPC

Digital transformation is no longer optional for the CIPC; it is a strategic necessity. Without sustained progress in automation, data governance, cybersecurity, and system integration, the CIPC's ability to scale service delivery, enforce compliance, and maintain regulatory credibility will be constrained. Conversely, effective execution of the ICT Strategy positions the CIPC to operate as a modern, data-driven regulator capable of anticipating risk, improving compliance outcomes, and supporting economic integrity.

### Recommendations

- Implement the ICT Strategy through a phased, prioritised digital-transformation roadmap aligned to the five strategic pillars of modernisation, data and insights, security and resilience, user experience, and innovation.
- Strengthen enterprise-wide data governance and analytics capability to support predictive insights, intelligence-led enforcement, and evidence-based regulatory decisions.
- Accelerate automation of complex, high-impact regulatory processes, including investigations, enforcement, and selected IP services, to reduce reliance on manual interventions.
- Continue to enhance cybersecurity architecture, disaster recovery, and business continuity capabilities in line with national frameworks and evolving threat landscapes.
- Institutionalise ICT project prioritisation mechanisms to ensure alignment between strategic objectives, organisational capacity, and technology delivery.

#### 1.2.8 Stakeholder Engagement and Partnerships

Effective stakeholder engagement is a critical enabler of the CIPC's mandate as a regulator, custodian of corporate and intellectual property information, and contributor to economic integrity and ease of doing business. The breadth and complexity of the CIPC's responsibilities require sustained engagement with a diverse range of stakeholders across government, the private sector, and the broader business ecosystem. As regulatory expectations increase in the post-FATF environment, the quality, structure, and outcomes of stakeholder engagement have become increasingly strategic.

## Key Stakeholders

The CIPC's stakeholder environment comprises multiple categories with distinct roles, expectations, and influence over regulatory outcomes:

- **Government:** The Department of Trade, Industry and Competition (dtic), National Treasury, Parliament, and other policy bodies that shape legislative frameworks, policy direction, and oversight expectations.
- **Regulatory and Enforcement Partners:** South African Revenue Service (SARS), the Financial Intelligence Centre (FIC), law-enforcement agencies, the Companies Tribunal, and the Special Investigating Unit (SIU), with whom the CIPC collaborates on compliance, investigations, enforcement, and AML/CFT matters.
- **Business and Professional Bodies:** Industry associations, professional bodies, company secretaries, legal practitioners, and IP practitioners who act as intermediaries between the CIPC and regulated entities.
- **Business Users and Entrepreneurs:** SMMEs, corporates, startups, innovators, and IP rights holders who rely on the CIPC's services for registration, compliance, protection of rights, and access to the formal economy.
- **Financial Sector and Market Participants:** Financial institutions, investors, and credit providers that depend on the accuracy, integrity, and accessibility of the CIPC's registers for due diligence and risk assessment.
- **International and Regional Partners:** International organisations and counterpart regulators, particularly in the context of IP treaties, cross-border trade, and AfCFTA-related cooperation.

## Potential Issues Raised by Stakeholders

Stakeholder engagement across these groups has consistently highlighted several recurring issues:

- **Regulatory Clarity and Predictability:** Stakeholders seek clearer guidance on legislative amendments, compliance expectations, and enforcement processes, particularly in relation to beneficial ownership disclosures and director delinquency.
- **Data Accuracy and Accessibility:** The integrity, timeliness, and usability of the CIPC registers remain central to stakeholder confidence, particularly for regulators, financial institutions, and investors.
- **Service Delivery and Turnaround Times:** Business users continue to emphasise the importance of reliable digital services, predictable turnaround times, and responsive support channels.
- **Transparency and Enforcement Visibility:** Stakeholders have raised the need for greater visibility of enforcement outcomes to strengthen accountability and deterrence.
- **Coordination Across Regulators:** Enforcement partners have highlighted the importance of seamless information sharing and aligned regulatory action to address complex non-compliance and financial crime risks.

## Current Engagement Posture

The CIPC currently engages stakeholders through a combination of formal and informal mechanisms,

including intergovernmental forums, bilateral engagements, industry briefings, public communications, and operational collaboration on enforcement and compliance matters.

The illustration below shows the summary of engagements held by the CIPC in the year 2022-2023

### Stakeholder engagement and impacts

<b>Output</b>
10 Business Forums hosted aimed at supporting increased FDI, exports and outward investment.
1000 Case studies of firms, workers, entrepreneurs, professionals or communities impacted by the dtic measures: including 12 local films/documentaries telling the SA story
52 Community outreach programmes by the dtic group
5 Conferences, summits, and international forums hosted
10 Successful actions completed on price monitoring and excessive pricing or price gouging

Figure 23: Stakeholder engagement and impact

### Consumer Trends

The CIPC utilises its call centre social media platforms (Facebook and Twitter) to stay engaged with customers.

Part B: Table 6 Consumer Trends

Platform	Description	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Call Centre</b>	Calls Received	No Data	No Data	118 049 <sup>4</sup>	269,988	384 449
	Calls Answered	134 912	118 796	145 404 <sup>5</sup>	160,642	177 390
	Calls Answered %	Not determinable	Not determinable	Not determinable	63%	46%
<b>Facebook</b>	Queries Received	81 902	59 836	35 918	47,523	54 674
	Queries Resolved	68 331	56 246	30 809	41,495	52 406
	Queries Resolved (%)	83%	94%	84%	88%	98%
<b>Twitter</b>	Queries Received	41 587	20 170	11 885	8,011	16 365
	Queries Resolved	13 527	17 750	8 911	6,865	15 978

The call centre percentage of calls answered in 2024/25 exhibited a significant decrease from 2023/24 where 63% answer rate was achieved to 43% in 2024/25. This is associated with a significant increase in the volume of calls received by the call centre.

<sup>4</sup> Number represents calls received only during Quarter 3 and Quarter 4.

<sup>5</sup> Number represents all calls received during the year.

The increase can be attributed to several events and initiative that coincided including, among others:

- The final de-registration of companies that were non-compliant with Annual Returns
- Implementation of BO hardstop
- Mandatory Registration of Spaza Shops
- Automation of co-operatives processes

The increased call times and resulting backlog placed considerable pressure on available resources. In response, the Commission has recruited new staff to provide additional capacity. Furthermore, measures are being implemented to support long-term efficiency, including an independent review of call centre operations and a customer segmentation initiative.

### **Implications for the CIPC**

Fragmented and reactive stakeholder engagement limits the full value of collaboration, constrains regulatory effectiveness, and reduces the CIPC's ability to proactively shape compliance behaviour, stakeholder understanding, and public trust.

### **Strengthening Stakeholder Relations: The Way Forward**

To enhance the strategic impact of stakeholder engagement, the CIPC should adopt a more structured and deliberate approach that aligns engagement efforts with regulatory priorities and institutional objectives.

#### **Key actions include:**

- Finalising and implementing a comprehensive Stakeholder Management Plan that clearly defines stakeholder categories, engagement objectives, roles, communication channels, and performance indicators.
- Prioritising strategic stakeholders based on regulatory risk, influence, and dependency on the CIPC data and services.
- Leveraging partnerships with fintechs, incubators, industry associations, and professional bodies to extend the CIPC's reach, particularly to underserved, rural, youth- and women-owned enterprises.
- Strengthening communication on the CIPC's role in the post-grey-list environment, including transparency reforms, enforcement priorities, and ease-of-doing-business improvements.
- Using stakeholder feedback systematically to inform service improvements, regulatory guidance, and policy input.

A structured, outcomes-driven stakeholder engagement approach will enable the CIPC to strengthen regulatory cooperation, improve compliance outcomes, enhance service delivery, and reinforce institutional credibility. Conversely, failure to professionalise and prioritise stakeholder engagement risks perpetuating misalignment, duplication of effort, and reduced confidence in the CIPC's regulatory role.

### **1.2.9 Reputation and Communication**

The CIPC's reputation as a modern, credible, and trusted regulator is central to stakeholder confidence, compliance behaviour, and the legitimacy of its regulatory interventions. In an environment characterised by heightened transparency requirements, increased public scrutiny, and expanded disclosure

obligations, reputation management has become a strategic function rather than a communications support activity.

The CIPC has already taken deliberate steps to professionalise and structure its reputation and communication approach, recognising the role of consistent messaging, transparency, and stakeholder engagement in reinforcing institutional credibility.

### **Progress to Date**

The Commission has initiated a number of targeted interventions to understand better, manage, and strengthen its reputation:

- A Brand Perception Study has been commissioned to assess how external stakeholders and customers perceive the CIPC, providing an evidence base for reputational risk management and brand positioning.
- A Communication Audit is underway to evaluate the effectiveness of internal and external communication, with a focus on clarity, tone, accessibility, and impact.
- The development of a Brand Communications Guide, extending the Corporate Identity Manual, is standardising visual and language principles across all platforms to ensure consistency and professionalism.
- A Brand Positioning Campaign, supported by digital and public-relations initiatives, is being implemented to articulate the CIPC's value proposition more clearly and reposition the organisation in line with its evolving regulatory role.
- A comprehensive revamp of the [cipc.co.za](http://cipc.co.za) platform is planned to improve usability, accessibility, and alignment with the CIPC's updated brand and service offering.
- The establishment of a Communications Forum is intended to strengthen governance over customer- and stakeholder-facing communication, ensuring coordinated messaging, oversight, and accountability.

In parallel, the CIPC has adopted an Integrated Marketing and Communication (IMC) approach, utilising a coordinated mix of public relations, digital and social media, content marketing, internal communication, customer relationship management, events, webinars, and feedback mechanisms. This multi-channel approach supports broader reach, responsiveness, and two-way engagement with stakeholders.



Figure 24: IMC Communication tool

### Current Challenges and Gaps

While these initiatives reflect meaningful progress, several challenges remain:

- Reputation insights are not yet consistently integrated into enterprise risk management and regulatory decision-making processes.
- Public visibility of enforcement outcomes and regulatory improvements remains limited, reducing the deterrent effect of enforcement and the positive reinforcement of compliance.
- Messaging related to legislative reforms, post-grey-list developments, and transparency initiatives is not always sufficiently consolidated or proactively communicated across stakeholder groups.
- The growing volume of stakeholder touchpoints increases the risk of fragmented or inconsistent messaging without strong central coordination.

### Implications for the CIPC

Reputational risk, if not proactively managed, can directly undermine compliance behaviour, stakeholder trust, and institutional legitimacy. Conversely, effective communication and transparent engagement can reinforce the CIPC's role as a credible regulator, support voluntary compliance, and enhance confidence in the integrity of corporate and IP registers. As regulatory complexity increases, reputation and communication must operate as strategic levers that support governance, enforcement, and service delivery outcomes.

To strengthen reputation management and communication impact, the CIPC should:

- Institutionalise a reputation-monitoring framework incorporating media analysis, sentiment tracking, stakeholder feedback, and customer experience data, with clear escalation and response protocols.
- Integrate reputation and communication insights into executive decision-making, risk management, and regulatory prioritisation.
- Implement targeted communication campaigns to proactively inform stakeholders of legislative changes, digital-service enhancements, enforcement priorities, and regulatory improvements, particularly in the post-grey-list environment.

- Regularly publish transparency reports and service-performance dashboards to reinforce accountability, demonstrate progress, and strengthen public trust.
- Use the Communications Forum to ensure governance, alignment, and consistency across all stakeholder-facing messaging and campaigns.

### **Strategic Opportunity Snapshot**

Given demographic disparities, regulatory reform pressures, rising digital expectations, and evolving institutional capabilities, the CIPC is positioned to move beyond a predominantly administrative role toward becoming a strategic enabler of economic participation, investment integrity, and data-driven regulation.

#### **A. The CIPC as a Catalyst for Youth and Women’s Economic Participation**

Youth-owned businesses remain underrepresented, and women-owned enterprises face significant barriers to scaling.

##### **Strategic Opportunity**

The CIPC can position itself as a national gateway for inclusive enterprise participation through:

- Tailored digital onboarding pathways for youth and women entrepreneurs.
- AI-guided registration and compliance support.
- Affordable IP services for grassroots innovators.
- Strategic partnerships with SEDA, NYDA, TIA, and fintech ecosystems.

This aligns the CIPC with national development priorities and economic reconstruction objectives.

#### **B. Leading Africa’s Digital Regulatory Integration under AfCFTA**

AfCFTA implementation creates demand for interoperable registration, IP protection, and compliance systems.

##### **Strategic Opportunity**

The CIPC can support regional trade by enabling:

- Digital cross-border verification of South African entities.
- Harmonised regulatory frameworks.
- Regional IP protection and data-sharing protocols.

This positions the CIPC as a regional regulatory leader and trade facilitator.

#### **C. The CIPC as a National Data Intelligence Hub**

Expanded disclosure requirements and AML/CFT obligations elevate the strategic value of the CIPC’s data assets.

##### **Strategic Opportunity**

The CIPC can become a central intelligence hub by:

- Integrating BO data with SARS, National Treasury, and law enforcement;
- Applying analytics to detect non-compliance and financial crime;
- Providing secure, role-based compliance dashboards;
- Using business lifecycle data to inform economic policy.

## Part C: Measuring Our Performance

### Programme 1: Service Delivery and Access

#### **Purpose:**

Programme 1: Service Delivery and Access remain focused on ensuring that the Companies and Intellectual Property Commission (CIPC) deliver efficient, accessible, secure, and reliable services to all users across multiple access channels. As articulated in the previous APP, the programme continues to support the organisation's desire to provide predictable and responsive services that enable business formalisation and compliance.

Service delivery performance is increasingly defined by the customer experience, especially considering the predominance of small, micro, and emerging enterprises within the CIPC's client base, many of whom face constraints in navigating complex regulatory requirements. Accordingly, the programme focuses on simplicity, transparency, and turnaround times as key performance levers, while recognising that delivery outcomes are contingent on system capability, automation maturity, and organisational capacity.

The refined KPIs strengthens the original intent by explicitly recognising the operational realities discussed during the sessions, including partial automation, system constraints, and the need to proactively manage service delivery risks.

#### **Focus Areas**

##### ***Organisational Competencies and Capabilities***

The CIPC continues to prioritise organisational capability as a foundational enabler of service delivery. In the 2026/27 financial year, this focus is operationalised through structured workplace readiness and skills development initiatives, particularly for interns employed by the organisation.

The internship programme aims to build a pipeline of capable young individuals while contributing to national priorities on youth employment and skills development. Workplace readiness interventions are delivered throughout the year, with performance measured at year-end through the number of interns who have undergone the workplace readiness programme. Ringfenced funding for internships supports programme sustainability and alignment with workforce planning requirements.

*KPIs supported under this focus area include:*

- Number of youth trained as part of the CIPC's internship programme
- Percentage of women trained as part of the CIPC's internship programme
- Number of people with disabilities trained as part of the CIPC's internship programme
- Number of youth employed as part of appointments

##### ***Governance, Policies, Processes, and Systems***

Strong governance and effective internal controls remain central to Programme 1. The CIPC will continue to maintain a robust governance framework that supports accountability, ethical conduct, and compliance with legislative and regulatory requirements.

The achievement of a clean audit outcome remains a key performance measure, reflecting the effectiveness of financial management, internal controls, and assurance mechanisms. In parallel, the CIPC will continue to review and align policies, processes, and systems to support operational efficiency and strategic priorities.

*KPIs supported under this focus area include:*

- Number of AGSA audit outcome reports reflecting a clean audit

### ***Customer and Stakeholder Satisfaction and Public Trust***

Enhancing customer and stakeholder experience remains a strategic priority under Programme 1. Customer satisfaction metrics are used as a key management tool to assess service quality, accessibility and responsiveness.

To strengthen public trust, the CIPC will continue to publish service delivery turnaround times (SLAs) and quarterly reports on performance against these standards. These disclosures support transparency, manage stakeholder expectations, and reinforce accountability.

Customer satisfaction surveys and SLA reporting are conducted and monitored throughout the year, with consolidated performance assessed at year-end.

*KPIs supported under this focus area include:*

- Percentage customer and stakeholder satisfaction score

### ***Modernisation, Automation and Digital Integration***

The CIPC continues to implement a phased modernisation and digitisation programme to improve service delivery and reduce bureaucratic delays. In the 2026/27 financial year, this focus extends beyond process automation to include digital integration and data capability.

Automation of prioritised business processes and migration of databases to modern platforms support efficiency, reliability and scalability. In addition, the establishment of a unified digital portal, supported by a data lake-house and management dashboards, strengthens integrated service delivery and enables evidence-based decision-making.

While implementation activities occur throughout the year, performance is measured upon completion of configured systems and tools.

*KPIs supported under this focus area include:*

- Number of Additional CIPC Processes Automated
- Number of Beneficial Ownership-related processes enhance

### ***Supplier Relations and Economic Transformation***

Effective supplier management supports service continuity, governance and economic transformation. The CIPC will continue to prioritise timely payment of suppliers and procurement from B-BBEE compliant suppliers, in line with legislative requirements and national transformation objectives.

These practices contribute to supplier sustainability, support inclusive economic participation and reinforce trust in the organisation's operational practices.

*KPIs supported under this focus area include:*

- Percentage of invoices paid within 20 days
- Percentage of procurement from B-BBEE compliant suppliers
- Level of B-BBEE compliance of the organisation

Programme 1 strategic focus and planned interventions retain the original intent and structure of the programme, while strengthening alignment with the confirmed KPI framework. The revised KPIs emphasise capability building, transparency, digital integration, and data-driven management through clearer indicator definitions and measurement approaches, ensuring a direct and auditable link between strategic intent, implementation, and performance reporting.

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

Growth and Inclusion Strategy	CIPC Outcome	Output	Output Indicators	Annual Targets						
				Audited Performance			Estimate Performance / Baseline	Medium Term Targets		
				2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
<b>Economic Reform:</b> Support employment, entrepreneurship and productive livelihoods	Enhanced workplace readiness and skills for the economy through the CIPC internship programme	Empowerment of Youth, Women and People living with disabilities through CIPC Workplace readiness programme	Number of youth trained as part of the CIPC's internship programme	New indicator	New Indicator	New Indicator	2025/26 New Indicator	2026/27 120 youth trained as part of the CIPC's internship programme	2027/28 120 youth trained as part of the CIPC's internship programme	2028/29 120 youth trained as part of the CIPC's internship programme
			Number of women trained as part of the CIPC's internship programme	New indicator	New Indicator	New Indicator	2025/26 New Indicator	2026/27 60 women trained as part of the CIPC's internship programme	2027/28 60 women trained as part of the CIPC's internship programme	2028/29 60 women trained as part of the CIPC's internship programme
			Number of people with disabilities trained as part of the CIPC's internship programme	New indicator	New Indicator	New Indicator	2025/26 New Indicator	2026/27 1 person with disabilities trained as part of the CIPC's internship programme	2027/28 1 person with disabilities trained as part of the CIPC's internship programme	2028/29 1 person with disabilities trained as part of the CIPC's internship programme

Growth and Inclusion Strategy	CIPC Outcome	Output	Output Indicators	Annual Targets						
				Audited Performance		Estimate Performance / Baseline	Medium Term Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Economic Reform:</b> Support employment, entrepreneurship and productive livelihoods	Sustainable Job creation	Appointment of youth into approved, vacant entry level posts	Number of youth employed as part of appointments made during the 2026/27 period	New indicator	New indicator	New Indicator	New Indicator	20 youth employed	20 youth employed	20 youth employed
		Gather customer perception insights through customer and stakeholder survey	Percentage customer and stakeholder satisfaction score	Not Measured	8 (equivalent to 80%)	77%	80%	85%	87%	90%
<b>Public Service Reform:</b> Build the capability of the state to deliver on its developmental mandate	Improved Organisational Competencies and Capabilities	Clean audit achieved	Quality of AGSA Audit outcome	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit

Growth and Inclusion Strategy	CIPC Outcome	Output	Output Indicators	Annual Targets						
				Audited Performance			Estimate Performance / Baseline	Medium Term Targets		
				2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
<b>Public Service Reform:</b> Harness digital transformation as a driver of growth and inclusion	Reduced administrative compliance burden for companies and IP owners	Implement automation CIPC's processes	Number of additional CIPC processes automated  <b>FATF Related:</b> Number of Beneficial Ownership-related processes enhanced	New Indicator	New Indicator	New Indicator	10 additional CIPC processes automated	8 additional CIPC processes automated	10 additional CIPC processes automated	10 additional CIPC processes automated
				New Indicator	New Indicator	New Indicator	New Indicator	2 Beneficial Ownership-related processes enhanced	-	-
<b>Economic Reform:</b> Support employment, entrepreneurship and productive livelihoods	Businesses and innovators supported	Timely payment of suppliers  Procurement from SA based, B-BBEE compliant suppliers	Percentage of invoices paid within 20 days  Percentage of procurement from B-BBEE compliant suppliers	New indicator	New indicator	80% of invoices paid within 20 days	80% of invoices paid within 20 days	85% of invoices paid within 20 days	90% of invoices paid within 20 days	90% of invoices paid within 20 days
				New indicator	New indicator	100% of procurement from B-BBEE Compliant suppliers	100% of procurement from B-BBEE Compliant suppliers	100% of procurement from B-BBEE Compliant suppliers	100% of procurement from B-BBEE Compliant suppliers	100% of procurement from B-BBEE Compliant suppliers

Growth and Inclusion Strategy	CIPC Outcome	Output	Output Indicators	Annual Targets						
				Audited Performance		Estimate Performance / Baseline	Medium Term Targets			
				2022/23	2023/24		2024/25	2026/27	2027/28	2028/29
Economic Reform: Support employment, entrepreneurship and productive livelihoods	Businesses and innovators supported	Compliance to the B-BBEE Act	Level of B-BBEE compliance of the organisation	New Indicator	New Indicator	New Indicator	New Indicator	B-BBEE Level 2	B-BBEE Level 2	B-BBEE Level 1

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

Output	Performance Indicator/Measure	Quarterly Milestones					
		Baseline	Annual Target 2026/27	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Empowerment of Youth, Women and People living with disabilities through CIPC Workplace readiness programme	Number of youth trained as part of the CIPC's internship programme	New Indicator	120 youth trained as part of the CIPC's internship programme	-	-	-	120 youth trained as part of the CIPC's internship programme
	Number of women trained as part of the CIPC's internship programme	New Indicator	60 women trained as part of the CIPC's internship programme	-	-	-	60 women trained as part of the CIPC's internship programme
	Number of people with disabilities trained as part of the CIPC's internship programme	New Indicator	1 person with disabilities trained as part of the CIPC's internship programme	-	-	-	1 person with disabilities trained as part of the CIPC's internship programme
Appointment of youth into approved, vacant entry level posts	Number of youth employed as part of appointments made during the 2026/27 period	New Indicator	20 youth employed	5 youth employed	5 youth employed	5 youth employed	5 youth employed
Gather customer perception insights through customer and stakeholder survey	Percentage customer and stakeholder satisfaction score	80%	85%	-	-	-	85%
Clean audit achieved	Quality of AGSA Audit outcome	Clean Audit	Clean audit	-	AGSA audit report issued with no findings	-	-

Output	Performance Indicator/Measure	Quarterly Milestones					
		Baseline	Annual Target 2026/27	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Implement automation of CIPC's processes	Number of Additional CIPC Processes Automated	44 out of 91	8 Additional CIPC Processes Automated	-	-	-	8 Additional CIPC Processes Automated
	Number of Beneficial Ownership-related processes enhanced <b>(FATF Related)</b>	New Indicator	2 Beneficial Ownership-related processes enhanced	-	-	-	2 Beneficial Ownership-related processes enhanced
Timely payment of suppliers	Percentage of invoices paid within 20 days	80% of invoices paid within 20 days	85% of invoices paid within 20 days	85% of invoices paid within 20 days	85% of invoices paid within 20 days	85% of invoices paid within 20 days	85% of invoices paid within 20 days
Procurement from SA based B-BBEE compliant suppliers	Percentage of procurement from B-BBEE Compliant suppliers	100% of procurement from B-BBEE Compliant suppliers	100% of procurement from B-BBEE Compliant suppliers	100% of procurement from B-BBEE Compliant suppliers	100% of procurement from B-BBEE Compliant suppliers	100% of procurement from B-BBEE Compliant suppliers	100% of procurement from B-BBEE Compliant suppliers
Compliance to the B-BBEE Act	Level of B-BBEE compliance of the organisation	New Indicator	B-BBEE Level 2	-	-	-	B-BBEE Level 2

## Programme 2: Innovation and Creativity Promotion

### **Purpose:**

Programme 2: Innovation and Creativity Promotion exists to support and promote local innovation and creativity through the effective administration, protection, enforcement, and promotion of intellectual property (IP) rights. This is achieved through maintaining accurate, secure, and up-to-date registries of patents, designs, and cinematograph films, regulating collecting societies, strengthening enforcement collaboration, expanding IP education, and contributing policy and legal input to the national IP regime.

The programme also supports the maintenance of accurate and relevant information relating to companies, foreign companies, and other juristic persons, as contemplated in the Companies Act, No. 71 of 2008, where such information intersects with IP rights administration and enforcement. Through these functions, the CIPC contributes to legal certainty, transparency, and confidence in the national innovation system.

Recent strategic discussions highlighted that the effectiveness of Programme 2 is increasingly determined by education, partnerships, enforcement readiness, and institutional capability, rather than registration volumes alone. The updated Programme 2, therefore, focuses on capacity building, grassroots engagement, enforcement collaboration, and measurable socio-economic impact, as reflected in the revised KPI set.

### **Focus Areas**

The strategic focus of Programme 2 is to enable a credible, accessible, and enforceable IP system that supports innovation, creativity, and economic participation. To achieve this, the Programme will implement targeted interventions across five interrelated focus areas, each directly linked to the approved KPIs.

#### ***IP Education, Skills Development, and Experiential Learning***

Building internal intellectual property (IP) capability remains a core organisational priority, particularly in preparation for the promulgation of the Patent Amendment Bill, which will transition South Africa's patent system from a depository model to a substantive search and examination framework. This legislative shift requires enhanced technical expertise and sustained skills development within the patent examination function.

Under this focus area, the CIPC continues to implement the Experiential Learning Programme (ELP) to capacitate patent examiners with the practical competencies required to conduct substantive patent searches and examinations. The programme emphasises hands-on, skills-based learning aligned to the evolving regulatory environment and the future operational requirements of the patents function.

Training interventions are structured and delivered consistently throughout the financial year to support progressive capability development, knowledge retention, and operational readiness. The programme strengthens institutional capacity to implement the new patent examination regime effectively once the amended legislation comes into effect.

*KPIs measured under this focus area:*

- Number of Examiners trained through the SSE training programme

### ***Grassroots Interventions and Inclusive Innovation***

To broaden participation in the IP system, Programme 2 places increased emphasis on grassroots interventions, particularly targeting underrepresented communities, emerging innovators, and disadvantaged groups. These interventions support awareness of IP rights, registration processes, enforcement mechanisms, and commercialisation opportunities.

How can innovation support be expanded beyond traditional urban and institutional centres to promote inclusive economic participation? In response, the CIPC implements structured grassroots innovation support interventions throughout the financial year to ensure sustained engagement and broaden access, rather than relying on once-off initiatives.

*KPIs measured under this focus area:*

- Number of people reached through community interventions implemented

### ***Inventor Assistance Programme (IAP) Expansion***

The Inventor Assistance Programme (IAP) remains a key mechanism for supporting inventors through access to information, advisory services, and support networks. Under Programme 2, the CIPC will focus on promoting and growing the IAP through structured campaigns aimed at increasing awareness, uptake, and utilisation.

Quarterly campaigns will be implemented to maintain momentum and ensure that inventors are continuously informed of available support. This responds to session insights that sustained communication is required to translate awareness into actual participation.

*KPIs measured under this focus area:*

- Number of IAP successful applicants matched with Bono Attorneys
- Number of people educated in IP Rights

### ***IP Enforcement, Compliance, and Law Enforcement Capacity***

IP enforcement and compliance remain high priorities under Programme 2. Experience has demonstrated that education combined with targeted enforcement yields the most sustainable compliance outcomes.

The CIPC will continue to strengthen enforcement through:

- Number of people of law enforcement agencies dealing with counterfeit goods and illicit trade, trained
- Number of people reached through IP Crime Awareness initiatives on counterfeit goods and illicit trade

Strategic alliances with international partners support the CIPC's enforcement mandate, particularly in addressing internet fraud, public health-related crime, women in IP, and pharmaceutical crime. Enforcement effectiveness in these areas is dependent on partnership readiness and aligned operational capability; accordingly, targeted capacity-building initiatives are prioritised ahead of large-scale enforcement operations.

*KPIs measured under this focus area:*

- Number of people of law enforcement practitioners/professionals dealing with illicit trade of counterfeit goods
- Number of people reached through IP Crime Awareness on illicit trade of counterfeit goods

### ***Regulation and Oversight of Collecting Societies***

The regulation and oversight of accredited Collecting Societies remain central to ensuring transparency, good governance, and fair distribution of royalties within the creative sector. Under Programme 2, the CIPC will continue to audit Collecting Societies to promote compliance with applicable regulations.

The broader impact of this regulatory function is the proper and efficient distribution of royalties, ensuring that musicians and artists are able to earn sustainable livelihoods from their creative output. Improved governance has already enabled Collecting Societies to establish initiatives such as Funeral Schemes and Performers' Development Funds, contributing to long-term socio-economic benefits for members.

Audits are scheduled strategically to ensure thorough review and follow-up, with findings informing regulatory oversight and continuous improvement.

*KPIs measured under this focus area will be monitored in the AOP:*

- Percentage of entitled beneficiary local musicians receiving royalties distributed by collecting societies

The programme strengthens the ability to demonstrate tangible outcomes, moving beyond activity reporting to measurable impact aligned with national innovation, creativity, and enforcement priorities.

Programme 2 narrative and focus areas reflect a deliberate shift towards capacity building, inclusive participation, enforcement readiness, and regulatory impact, while retaining the core statutory mandate of the Innovation and Creativity Promotion Programme, ensuring a clear and defensible line-of-sight between strategy, implementation, and performance measurement.

Part C: Table 3: Programme 2: Innovation & Creativity - Outcomes, Outputs, Indicators, and Performance Targets

Growth and Inclusion Strategy Alignment	CIPC Outcome	CIPC Output	Output Indicators	Annual Targets							
				Audited Performance			Estimate Performance / Baseline	Medium Term Targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
<b>Economic Reform</b>	Improved State capacity for patent regulation and integrity	Implementation of Experiential Learning Project with the SSE team	Number of Examiners trained through the SSE training programme	New Indicator	New Indicator	New Indicator	20 Examiners trained	20 Examiners trained	20 Examiners trained	20 Examiners trained	20 Examiners trained
	Improved IP regulation compliance and royalty distribution	Compliance with Regulations by Accredited Collecting Societies	Percentage of entitled beneficiary local musicians receiving royalties distributed by collecting societies	New Indicator	New Indicator	New Indicator	New Indicator	80% of entitled beneficiary local musicians receiving royalties distributed by collecting societies	80% of entitled beneficiary local musicians receiving royalties distributed by collecting societies	80% of entitled beneficiary local musicians receiving royalties distributed by collecting societies	80% of entitled beneficiary local musicians receiving royalties distributed by collecting societies
<b>Public Service Reform:</b> Build the capability of the state to deliver on its developmental mandate	Building a capable state to facilitate effective IP enforcement capacity.	Increase IP regulatory compliance monitoring capacity within Law Enforcement	Number of law enforcement practitioners/professionals dealing with illicit trade of counterfeit goods trained	New Indicator	New Indicator	New Indicator	New Indicator	120 law enforcement practitioners/professionals trained	140 law enforcement practitioners/professionals dealing trained	160 law enforcement practitioners/professionals trained	20 000 people reached
		Education and Awareness on IP crimes	Number of people reached through IP Crime Awareness on illicit trade of counterfeit goods	New Indicator	New Indicator	New Indicator	New Indicator	10 000 people reached	15 000 people reached	20 000 people reached	20 000 people reached

Growth and Inclusion Strategy Alignment	CIPC Outcome	CIPC Output	Output Indicators	Annual Targets						
				Audited Performance			Estimate Performance / Baseline	Medium Term Targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Economic transformation through localisation	Inventor Assistance Programme implemented	Number of IAP successful applicants matched with Bono Attorneys	New Indicator	New Indicator	New Indicator	New Indicator	8 of IAP successful applicants matched	10 of IAP successful applicants matched	12 of IAP successful applicants matched
		IP education and awareness	Number of people educated in IP Rights	New Indicator	New Indicator	New Indicator	New Indicator	1000 people educated in IP Rights	1250 people educated in IP Rights	1500 people educated in IP Rights

Part C: Table 4: Programme 2: Innovation and Collaboration - Indicators, Annual and Quarterly Targets

Output	Performance Indicator/Measure	Baseline	Annual Target 2026/27	Quarterly Milestones			
				1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Implementation of Experiential Learning Project with the SSE team	Number of Examiners trained through the SSE training programme	New Indicator	20 <sup>6</sup>	20	20	20	20
Compliance with Regulations by Accredited Collecting Societies	Percentage of entitled beneficiary local musicians receiving royalties distributed by collecting societies	New Indicator	80%	-	-	-	80%
Increase IP regulatory compliance monitoring capacity within Law Enforcement	Number of people of law enforcement practitioners/professionals dealing with counterfeit goods and illicit trade, trained	New Indicator	80	20	20	20	20
Education and Awareness on IP crimes	Number of people reached through IP Crime Awareness on illicit trade of counterfeit goods	New Indicator	10 000	2500	2500	2500	2500
Inventor Assistance Programme implemented	Number of IAP successful applicants matched with Bono Attorneys	New Indicator	8	2	2	2	2
IP education and awareness	Number of people educated in IP Rights	New Indicator	1000	250	250	250	250

1. The target is non-cumulative; therefore, the same cohort of Examiners is trained in each quarter, and the number does not increase over the reporting period.

### Programme 3: Business Regulation and Reputation

#### **Purpose:**

The purpose of Programme 3: Business Regulation and Reputation is to enhance the reputation of South African businesses and the broader business environment by ensuring the integrity, accuracy and reliability of corporate registers, strengthening corporate compliance, and promoting high standards of governance, disclosure, and ethical conduct.

The Programme fulfils this mandate by maintaining registers of corporate entities, directors, practitioners, and business interests; accrediting intermediaries; educating businesses and professionals on legislative compliance; and promoting and enforcing compliance with applicable legislation. In addition, the Programme provides policy and legal insight and advisory support on the coordination, implementation, and impact of company law, governance, and disclosure frameworks.

Recent strategic and operational discussions emphasised that reputational outcomes are increasingly shaped by the Commission's ability to move from reactive, complaint-driven regulation towards proactive, intelligence-led and data-driven oversight. The focus for Programme 3 therefore places stronger emphasis on proactive investigations, compliance trend analysis, beneficial ownership transparency, collaboration with enforcement agencies, and public disclosure.

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

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

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

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

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

- (i) not to investigate,
- (ii) to refer it to the Companies Tribunal or Accredited Agency or other appropriate regulatory authority, or

(iii) to direct an investigator or inspector to investigate.

After receiving an investigation report the Commission may

- (i) Excuse a respondent.
- (ii) Refer the complaint to the companies tribunal.
- (iii) Issue a notice of non-referral to the complainant, advising the complainant of any rights to seek a remedy in court.
- (iv) Propose that the complainant and any affected person meet with the commission or with the tribunal, to resolve the matter by consent order; commence proceedings in a court in the name of the complainant, if the complainant has a right to apply to a court; and has consented to the commission to do so;
- (v) Refer the matter to the NPA, or other regulatory authority, if the commission alleges that a person has committed an offence in terms of this act or any other legislation; or
- (vi) issue a compliance notice in terms of section 171.

### **Focus Areas**

The strategic focus of Programme 3 is to strengthen trust, transparency, and accountability in the corporate environment through targeted regulatory oversight, proactive compliance monitoring, and effective enforcement coordination. This is achieved through a set of interrelated focus areas:

#### ***Corporate Education, Awareness, and Voluntary Compliance***

Promoting a culture of compliance remains a foundational pillar of Programme 3. The CIPC recognises that sustainable compliance outcomes are best achieved through education, awareness, and early engagement, particularly among SMMEs, professionals, and intermediaries.

Under this focus area, the CIPC will continue to collaborate with SMMEs, professional bodies and business chambers to deliver corporate law education and awareness initiatives. These engagements aim to improve understanding of legislative requirements, governance obligations, and disclosure standards, thereby reducing unintentional non-compliance and strengthening voluntary compliance.

Education initiatives also serve as an early warning mechanism, enabling the Commission to identify emerging compliance risks and knowledge gaps within specific sectors.

*KPIs measured under this focus area:*

- Number of people reached through corporate education and awareness

#### ***Proactive Investigations and Enforcement Readiness***

In alignment with recommendations of the Judicial Commission of Inquiry into State Capture and legislative amendments introduced through the Companies Second Amendment Act No. 17 of 2024, the CIPC is strengthening its proactive investigation capability.

This includes targeted investigations into contraventions of the Companies Act, particularly in cases linked to findings of the State Capture Commission. Investigations focus on identifying directors for possible delinquency and strengthening accountability within corporate leadership structures.

*KPIs measured under this focus area:*

- Number of directors investigated for delinquency
- Number of proactive investigations on corporate law non-compliance trends initiated

### ***Compliance Monitoring, Disclosure, and Corporate Transparency***

Strengthening transparency and public accountability is central to improving corporate reputation. Under this focus area, the CIPC will publish regular compliance and governance reports highlighting compliance trends, risks, and public notices.

The publication of compliance checklist reports enables the Commission to communicate expectations clearly, promote behavioural change and support evidence-based oversight. In addition, the publication of names of non-compliant companies issued with compliance notices serves as a disclosure-based regulatory tool, reinforcing accountability and deterrence.

*KPIs measured under this focus area and reported through the Annual Operational Plan (AOP):*

- Number of compliance checklist reports published, tracking trends in compliance

### ***Beneficial Ownership Transparency and Data Integrity***

The establishment and ongoing monitoring of the Beneficial Ownership (BO) Register remains a critical intervention to restore South Africa's international reputation and address risks associated with illicit financial flows, money laundering, and terrorist financing.

Under this focus area, the CIPC will monitor the quality, accuracy, and completeness of BO data, ensuring that applications are reviewed and confirmed as compliant with legislative requirements. This work supports South Africa's commitments to FATF and G20 standards and contributes to the country's efforts to exit the grey-listing environment.

*KPIs measured under this focus area:*

- Stage of Adoption of legislative amendments regarding Administrative Fines and De-registrations for BO Non-compliance
- 

### ***Targeted Inspections and Integrated Enforcement***

To strengthen enforcement effectiveness, the CIPC will conduct targeted inspections aligned with national risk priorities and the annual enforcement plan. These inspections support early detection of non-compliance and provide actionable intelligence for investigations and enforcement actions.

In addition, the CIPC will collaborate closely with law enforcement agencies, the NPA, SIU, Hawks, JSE, and other regulators to ensure coordinated responses to non-compliance and to strengthen case preparation for successful prosecutions.

The sessions emphasised that enforcement outcomes are dependent on collaboration, information sharing, and sequencing of interventions, rather than isolated action.

### ***Digitisation and Turnaround Time Improvement***

In support of a modern, efficient regulatory environment, Programme 3 contributes to the digitisation of business processes and the reduction of turnaround times. These efforts enhance efficiency, competitiveness, and ease of doing business.

While digitisation remains phased, performance is monitored to ensure that system and process improvements translate into measurable efficiency gains.

The below performance indicators will be measured and reported through the Annual Operational Plan (AOP) for each responsible business unit

- Percentage reduction in turnaround times for business processes

Part C: Table 5: Programme 3: Business Regulation and Reputation - Outcomes, Outputs, Indicators, and Performance Targets

	Outcome	Output	Output Indicators	Annual Targets													
				Audited Performance			Estimate Performance/Baseline	Medium Term Targets									
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29							
<b>Growth and Inclusion Strategy Alignment</b>																	
<b>Economic Reform:</b> Support employment, entrepreneurship and productive livelihoods	Increased compliance awareness and improved understanding of Company Law among professionals and SMIMEs	Empower citizens with corporate law knowledge	Number of people reached through corporate education and awareness	New Indicator	New Indicator	New Indicator	New Indicator	50 000 people reached through corporate education and awareness	60 000 people reached through corporate education and awareness	70 000 people reached through corporate education and awareness	4	4	4	4	4	4	4
<b>Public Service Reform:</b> Mount an effective response to crime and corruption	A reputable business regulation environment that is conducive to investment and facilitation thereof	Investigations in response to contraventions of Companies Act No 71 of 2008, as amended	Number of investigations initiated for director delinquency	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator	investigations initiated for director delinquency	investigations initiated for director delinquency	investigations initiated for director delinquency	investigations initiated for director delinquency	investigations initiated for director delinquency	investigations initiated for director delinquency	investigations initiated for director delinquency	investigations initiated for director delinquency	investigations initiated for director delinquency
<b>Economic Reform:</b> Maintain a clear and stable macroeconomic framework	Improved investor confidence	Participate in the FATF Monitoring and Evaluation Cycle to prevent SA Greylisting	Stage of Adoption of legislative amendments regarding Administrative Fines and De-registrations for BO Non-compliance	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance
<b>Public Service Reform:</b> Mount an effective response to	Improved business integrity and compliance	Initiation of proactive investigations on non-compliance trends	Number of proactive investigations on corporate law non-compliance	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator	20 proactive investigations initiated	20 proactive investigations initiated	20 proactive investigations initiated	20 proactive investigations initiated	20 proactive investigations initiated	20 proactive investigations initiated	20 proactive investigations initiated	20 proactive investigations initiated	20 proactive investigations initiated

Growth and Inclusion Strategy Alignment	Outcome	Output	Output Indicators	Annual Targets										
				Audited Performance			Estimate Performance/ Baseline	Medium Term Targets						
				2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29			
crime and corruption	culture through public disclosure	identified through the Compliance checklist to strengthen integrated oversight	compliance trends initiated											
<b>Public Service Reform:</b> Mount an effective response to crime and corruption	Economic Stabilisation and Entrepreneurship Development	Make inputs into amendments of Chapter 6 of the Companies Act on the regulation of Business Rescue Practitioners	Stage of development of legislative amendment inputs	New Indicator	New Indicator	New Indicator	New Indicator		Legislative amendments submitted	-	-			
		Regulate Business Rescue Practitioners to ensure Compliance	Number of Practice Notes issued on BRP conduct	Number of Practice Notes issued on BRP conduct	New Indicator	New Indicator	New Indicator	New Indicator		3 Practice Notes issued on BRP conduct	3 Practice Notes issued on BRP conduct	3 Practice Notes issued on BRP conduct		
			Number of investigations initiated on business rescue practitioners	Number of investigations initiated on business rescue practitioners	New Indicator	New Indicator	New Indicator	New Indicator		10 investigations initiated on business rescue practitioners	10 investigations initiated on business rescue practitioners	10 investigations initiated on business rescue practitioners		

Part C: Table 6: Programme 3: Business Regulation and Reputation - Indicators, Annual and Quarterly Targets

Output	Performance Indicator/Measure	Baseline	Annual Target 2026/27	Quarterly Milestones			
				1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Empower citizens with corporate law knowledge	Number of people reached through corporate education and awareness	New Indicator	50 000 people reached through corporate education and awareness	12 500 people reached through corporate education and awareness	12 500 people reached through corporate education and awareness	12 500 people reached through corporate education and awareness	12 500 people reached through corporate education and awareness
Investigations in response to contraventions of Companies Act No 71 of 2008	Number of investigations initiated for director delinquency	New Indicator	4 investigations initiated for director delinquency	-	-	-	4 investigations initiated for director delinquency
Participate in the FATF Monitoring and Evaluation Cycle to prevent SA Greylisting	Stage of Adoption of legislative amendments regarding Administrative Fines and De-registrations for BO Non-compliance	New Indicator	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance	-	-	-	Adopted Input for amendments to Companies Act regarding Administrative Fines and De-registrations for BO Non-compliance
Initiation of proactive investigations on non-compliance trends identified through the Compliance checklist to strengthen integrated oversight	Number of proactive investigations on corporate law non-compliance trends initiated	New Indicator	20 proactive investigations initiated	5 proactive investigations initiated	5 proactive investigations initiated	5 proactive investigations initiated	5 proactive investigations initiated
Make inputs into amendments of Chapter 6 of the Companies Act on the regulation of Business Rescue Practitioners	Stage of development of legislative amendment inputs	New Indicator	Legislative amendments submitted	-	-	-	Legislative amendments submitted

		Quarterly Milestones					
Output	Performance Indicator/Measure	Baseline	Annual Target 2026/27	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Regulate Business Rescue Practitioners to ensure Compliance	Number of Practice Notes issued on BRP conduct	New Indicator	3 Practice Notes issued on BRP conduct	-	-	-	3 Practice Notes issued on BRP conduct
	Number of investigations initiated on business rescue practitioners	New Indicator	10 investigations initiated on business rescue practitioners	2 investigations initiated on business rescue practitioners	3 investigations initiated on business rescue practitioners	3 investigations initiated on business rescue practitioners	2 investigations initiated on business rescue practitioners

## Updated key risks and mitigations from the SP

Part C: Table 1: Updated key risks and mitigations from the SP

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date
Reduce regulatory administrative burden	Customer dissatisfaction with services offered from various functions organisation-wide	Manual processes in some areas and non-adaptability to changing customer preferences for service offerings	4	16	<ul style="list-style-type: none"> <li>- Automated Business tools (email, website, query resolution system, mobile)</li> <li>- Call centre</li> <li>- Annual Returns (AR) deregistration</li> <li>'Automation of the following functions:                             <ul style="list-style-type: none"> <li>- Voluntary de-registration</li> <li>- Implemented</li> <li>- BO Optimisation</li> <li>- Implemented</li> <li>- Invoicing System</li> <li>- Enhanced</li> <li>- Implemented</li> <li>- Continuous monitoring and reporting on the status of identified priority automation Projects.</li> </ul> </li> </ul>	4	12	<ul style="list-style-type: none"> <li>- Systems change for prioritized and identified areas with manual processes</li> <li>-Development/ Implementation of a Query Resolution System</li> <li>- Continuous monitoring and reporting on the status of identified priority automation Projects</li> <li>Automation of the following functions:                             <ul style="list-style-type: none"> <li>- Document Dispatch</li> <li>- Delayed (reprioritisation)</li> <li>-Business Rescue Phase 3</li> <li>-Mobile App and Chatbot</li> </ul> </li> </ul>	31/03/2027	EM: BI & Systems EM: BRR

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN				
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/ Implementer	
		Lack of awareness of CIPC services, channels and know-how by the customer			<ul style="list-style-type: none"> <li>- Website</li> <li>- Education and awareness initiatives (e.g. campaigns and workshops)</li> <li>- Marketing collateral (e.g. brochures)</li> <li>- social media</li> <li>- Partnerships with other role players (e.g. Seda, the dtic, WIPO)</li> <li>- Ongoing utilisation of technology to build awareness where accessible.</li> </ul>			<ul style="list-style-type: none"> <li>- Review media strategy (digital, broadcast, print)</li> <li>- Optimise Information presentation on website (simple, accessible and easy to use)</li> <li>- Build and maintain relationships with other role players and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Review media strategy (digital, broadcast, print)</li> <li>- Optimise Information presentation on website (simple, accessible and easy to use)</li> <li>- Build and maintain relationships with other role players and stakeholders</li> </ul>	30/06/2026	CSE	
		Nature of Supply Chain Management processes. SCM is highly legislated, implementation is confined by the applicable legislation			<ul style="list-style-type: none"> <li>- SCM policy</li> <li>- Delegation of authority</li> <li>- Anti-fraud and corruption plan</li> <li>- Supply-chain governance committees</li> </ul>			<ul style="list-style-type: none"> <li>- To introduce SCM measures of performance e.g. SCM process turnaround times</li> </ul>	<ul style="list-style-type: none"> <li>- To introduce SCM measures of performance e.g. SCM process turnaround times</li> </ul>	30/04/2026	CFO	

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK Likelihood Rating	EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK Likelihood Rating	CONTROL IMPROVEMENT PLAN Agreed action plan Indicative date Assurer/Implementer		
		Inadequate business continuity planning and execution		<ul style="list-style-type: none"> <li>- Integrated Disaster management and Business continuity plans</li> <li>- CIPC emergency and Crisis response Plan</li> <li>- CIPC Information continuity and recovery standard, strategy and plan</li> <li>- Business impact assessment</li> <li>- Enterprise backup and restore management solution</li> <li>- Ongoing plan exercises and data restore tests</li> <li>- SLA for off-site backup archiving and retrieval</li> <li>- Enterprise robotics tape library solution (updated)</li> <li>-Enhanced Information Continuity Plan</li> <li>-Deployed Veeam Backup and Replication backup platform was verified.</li> <li>-Comprehensive restore tests of Veeam backups</li> </ul>		<ul style="list-style-type: none"> <li>- Validate ICT continuity plans and emergency response readiness through integrated exercises and system recovery tests.</li> </ul> <p>The ICT Plan was also alignment with the draft CIPC Business Continuity / Emergency Plans.</p> <ul style="list-style-type: none"> <li>-An enterprise-wide BIA process</li> <li>- Conduct Integrated exercises -Veeam recovery roll-out phase.</li> <li>-Implementation of the Veeam fail-over recovery environment to enable on/offsite recovery simulations.</li> <li>- Troubleshooting reports for</li> </ul>	31/07/2026	EM: BI & Systems and DM GRC

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN				
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/ Implementer	
									unsuccessful recovery and restore testing - An integrated BCM Programme and BCP Framework implementation - Review and enhance Information continuity and recovery Plan and emergency response arrangements. - Migrate to a Premium backup management solution to significantly enhance recovery capabilities - Review and update of the BCM programme/plan - Resourcing of the Corporate business continuity function			



STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)		RESIDUAL RISK		CONTROL IMPROVEMENT PLAN							
			Likelihood	Rating	Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/ Implementer						
Build competencies and capabilities to become a world class and modern regulator	Cybersecurity threats	Inadequate cybersecurity oversight	5	20	Information committee security	5	20		To review extend terms of reference of the Information Security Committee as well as include business stakeholders to enhance oversight reach and scope of oversight.	Ongoing	EM: BI & Systems					
												Ineffective implementation of cybersecurity policies and management frameworks	Cybersecurity policy	Budget and HR capacity needs need to be addressed to enhance implementation of cybersecurity policies.	31/03/2026	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN												
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer									
		Inability to prevent, detect and respond to cyber-security threats			<ul style="list-style-type: none"> <li>- Info Recovery Plan</li> <li>- CIPC Emergency Response Plan</li> <li>- Review and continuous improvement of physical and logical access protocols</li> <li>- Vulnerability assessments</li> <li>- Data and server backups</li> <li>- Periodic penetration testing</li> <li>- Conduct social engineering test/ audit</li> <li>- Existing cyber-security solutions are continuously reviewed and identified improvements are implemented.</li> </ul>				<ul style="list-style-type: none"> <li>- EPMO-77 - Informix Migration (Planned for Q3 2024/2025)</li> <li>- EPMO-74 - Managed Information Security Services (Planned for Q3-Q4 2024/2025)</li> </ul>											
					<ul style="list-style-type: none"> <li>- Upgrading of Cortex Extended Detection and Response (XDR) implementation to all CIPC endpoints;</li> <li>- Replacement of the existing firewall to the Next Generation Firewall (NGFW) in progress.</li> <li>- Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP)</li> <li>- Managed Information Security Services (MISS) tender was advertised</li> </ul>															

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN				
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	action	Indicative date	Assurer/Implementer	
		Poor organisational cybersecurity culture			Policy and procedure awareness supplemented by email distribution of relevant content.			The organisation will implement automated awareness and announcements to users, that includes summative assessment tools.		31/03/2027		EM: BI & Systems
		<b>CONSEQUENCE/S OF THE RISK</b>	<b>Impact</b>	<b>4</b>		<b>Impact</b>	<b>4</b>	<b>Agreed action plan</b>	<b>Indicative date</b>	<b>Assurer/Implementer</b>		
		Impaired organisational performance and service delivery			Consequence management (performance)			None proposed				EM: BI & Systems
		Customer stakeholder complaints			- Troubleshooting - Customer communication, education and awareness initiatives (including media campaign)			Ongoing security education and awareness campaigns	ongoing			EM: BI & Systems
		Litigation			Legal support			None proposed				EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
		Revenue loss			Service delivery channels (physical and digital) - Application Programming Interface (API)			- Develop a plan to commercialise data sharing to non-public sector partners at pre-defined cost in progress.	31/03/2027	EM: BI & Systems
		Unreliable and/or data systems			- Data policies, processes, and conventions - Data validation techniques - Third party verification system - Automated integrity checks - Performance monitoring and alerts configured on critical systems as early warning detection.			None proposed		EM: BI & Systems
		Data breach and data loss			- Integration of various business systems through e-channels (digital) - Prioritised application systems rollout strategy and plan implementation			Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) implementation	30/06/2026	Exec: BI & Systems
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
Build competencies and capabilities to become a	Non-availability and non-accessibility of ICT services	Lack of alignment between business expectation and technology support capacity from	5	20	ICT strategic plan included in organisational business plan - ITSM	5	15	- Prioritisation Framework	31/03/2027	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS		INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)		RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
				Likelihood	Rating	Likelihood	Rating	Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer
world class and modern regulator		inadequate infrastructure			High	<ul style="list-style-type: none"> <li>- Project prioritisation Framework</li> </ul>		High		"- Implementation of the prioritised projects and ongoing project management and reporting - 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	31/03/2027	EM: BI & Systems	
		Lack of identification of business requirements											<ul style="list-style-type: none"> <li>- BISG high-level processes</li> <li>- Project prioritisation forum</li> <li>- Change control procedures</li> </ul>
		Lack of agile ICT services											

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)		RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating	Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer	
		Service provider dependency			<ul style="list-style-type: none"> <li>- SLA management</li> <li>- Skills transfer (into CIPC)</li> </ul>			<ul style="list-style-type: none"> <li>- Staff retention and succession plan in line with outcomes of OD project</li> <li>- Filling of key ICT positions</li> </ul>		31/03/2027	EM:CS
		Legacy systems			<ul style="list-style-type: none"> <li>- Integration of various business systems through e-channels (digital)</li> <li>- Prioritised application systems rollout strategy and implementation</li> <li>- Implemented Sentinel One Extended Detection and Response (XDR)</li> <li>- Implemented Next Generation Firewalls</li> <li>- Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP)</li> <li>- Managed Information Security Services (MISS) fully operational</li> </ul>			<ul style="list-style-type: none"> <li>- Business driven process application development model using the K2 development framework</li> <li>- Implementation of Prospectus, and Business Rescue Phase 3</li> </ul>		31/03/2027	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer
		Inadequate integrity data			<ul style="list-style-type: none"> <li>- Data policies, processes, procedures and conventions</li> <li>- Data validation techniques</li> <li>- Third party verification system</li> <li>- Automated integrity checks</li> <li>- Security, network and infrastructure policies and procedures</li> <li>- Data Disclosure Strategy</li> <li>- Implementation of business rules in applications</li> <li>- Digitisation of records</li> <li>- Automation of dematerialised data and records</li> </ul>				<ul style="list-style-type: none"> <li>- Continuous improvement of automated integrity checks</li> <li>- Finalise technology migration and configure new testing production and pre-production environments</li> <li>- Implementation of Data Management Solution</li> <li>-Third party verification system</li> <li>- Definition and implementation of Third party verification standards, processes and procedures</li> <li>- Automated integrity checks - Procurement of data management solution in progress</li> <li>-Implementation of business rules</li> </ul>		EM: BI & Systems



STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
					(including media campaign)					
		Revenue loss			Service delivery channels (physical and digital)			- Implement the Application Programming Interface (API) to certain Government entities (at no cost). - Plan to commercialise data sharing to non-public sector partners at pre defined cost in progress.	EM: BI & Systems	
		Unreliable and/or data systems			- Data policies, processes, and conventions - Data validation techniques - Third party verification system - Automated integrity checks - Performance monitoring and alerts configured on critical systems as early warning detection.			None proposed	EM: BI & Systems	
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	action	Indicative date	Assurer/Implementer
Build competencies and capabilities to become a world class and modern regulator	Non-professional organisational culture	Ineffective and inconsistent implementation of performance management	4	16	<ul style="list-style-type: none"> <li>- Performance management system clearly describes how the agreement on performance should be aligned to output per business unit and to annual business plan</li> <li>- Job descriptions review under progress based on interview with both line manager and employee to ensure alignment with Performance plan</li> <li>- Consequence management described in performance management policy</li> </ul>	4	12	None proposed			EM:CS

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)		RESIDUAL RISK		CONTROL IMPROVEMENT PLAN	
			Likelihood	Rating	Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer
		Ineffective knowledge management and sharing of information			<ul style="list-style-type: none"> <li>- Documented policies and procedures</li> <li>- Knowledge sharing initiatives within divisions</li> </ul>			<ul style="list-style-type: none"> <li>- Develop a knowledge management system</li> <li>- Develop and regularly update the intranet information sharing platform</li> <li>- Policy and procedure awareness</li> </ul>	30/06/2026	EM:CS
		Inadequate communication and clarity of strategy, role-functions and expectations of leadership			<ul style="list-style-type: none"> <li>- Strategic plan</li> <li>- Governance and delegation of authority frameworks</li> </ul>			<ul style="list-style-type: none"> <li>- Ongoing strategy Reviews</li> <li>- Utilisation of Communication channels and tools to disseminate information.</li> <li>- Ongoing divisional meetings ( Cascading of organisational strategy by managers to team)</li> </ul>	Ongoing	CSE
		Not living the values and working in silos			Values defined			<ul style="list-style-type: none"> <li>- Values survey</li> <li>- Education and awareness (on values)</li> <li>- Simplification and</li> </ul>	31/07/2027	EM:CS



STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/ Implementer
Create a reputable business regulation and IP environment	Non-optimal organisational performance	Prolonged organisational design process Lack of dedicated unit / lead for stakeholder management	5	20	Ongoing OD process - phased implementation approach. Signed MOU and SLAs with various stakeholders	5	15	Ongoing OD process	management processes.	ongoing	EM:CS
								- Finalisation of Stakeholder Management Strategy.		30/06/2026	CSE
		Lack of integrated stakeholder management planning	5	20	Each business unit manages own stakeholders on an ad hoc basis. Collaboration Framework	5	15	Finalisation and approval of stakeholder management strategy.		30/06/2026	CSE
								Finance team engagement with Managers and implementation of budget adjustments where necessary.		30/06/2026	CSE
High legal related costs limit accessibility of IP services	5	20	- Inventors assistance programme - WIPO partnership	5	15	- Optimisation if inventor assistance programme in terms of education and		30/06/2026	CSE		

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN							
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/ Implementer				
		Lack of integration of end to end enforcement process with key stakeholders			Integration with law enforcement agencies			Enter into MoU with SAPS Commercial Crime and NPA for information on Legal entities and Directors	awareness and application system - Inputs to influence policies and law (consultations with the dtic to ensure that the IP policy is being developed)	30/06/2026				Exec: BRR	
		Delayed implementation of the substantive search and examination programme			<ul style="list-style-type: none"> <li>- SSE training and competency testing programme</li> <li>- European Patent Office oversight on the quality of work produced by examiners</li> <li>- MOU between CIPC and European Patents IPAS (Intellectual Property Administration system) approved for implementation</li> </ul>			<ul style="list-style-type: none"> <li>- Testing of the SSEP system (ongoing)</li> <li>- Procurement of an adequate tool for the purpose of patent searching.</li> </ul>		31/03/2027				EM: I&C	

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)		RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
		Likelihood	Rating	Likelihood	Rating	Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
		Current programmes support only sophisticated business (no focus on programmes to integrate small business participation in IP)		International engagements to shape and direct the IP space - Train the trainer programme with WIPO and Department of Small Business Development - Inventors assistance programme (IAP)				Optimisation of inventor assistance programme in terms of education and awareness and application system	ongoing	EM: I&C
		Lack of awareness of CIPC service offerings including relevant segmentation		<ul style="list-style-type: none"> <li>Website</li> <li>Education and awareness initiatives (e.g. campaigns and workshops)</li> <li>Marketing collateral (e.g. brochures)</li> <li>Social media</li> <li>Partnerships with other role players (e.g. Seda, the dtic, WIPO)</li> <li>Ongoing awareness programmes with relevant progress thereof reported monthly.</li> </ul>				<ul style="list-style-type: none"> <li>Review media strategy (digital, broadcast, print)</li> <li>Optimise information presentation on website (simple, accessible and easy to use)</li> <li>Utilisation of technology to build awareness where accessible</li> </ul>	30/04/2026	CSE
		Reliance on Ministerial approval (pricing, key planning documents e.g. Strategic Plan, APP)		Ongoing review and lobbying				None proposed		CSE
		<b>CONSEQUENCE/S OF THE RISK</b> Customer/stakeholder complaints	<b>Impact</b> 4	Customer Communication, education and awareness initiatives including media campaign	<b>Impact</b> 3			<b>Agreed action plan</b> Continuous SMME training and reporting on IP services	<b>Indicative date</b> ongoing	<b>Assurer/Implementer</b> EM: I&C

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer
Create a reputable business regulation and IP environment to boost investor confidence	Non-compliance and prolonged approval of legislation	Reputational harm			<ul style="list-style-type: none"> <li>- Crisis communications</li> <li>- Media monitoring and management</li> <li>- Customer survey</li> </ul> Stakeholder management			Targeted research to gather and analysis IP data.	31/03/2027	CSE	
		Adverse outcome	audit				Stakeholder Management strategy implementation	ongoing			CSE
Create a reputable business regulation and IP environment to boost investor confidence	Non-compliance and prolonged approval of legislation	Current legislation does not provide for proactive enforcement by CIPC (IP space)	4	16	None suggested  Capacitated internal staff with regards to enforcement  Training of law enforcement agencies in the CIPC mandate and law-considering the Covid challenge the IP division has engaged the IT division to assist a solution to enable virtual training for LE (zero rated data and/or any solution which will enable access)	4	12	To provide formal inputs for legislative review to the dtic	ongoing	EM: BRR	
		Dependence on other law enforcement agencies							MoU to be developed, entered into with relevant Law End. Agencies	ongoing	EM: BRR
		Lack of understanding of IP related matter by other law enforcement agencies							None proposed		

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN				
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer	
		Incorrect utilization of enforcement capacity	Impact	4	- Education and awareness on enforcement to various stakeholders (IP) - Law enforcement authorities now conduct raids Legal opinion/support	Impact	3	- IP to facilitate the development of data collection tool/APP to assist LE officials.	31/03/2027	EM: BRR and EM: I&C		
		Different interpretation of the Act between CIPC and the Tribunal for cases referred to the Tribunal			- Implemented partial measures for some functions			Engage formally with the Head of the Co-Tribunal for general technical discussions on CoAct	30/04/2026	EM: BRR		
		Ineffective adaptability to legislative changes i.e. POPI Act			- Customer survey - Crisis communications and Media monitoring and management - Communication strategy - Customer Communication, education and awareness initiatives including media campaign Legal support			Process for full implementation	Ongoing	EM: BRR		
		<b>CONSEQUENCE/S OF THE RISK</b>						<b>Agreed plan</b>	<b>Indicative date</b>	<b>Assurer/Implementer</b>		
		Reputational harm			- Customer survey - Crisis communications and Media monitoring and management - Communication strategy - Customer Communication, education and awareness initiatives including media campaign Legal support			Review crisis communication to align with BCM processes	30/06/2026	CSE and DM:GRC		
		Customer/stakeholder complaints						Review existing communication strategy. - ongoing media campaign	Ongoing	CSE		
		Litigation			None proposed					BRR		
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK	Likelihood	Rating	RESIDUAL RISK	Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer





STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)		RESIDUAL RISK		CONTROL IMPROVEMENT PLAN	
			Likelihood	Rating	Likelihood	Rating	Likelihood	Rating	Agreed plan	action
Support 3rd party decision making including our own by leveraging on knowledge assets and networks	Technology shortfalls in enabling effective third-party collaboration	Data alteration/malicious system	4	16	<ul style="list-style-type: none"> <li>- Access to the source code of the CIPC systems</li> <li>- Security, network and infrastructure policies and procedures</li> <li>- Information security management system (policies and procedures)</li> <li>- Data disclosure strategy</li> <li>- Completed MISS project -EPMO-74 - Managed Information Security Services (Planned for Q3 -Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP)</li> </ul>	4	16	<ul style="list-style-type: none"> <li>- Continuous improvement of automated integrity checks</li> <li>- Existing cyber-security solutions are continuously reviewed and identified improvements are implemented.</li> </ul>	31/03/2027	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date
		Inefficient information retrieval (per request)			<ul style="list-style-type: none"> <li>- Digitization of records</li> <li>- Automation of dematerialized data and records</li> <li>- Data warehouse and BI environment</li> </ul>			<ul style="list-style-type: none"> <li>- Data validation techniques - define and implement data capture standards (in progress);</li> <li>- data cleansing for data at rest (in progress)</li> <li>- Ongoing modernisation project</li> </ul>	31/03/2027	EM: BI & Systems
		Potential data and security vulnerabilities			<p>Technology integration and risk mitigation</p> <ul style="list-style-type: none"> <li>- Security and network policy</li> <li>- Information security management policy</li> <li>- Data is traversing on encrypted channels (Secured Socket Layer (SSL) to avoid interception in transit.</li> <li>- Domain-based Message Authentication, Reporting, and Conformance (DMARC) for all email communication</li> </ul>			<ul style="list-style-type: none"> <li>- Encryption and data leakage prevention module</li> </ul>	31/03/2027	EM: BI & Systems
		Interception of electronic communication						<ul style="list-style-type: none"> <li>- Enable hybrid work model and security implications</li> <li>- Strike a good balance between strong ICT security and access to data</li> <li>- Establish a CIPC wide Governance Committee</li> </ul>	31/03/2027	EM: BI & Systems



STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
		Financial resource wastage on corrective and recovery measures			<ul style="list-style-type: none"> <li>- Finance policies</li> <li>- Anti-fraud policy</li> <li>- Investigations and recovery process</li> </ul>			Review and update Finance and Fraud prevention policies.	Ongoing	CFO and DM:GRC
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		Global political and economic tensions	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
Build competencies and capabilities to become a world class and modern regulator	Geopolitical/geoeconomic events impact on the implementation of CIPC strategy. Escalating tensions may disrupt CIPC international partnerships, agreements and arrangements resulting in reduced cooperation and increased relationships complexity.	Impact on supply value chains	4	16		4	16	Existing relationships management initiatives	International partnership monitoring and risk assessment control Strengthen relationships and strategic relationships with developing countries. Develop a plan to lessen dependence on other countries.	ongoing
					Existing SCM processes and arrangements			Establish and improve Collaborative partnerships with developing countries. Establish contingency plans	ongoing	EM: I&C



STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN								
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer					
		Impaired service delivery and performance.	4		None	4			- Strengthen relationships and strategic relationships with developing countries. - Develop a plan to lessen dependence on other countries.	Ongoing	EM: I&C					
												Reputational Damage	Existing relationships management initiatives	Establish and improve Collaborative partnerships with developing countries.	ongoing	EM: I&C
Create a reputable business regulation and IP environment to boost investor confidence	Increased Corporate compliance and Data integrity risks in CIPC registers.	Economic distress on businesses	5		Enforcement and investigation procedures	4		RESIDUAL RISK	CONTROL IMPROVEMENT PLAN	30/12/2026	EM: BRR					
												18	16	Develop a formal enforcement risk triage framework		

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer
		Complex ownership and control structures			Automated validation and system based checks			Risk enhanced Diligence and verification as well ownership Tracing controls	Based Due and as as ownership Tracing controls	30/12/2026	EM: BRR
		Reliance on self disclosure and third-party information			Risk-based compliance monitoring and proactive investigation processes			Review/ enhance risk based enforcement prioritisation and case management	Review/ enhance risk based enforcement prioritisation and case management	30/09/2026	EM: BRR
		shortage of enforcement capacity and skills			Ongoing Management discussions in various governance structures			Review enforcement capacity and escalation mechanisms	Review enforcement capacity and escalation mechanisms	ongoing	EM: BRR
		Inadequate technology to enable enforcement			BO disclosure requirements			Strengthen BO verification and data quality controls and reporting.	Strengthen BO verification and data quality controls and reporting.	Ongoing	EM: BRR
		Compromised data integrity	Impact	4	Existing enforcement procedures	Impact	4	Enhanced verification and data quality control	Enhanced verification and data quality control	Ongoing	EM: BRR

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
		Weakened regulatory effectiveness			Existing enforcement and investigation procedures			Risk Based regulatory oversight and enforcement Framework	31/03/2027	EM: BRR
		Reduced stakeholder confidence			Stakeholder assurance and information reliability control			Ongoing assurance activities and reporting	Ongoing	EM: BRR
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
Build competencies and capabilities to become a world class and modern regulator	Rapid adoption of AI technologies without a coordinated organisational strategy, clear governance, accountability or adequate oversight of 3rd party providers.	Absence of organizational strategy of AI	4.5		ICT governance Frameworks -Procurement 3rd party risk management processes -Information security and data protection controls - Risk Management framework - Internal audit and other assurance mechanisms	4.5		Organisation wide AI policy and strategy development and implementation.	31/06/2026	EM: BI & Systems
					Existing governance and ICT governance structures			Establish formal AI governance and oversight structures, including ethical guidelines and decisions accountability	31/05/2026	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
		Limited AI capability and skills			Existing skills and capabilities			Targeted AI training and skills development	Ongoing	EM: BI & Systems
		Reliance on 3 <sup>rd</sup> party AI solutions			-Third Party Risk Management Framework -Third party risk assessments ( ICT)			Strengthen 3rd party AI risk assessment and contractual controls	30/06/2026	EM: BI & Systems
		Operational disruptions			- Cyber risk assessment - Ongoing environmental scanning - Vulnerability scanning			-Ongoing AI risks assessments - AI change and deployment governance control - Documented fall back procedures	Ongoing	EM: BI & Systems
			Impact			Impact		Agreed action plan	Indicative date	Assurer/Implementer
		Compromised decision		4	Decisions control		4	Decision accountability control( AI governance framework)	31/06/2026	EM: BI & Systems
		Data and cyber security incidents		4	Existing security measures		4	Ongoing risk assessment and scanning of the environment	Ongoing	EM: BI & Systems
		Regulatory noncompliance		4	Existing governance mechanisms		4	AI Governance and Compliance Framework	31/06/2026	EM: BI & Systems
		Reputational damage								
	RISK DEFINITION		INHERENT RISK			RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS		INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)		RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
		CONTRIBUTING FACTORS	CONTRIBUTING FACTORS	Likelihood	Rating	Likelihood	Rating	Likelihood	Rating	Agreed plan	action	Indicative date
a Create reputable Business Regulation and environment to boost investor confidence	Legislation supporting implementation of IP strategy (Legislative Inadequacies )	Delays in finalisation of IP legislation		4	16		16	4	16	None proposed		EM: I&C
		Non-aligned stakeholder interests								None proposed		EM: I&C
		Delays in design making- election year								None proposed		EM: I&C
		CONSEQUENCE/S OF THE RISK		Impact				Agreed plan		action	Indicative date	Assurer/Implementer
		Reputational damage in the international damage. Financial and resource wastage/losses.		4				None proposed		Develop a plan to retain existing skills and interns		EM: I&C

## Part D: Technical Indicator Descriptions (TID)

### Programme 1: Service Delivery and Access

#### 1.1 Empowerment of Youth, Women and People living with disabilities through CIPC Workplace readiness programme (Improve the employability of youth)

Indicator Title	Number of youth trained as part of the CIPC's internship programme		
Definition	The CIPC has implemented internship programs aimed at giving graduate work experience. This will contribute to the employability of the graduate, hence reducing unemployment levels, supporting MTDP priorities (inclusive growth, capable state) and <b>the dtic</b> outcomes (job creation, transformation, capable state). Training refers to the on the job training received by the interns.		
Source of data	Human capital report (which may include supporting evidence)		
Method of calculation/ Assessment	Simple count of interns that have participated in the internship programme. The number of interns is cumulative, irrespective of how long there were employed in the programme.		
Means of Verification	Signed management report (which may include supporting evidence, including database report)		
Assumptions	<ul style="list-style-type: none"> <li>There is a budget to cover employee benefits such as salary, resources they require such as computers, etc.</li> </ul>		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for Women: as per the EE plan</li> <li>Target for Youth: 100%</li> <li>Target for People with Disabilities: as per the EE plan</li> </ul>		
Spatial Transformation (where applicable)	N/A (Local district and metros)		
Calculation type	Cumulative (Year – End)	X	
	Cumulative (Year to Date)		
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	100 interns trained		
Indicator responsibility	Divisional Manager of Human Capital		

**1.2 Empowerment of Youth and Women through CIPC Workplace readiness programme (Improve the employability of youth)**

Indicator Title	Number of women trained as part of the CIPC’s internship (work-place readiness) programme		
Definition	The CIPC has implemented internship programs aimed at giving graduate work experience. This will contribute to the employability of the graduate, hence reducing unemployment levels, supporting MTDP priorities (inclusive growth, capable state) and <b>the dtic</b> outcomes (job creation, transformation, capable state).		
Source of data	Human capital report (which may include supporting evidence)		
Method of calculation/ Assessment	Number of interns that are women  Note: the number of interns refers to the number of interns that have undergone the CIPC internship programme throughout the financial year irrespective of how long they were employed in the CIPC.		
Means of Verification	Signed management report (and supporting evidence, including database report)		
Assumptions	There is a budget to cover training		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: as per the EE plan</li> <li>• Target for Youth: 100%</li> <li>• Target for People with Disabilities: as per the EE plan</li> </ul>		
Spatial Transformation (where applicable)	N/A (Local district and metros)		
Calculation type	Cumulative (Year – End)	X	
	Cumulative (Year to Date)		
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Indicator responsibility	Divisional Manager of Human Capital		

**1.3 Empowerment of Youth and Women through CIPC Workplace readiness programme (Improve the employability of youth)**

Indicator Title	Number of people with disabilities trained as part of the CIPC’s internship (workplace readiness) programme		
Definition	The CIPC has implemented internship programs aimed at giving graduate work experience. This will contribute to the employability of the graduate, hence reducing unemployment levels, supporting MTDP priorities (inclusive growth, capable state) and <b>the dtic</b> outcomes (job creation, transformation, capable state).		
Source of data	Human capital report (which may include supporting evidence)		
Method of calculation/ Assessment	Number of interns that are people living with disabilities  Note: the number of interns refers to the number of interns that have undergone the CIPC internship programme throughout the financial year irrespective of how long they were employed in the CIPC.		
Means of Verification	Signed management report (and supporting evidence, including database report)		
Assumptions	There is a budget to cover training		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: as per the EE plan</li> <li>• Target for Youth: 100%</li> <li>• Target for People with Disabilities: as per the EE plan</li> </ul>		
Spatial Transformation (where applicable)	N/A (Local district and metros)		
Calculation type	Cumulative (Year – End)	X	
	Cumulative (Year to Date)		
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Indicator responsibility	Divisional Manager of Human Capital		

### 1.3 Appointment of youth into approved, vacant entry level posts

Indicator Title	Number of youth employed as part of appointments						
Definition	<p>To measure CIPC’s contribution to youth employment creation through direct appointments and partnerships that facilitate access to entry-level formal job opportunities. This supports national priorities outlined in the Work SA Youth Employment Implementation Plan to expand earning opportunities and reduce youth unemployment by 2030.</p> <p>The total number of youth (aged 18–35) employed in approved vacant entry level positions through CIPC appointments and initiatives within the reporting period.</p>						
Source of data	Human capital report (which may include supporting evidence)						
Method of calculation/ Assessment	Simple count of youth appointed to entry level positions in the financial year 2026/27.						
Means of Verification	Signed management report (which may include supporting evidence, including database report)						
Assumptions	<ul style="list-style-type: none"> <li>• There is a budget to cover employee benefits such as salary, resources they require such as computers, etc.</li> </ul>						
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: as per the EE plan</li> <li>• Target for Youth: 100%</li> <li>• Target for People with Disabilities: as per the EE plan</li> </ul>						
Spatial Transformation (where applicable)	N/A (Local district and metros)						
Calculation type	<table border="1" data-bbox="483 1045 976 1152"> <tr> <td data-bbox="483 1045 914 1079">Cumulative (Year – End)</td> <td data-bbox="917 1045 976 1079">X</td> </tr> <tr> <td data-bbox="483 1083 914 1117">Cumulative (Year to Date)</td> <td data-bbox="917 1083 976 1117"></td> </tr> <tr> <td data-bbox="483 1121 914 1152">Non-cumulative</td> <td data-bbox="917 1121 976 1152"></td> </tr> </table>	Cumulative (Year – End)	X	Cumulative (Year to Date)		Non-cumulative	
Cumulative (Year – End)	X						
Cumulative (Year to Date)							
Non-cumulative							
Reporting cycle	Quarterly and annually						
Desired performance	20 Youth appointed						
Indicator responsibility	Divisional Manager of Human Capital						

### 1.4 Gather customer perception insights through customer and stakeholder survey

Indicator Title	Percentage customer and stakeholder satisfaction score
Definition	Measurement and monitoring of customer / citizen satisfaction
Source of data	A service provider would be commissioned to conduct computer assisted telephonic Interviews (CATI); computer assisted personal interviews (CAPI) with CIPC stakeholders; and online self-completion questionnaires with both CIPC customers and stakeholders. The primary and secondary data gathering, feeding into the formulation of survey findings.
Method of calculation/ Assessment	<p>Customer satisfaction is measured against 6 attributes. Customers rate their satisfaction based on each attribute. In determining Customers’ and Stakeholders’ overall satisfaction with the CIPC, a benchmark is conducted between the actual score and the ideal score, to establish the extent to which the actual performance matched the expectations of the Customers and Stakeholders.</p> <div data-bbox="431 663 1317 1171" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> </div> <p>The table below indicates the scale against which each driver of satisfaction is assessed. Areas highlighted in Dark Green have been assessed as ‘exemplary’, areas highlighted in Light Green is assessed as ‘met’, areas highlighted in Amber is assessed as ‘partially met’, and areas highlighted in Red is assessed as ‘not met’.</p> <p>The total of the attributes are then aggregated to make up the overall customer experience or satisfaction score.</p>
Means of Verification	Service provider provides the survey comprehensive data collected, including analysis, calculations, findings, and recommendations – the final report is verified and approved by the CIPC
Assumptions	<p>An overall satisfaction rating of 80% means the CIPC customer satisfaction efforts are exemplary. The CIPC would be achieving an actual satisfaction rating higher than the minimum rating that Customers and External Stakeholders would be willing to accept.</p> <p>Data from previous surveys, relays the minimum and ideal ratings overall of 66% and 88%, respectively. This indicates that at 80%, the rating would be exemplary, however, there would still be room for the CIPC to improve to reach the ideal satisfaction rating.</p>
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: in line with South African demographics</li> <li>• Target for Youth: in line with South African demographics</li> <li>• Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities</li> </ul>

Indicator Title	Percentage customer and stakeholder satisfaction score		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>		
Calculation type	Cumulative (Year – End)	x	
	Cumulative (Year to date)		
	Non-cumulative		
Reporting cycle	<ul style="list-style-type: none"> <li>• Annually</li> </ul>		
Desired performance	Achievement of an Exemplary customer satisfaction rating		
Indicator responsibility	Senior Manager Strategic Communications is responsible for this indicator		

## 1.5 Clean Audit Achieved

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

## 1.6 Implement automation of CIPC's processes

Indicator Title	Number of Additional CIPC Processes Automated									
<p>Definition</p>	<p>The automation of processes at the CIPC is critical to modernizing service delivery, improving operational efficiency, and ensuring the seamless integration of various services. This indicator tracks progress towards streamlining CIPC's functions to meet performance standards and enhance stakeholder satisfaction by reducing processing times, minimizing errors, and enabling real-time service access. It measures the progress on automating CIPC process that were planned and priorities for the financial year.</p> <p>Processes targeted:</p> <ol style="list-style-type: none"> <li>1. AR Ecosystem</li> <li>2. e-Prospectus System enhancement</li> <li>3. Cooperatives – Automation of Constitution</li> <li>4. Mobile Application –</li> <li>5. AI Chatbot</li> <li>6. Automated Ticketing System – SSC</li> <li>7. DMP - Review of Director Amendment Process including the Update of contact details</li> <li>8. Automation of CC Member Changes</li> </ol>									
<p>Source of data</p>	<p>Management Report and supporting evidence</p>									
<p>Method of calculation/ Assessment</p>	<p>Simple count of the processes automated</p>									
<p>Means of Verification</p>	<p>Signed Management Report and supporting evidence</p>									
<p>Assumptions</p>	<ul style="list-style-type: none"> <li>• Appropriate resources</li> <li>• Allocation of budget and management commitment</li> <li>• No changes in business priorities</li> </ul>									
<p>Disaggregation of Beneficiaries (where applicable)</p>	<ul style="list-style-type: none"> <li>• Target for Women: in line with South African demographics</li> <li>• Target for Youth: in line with South African demographics</li> <li>• Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities</li> <li>•</li> </ul>									
<p>Spatial Transformation (where applicable)</p>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>									
<p>Calculation type</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Cumulative (Year – End)</td> <td style="width: 10%;"></td> <td style="width: 20%;"></td> </tr> <tr> <td>Cumulative (Year to date)</td> <td>X</td> <td></td> </tr> <tr> <td>Non-cumulative</td> <td></td> <td></td> </tr> </table>	Cumulative (Year – End)			Cumulative (Year to date)	X		Non-cumulative		
Cumulative (Year – End)										
Cumulative (Year to date)	X									
Non-cumulative										
<p>Reporting cycle</p>	<p>Quarterly and Annually</p>									
<p>Desired performance</p>	<p>All set milestones achieved</p>									
<p>Indicator responsibility</p>	<p>Senior Manager: Applications and Architecture</p>									

## 1.7 Implement automation of CIPC's processes

Indicator Title	Number of Beneficial Ownership-related processes enhanced(FATF Related)									
<p>Definition</p>	<p>The automation of processes at the CIPC is critical to modernizing service delivery, improving operational efficiency, and ensuring the seamless integration of various services. This indicator tracks progress towards streamlining the Beneficial Ownership related processes to ensure that the country meets and maintains the standards set by the FATF in relation to beneficial ownership.</p> <p>Processes targeted:</p> <ol style="list-style-type: none"> <li>1. Automation of Discrepancy Reporting</li> <li>2. Automation of BO Information (SARS)</li> </ol>									
<p>Source of data</p>	<p>Management Report and supporting evidence</p>									
<p>Method of calculation/ Assessment</p>	<p>Simple count of the processes automated</p>									
<p>Means of Verification</p>	<p>Signed Management Report and supporting evidence</p>									
<p>Assumptions</p>	<ul style="list-style-type: none"> <li>• Appropriate resources</li> <li>• Allocation of budget and management commitment</li> <li>• No changes in business priorities</li> </ul>									
<p>Disaggregation of Beneficiaries (where applicable)</p>	<ul style="list-style-type: none"> <li>• Target for Women: in line with South African demographics</li> <li>• Target for Youth: in line with South African demographics</li> <li>• Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities</li> <li>•</li> </ul>									
<p>Spatial Transformation (where applicable)</p>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>									
<p>Calculation type</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Cumulative (Year – End)</td> <td style="width: 10%;"></td> <td style="width: 20%;"></td> </tr> <tr> <td>Cumulative (Year to date)</td> <td>X</td> <td></td> </tr> <tr> <td>Non-cumulative</td> <td></td> <td></td> </tr> </table>	Cumulative (Year – End)			Cumulative (Year to date)	X		Non-cumulative		
Cumulative (Year – End)										
Cumulative (Year to date)	X									
Non-cumulative										
<p>Reporting cycle</p>	<p>Quarterly and Annually</p>									
<p>Desired performance</p>	<p>All set milestones achieved</p>									
<p>Indicator responsibility</p>	<p>Senior Manager: Applications and Architecture</p>									

### 1.8 Timely Payment of Suppliers

Indicator Title	Percentage of invoices paid within 20 days
Definition	This output refers to the total number of invoices paid within 20 days against all approved, undisputed invoices received (excluding invoices received from the travel management company (TMC) and foreign invoices)
Source of data	Management Report or Invoicing system report
Method of calculation/ Assessment	<p>Age analysis and calculation of percentage of approved* invoices paid within 20 days</p> <p>Numerator: Number of invoices paid within 20 days. Denominator: Number of invoices received during the reporting period</p> <p>*Note: Invoices paid will refer to being approved by all relevant stakeholders  **Note: 'Invoices' will excluded all invoices received from the travel management company (TMC) and foreign invoices  ***Note: The calculation/denominator will include only undisputed invoices/For invoices that have been paid but were disputed, the date for the denominator will be considered from when the dispute was resolved</p> <p>NB: Invoices received over cut off period will be considered in the current population  Management Report or email from CFO, Senior Manager: Accounting or anyone acting on their behalf</p> <p>Age analysis and calculation of percentage of approved* invoices paid within 20 days</p> <p>Numerator: Number of invoices paid within 20 days. Denominator: Number of invoices received during the reporting period</p> <p>*Note: Invoices paid will refer to being approved by all relevant stakeholders  **Note: 'Invoices' will excluded all invoices received from the travel management company (TMC) and foreign invoices  ***Note: The calculation/denominator will include only undisputed invoices/For invoices that have been paid but were disputed, the date for the denominator will be considered from when the dispute was resolved</p> <p>Date Invoice received on invoicing system)</p>
Means of Verification	<p>Management Report or email from CFO, Senior Manager: Accounting or anyone acting on their behalf</p> <p>Age analysis and calculation of percentage of approved* invoices paid within 20 days</p> <p>Numerator: Number of invoices paid within 20 days. Denominator: Number of invoices received during the reporting period</p> <p>*Note: Invoices paid will refer to being approved by all relevant stakeholders  **Note: 'Invoices' will excluded all invoices received from the travel management company (TMC) and foreign invoices  ***Note: The calculation/denominator will include only undisputed invoices/For invoices that have been paid but were disputed, the date for the denominator will be considered from when the dispute was resolved</p>

Indicator Title	Percentage of invoices paid within 20 days		
	Date Invoice received on invoicing system		
Assumptions	<ul style="list-style-type: none"> <li>• No system downtime</li> <li>• Managers approve/decline on time</li> <li>• On time and accurate upload of PO by SCM</li> <li>• Trust the bank.</li> </ul>		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: in line with South African demographics</li> <li>• Target for Youth: in line with South African demographics</li> <li>• Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities</li> </ul>		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	100% of undisputed invoices paid in 20 days		
Indicator responsibility	Responsibility is shared between: <ul style="list-style-type: none"> <li>• Chief Financial Officer</li> <li>• Senior Manager: Accounting</li> </ul>		

### 1.9 Procurement from SA-based, B-BBEE-compliant suppliers

Indicator Title	Percentage of procurement from B-BBEE Compliant suppliers (procurement above R30000 and SA based companies)		
Definition	This output refers to products or services that is procured from B-BBEE compliance suppliers		
Source of data	Excel spreadsheet with details of all procurement for all Quarters. (Procurement Commitment Report).		
Method of calculation/ Assessment	<p>Calculation percentage of B-BBEE compliant suppliers</p> <p>Numerator: Number of Procurement transactions finalised during the reporting period with compliant with valid BBBEE certificate or exemption certificate.</p> <p>Denominator: Finalised during the reporting current period. (Excluding below R30 000 and/or Non-SA based companies)</p>		
Means of Verification	<p>Excel spreadsheet with details of all procurement for all Quarters. Including supporting evidence, i.e., Procurement documents received from supplier (BBBEE Certificate/ Exemption certificate)</p> <p>Note: B-BBEE certificates are required to be valid at the time of procurement. Should B-BBEE certificates expire during the duration of the contract, updated BBBEE certificates will not be requested.</p>		
Assumptions	<ul style="list-style-type: none"> <li>• Procurement is above R30 000.</li> <li>• There are suppliers with B-BBEE compliance for required service</li> <li>• No fraudulent BBBEE certification</li> <li>• No new changes in regulations</li> <li>• Correct capturing of information by SCM</li> </ul>		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: in line with South African demographics</li> <li>• Target for Youth: in line with South African demographics</li> <li>• Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities</li> </ul>		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	100% of procurement above 30 000 and/or SA companies with valid BBBEE certificate or exemption certificate		
Indicator responsibility	<p>Responsibility is shared between:</p> <ul style="list-style-type: none"> <li>• Chief Financial Officer</li> <li>• Senior Manager: Supply Chain</li> </ul>		

### 1.10 Compliance to the B-BBEE Act

Indicator Title	Level of B-BBEE compliance of the organisation
Definition	To assess the organisation's level of compliance with national transformation objectives as prescribed in the B-BBEE legislative framework, and to track progress in advancing economic inclusion, ownership, management control, skills development, enterprise and supplier development, and socio-economic development.
Source of data	Supporting verification file and scorecard maintained by the organisation
Method of calculation/ Assessment	The indicator is assessed based on the overall B-BBEE status level achieved (Level 1 to Level 8 or Non-compliant) as reflected on the valid B-BBEE certificate. Where required for internal tracking, the underlying score may be calculated as the <b>aggregate weighted score</b> across all applicable elements of the B-BBEE scorecard, in line with the Codes of Good Practice.
Means of Verification	Supporting verification file and scorecard maintained by the organisation
Assumptions	<ul style="list-style-type: none"> <li>• All required supporting documentation is available and accepted by the verification agency</li> <li>• No material changes to the B-BBEE Codes that would affect comparability during the reporting period</li> </ul>
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: in line with South African demographics</li> <li>• Target for Youth: in line with South African demographics</li> <li>• Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Calculation type	Cumulative (Year – End)
	Cumulative (Year to date)
	Non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	B-BBEE Level 2
Indicator responsibility	Responsibility Special Advisor to the commissioner

## Programme 2: Innovation and Creativity

### 2.1 Implementation of Experiential Learning Project with the SSE team

Indicator Title	Number of Examiners trained through SSE training programme		
Definition	Patent Substantive Search and Examination Training for the examination staff compliment in line with overarching SSE Experiential Learning Programme. As part of the programme, examiners produce non-binding work products. Work product includes Search Report and a Written Opinion on patentability (such a work product will in future be issued to an applicant upon conclusion of the legislative reform process) in line with SSE Experiential Learning.		
Source of data	Management Reports		
Method of calculation/ Assessment	<p>A simple count of the examiners trained, evidenced by the number of examiners assigned non-binding work products in the term under review.</p> <p>(Examiners in CIPC employment during the entire reporting period. Take into consideration resignations and appointments, if employed during the reporting period – if an average of two work-products per examiner are done per month, the target will be taken as achieved)</p> <p>Note: The target is non-cumulative; therefore, the same cohort of Examiners is trained in each quarter, and the number does not increase over the reporting period.</p>		
Means of Verification	Management Reports		
Assumptions	<ul style="list-style-type: none"> <li>Budget and other resource available</li> </ul>		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>		
Spatial Transformation (Where applicable)	<ul style="list-style-type: none"> <li>Reflect on contribution to spatial transformation priorities: To be determined.</li> <li>Reflect on the spatial impact area: To be determined</li> </ul>		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	At least 20 examiners trained per quarter		
Indicator responsibility	The Senior Manager: Patents and Designs Registry is responsible for managing and reporting on this indicator.		

## 2.2 Compliance with Regulations by Accredited Collecting Societies

Indicator Title	Percentage of entitled beneficiary local musicians receiving royalties distributed by collecting societies		
Definition	To ensure compliance with Regulatory framework for the benefit of performing artists and owners of sound recordings in line with copyright policy objectives		
Source of data	Management report		
Method of calculation/ Assessment	$(\text{Number of entitled beneficiaries (local musicians) receiving royalties}) / (\text{Total number of entitled beneficiaries (local musicians) identified}) \times 100$		
Means of Verification	Signed management reports (SM: Copyright (or proxy), or EM: Innovation and Creativity (or proxy))		
Assumptions	<ul style="list-style-type: none"> <li>Collecting society are accredited by CIPC and in business</li> <li></li> </ul>		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Local Performing artists</li> <li>Local owners of sound recording</li> </ul>		
Spatial Transformation (where applicable)	N/A		
Calculation type	Cumulative	Yearly	
Reporting cycle	Annually		
Desired performance	Adherence to regulation and legislative framework by collecting societies		
Indicator responsibility	Senior Manager: Copyright (Creative Industries)		

### j2.3 Increase IP regulatory compliance monitoring capacity within Law Enforcement

<b>Indicator Title</b>	Number of people of law enforcement practitioners/professionals dealing with counterfeit goods and illicit trade, trained		
Definition	These interventions are critical to strengthening law enforcement’s ability to protect intellectual property rights, foster ethical practices, and drive accountability across the IP landscape. Each intervention represents a focused effort to equip law enforcement with the skills, knowledge, and tools necessary to effectively enforce against IP crime and contribute to a transparent and resilient regulatory environment that serves public and economic interests, in line with the goal of building a capable and ethical state.		
Source of data	Management reports and supporting evidence (which may include attendance registers (Physical register or MS Teams printout), where CIPC leads the engagement, and event reports for initiatives where the CIPC has partnered with other entities)		
Method of calculation/ Assessment	Approved reports with supporting documentation (Simple count)		
Means of Verification	Signed management reports with supporting documentation (Simple count)		
Assumptions	<ul style="list-style-type: none"> <li>Data will be available and will be shared.</li> </ul>		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Provincial statistics</li> <li>Industry hardest hit</li> <li>Public health goods</li> </ul>		
Spatial Transformation (where applicable)	N/A		
Calculation type	Cumulative (Year – End)	X	
	Cumulative (Year to date)		
	Non-cumulative		
Reporting cycle	Quarterly		
Desired performance	First report will serve as a benchmark to implement policy decisions and direct interventions		
Indicator responsibility	The Senior Manager Copyright and IP Enforcement		

## 2.4 Education and Awareness on IP crimes

Indicator Title	Number of people reached through IP Crime Awareness on illicit trade of counterfeit goods		
Definition	Certainty for investors that will promote South Africa as an investment destination.		
Source of data	Management reports and supporting evidence (		
Method of calculation/ Assessment	Approved reports with supporting documentation (Simple count)		
Means of Verification	Signed management reports with supporting documentation (Simple count)		
Assumptions	<ul style="list-style-type: none"> <li>Data will be available and will be shared.</li> </ul>		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Provincial statistics</li> <li>Industry hardest hit</li> <li>Public health goods</li> </ul>		
Spatial Transformation (where applicable)	N/A		
Calculation type	Cumulative (Year – End)	X	
	Cumulative (Year to date)		
	Non-cumulative		
Reporting cycle	Annually		
Desired performance	More events than indicated in the targets would be desirable performance		
Indicator responsibility	The Senior Manager Copyright and IP Enforcement		

## 2.5 Inventor Assistance Programme (IAP) implemented

Indicator Title	Number of IAP successful applicants matched with Pro Bono Attorneys		
Definition	The IAP Programme entails the matching of eligible inventors/innovators with Pro-Bono Patent Attorneys. Regular steering committee meetings are held where applications are screened, shortlisted and matched with Pro Bono Attorneys.		
Source of data	Signed Management reports and supporting evidence where applicable		
Method of calculation/ Assessment	Simple count of campaigns held (Reading of signed management reports)		
Means of Verification	Reading of signed management reports		
Assumptions	Budget and other resource available		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>		
Spatial Transformation (where applicable)	N/A		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and Annually		
Desired performance	More events than indicated in the targets would be desirable performance		
Indicator responsibility	Senior Manager Patents and Designs		

## 2.6 IP education and awareness

Indicator Title	Number of people educated in IP Rights		
Definition	<p>Education and awareness events on patent, design, and copyright in film conducted by CIPC. Measure shows CIPC efforts to engage in increasing level of IP knowledge and awareness</p> <p>To broaden participation in the IP system, the CIPC places increased emphasis on grassroots (Community education and awareness sessions) interventions, particularly targeting underrepresented communities, emerging innovators, and disadvantaged groups. These interventions support awareness of IP rights, registration processes, enforcement mechanisms, and commercialisation opportunities.</p>		
Source of data	Register of attendance of people educated on IP (MS Teams screen shots and paper-based register of attendance)		
Method of calculation/ Assessment	<p>Simple count (Reading of educated people on IP people in the attendance register)</p> <p>Event reports and/ or attendance registers detailing venue and date of these events will be assessed, indicating number held during reporting period.</p>		
Means of Verification	Attendance register of people educated on IP		
Assumptions	Necessary approval will be granted.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>		
Spatial Transformation (where applicable)	N/A		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and Annually		
Desired performance	Planned events to be conducted.		
Indicator responsibility	Senior Manager Copyright		

## Programme 3: Business Regulation and Reputation

### 3.1 Empower citizens with corporate law knowledge

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

### 3.2 Investigations in response to contraventions of the Companies Act No 71 of 2008

Indicator Title	Number of investigations initiated for director delinquency		
Definition	<p>Number of directors investigated and initiation for the directors to be declared delinquent in terms of the Companies Act, 2008 (as Amended)</p> <p>This includes pursuing delinquency proceedings against directors and ensuring that companies comply with regulatory requirements. Which will entail analysis of documents, making inquiries, interviewing, and profiling companies and individual directors, as well as liaising with other law enforcement agencies and legal counsel for advice and actioning.</p>		
Source of data	Signed Management report		
Method of calculation/ Assessment	Number of investigations initiated (Simple Count of director delinquency investigations initiated)		
Means of Verification	Signed report by senior manager		
Assumptions	<p>Assumptions are risk and enabling factors—external conditions that are outside the direct control of the project. Therefore, the outcome is dependent on the following:</p> <ul style="list-style-type: none"> <li>• Positive coordination between concerned parties;</li> <li>• Availability of budget for required resources;</li> <li>• Stakeholder collaboration.</li> </ul>		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>		
Calculation type	Cumulative (Year – End)	X	
	Cumulative (Year to date)		
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Increased number of pro-active investigations than indicated		
Indicator responsibility	Senior Manager: Corporate Governance Surveillance and Enforcement		

### 3.3 Participate in the FATF Monitoring and Evaluation Cycle to prevent SA Greylisting

Indicator Title	Stage of Adoption of legislative amendments regarding Administrative Fines and De-registrations for BO Non-compliance		
Definition	South Africa, through the CIPC, is required to implement an administrative fines regime that will be considered dissuasive and effective, these requires legal backing to be able to achieve the required impact and outcome. <b>The dtic</b> (CIPC) will provide legislative input		
Source of data	Management Reports and supporting documents where available (General Laws Amendment Act Tabled at Parliament)		
Method of calculation/ Assessment	Reading of reports and supporting documentation where available (General Laws Amendment Act Tabled at Parliament)		
Means of Verification	Reading of reports and supporting documentation where available (General Laws Amendment Act Tabled at Parliament)		
Assumptions	The General Laws Amendment Act is assented to by the President after approval by Parliament (National Assembly)		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul> <i>(Data on demographics not available initially)</i>		
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year End)		
	Cumulative (Year to date)		
	Non-Cumulative	X	
Reporting cycle	Annually		
Desired performance	All set milestones achieved.		
Indicator responsibility	Senior Manager Corporate Disclosure Regulation and Compliance		

### 3.4 Initiation of proactive investigations on non-compliance trends identified through the Compliance checklist to and other sources strengthen integrated oversight

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

### 3.5 Make inputs into amendments of Chapter 6 of the Companies Act on the regulation of Business Rescue Practitioners

Indicator Title	Stage of development of legislative amendment inputs						
Definition	Progressive development and formalisation of policy and legislative amendment inputs aimed at strengthening the regulatory framework governing Business Rescue Practitioners (BRPs) under Chapter 6 of the Companies Act.						
Source of data	Management Reports and supporting documents where available						
Method of calculation/ Assessment	Reading of reports and supporting documentation where available						
Means of Verification	Reading of reports and supporting documentation where available						
Assumptions	N/A						
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul> <i>(Data on demographics not available initially)</i>						
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A						
Calculation type	<table border="1"> <tr> <td>Cumulative (Year End)</td> <td></td> </tr> <tr> <td>Cumulative (Year to date)</td> <td></td> </tr> <tr> <td>Non-Cumulative</td> <td>X</td> </tr> </table>	Cumulative (Year End)		Cumulative (Year to date)		Non-Cumulative	X
Cumulative (Year End)							
Cumulative (Year to date)							
Non-Cumulative	X						
Reporting cycle	Annually						
Desired performance	All set milestones achieved.						
Indicator responsibility	Senior Manager: Directors, Members and Practitioners						

### 3.6 Regulate and monitor Business Rescue Practitioners to ensure Compliance

Indicator Title	Number of Practice Notes issued on BRP conduct		
Definition	The CIPC aims to ensure the integrity and effectiveness of the business rescue process by pro-actively monitoring compliance and taking enforcement action against non-compliant practitioners and companies.		
Source of data	Signed management Reports		
Method of calculation/ Assessment	Simple count of number of investigations initiated. (Reading of reports and supporting documentation where available)		
Means of Verification	Reading signed reports (Checking investigations initiative)		
Assumptions	Budget and other resource available		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>		
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year End)		
	Cumulative (Year to date)	X	
	Non-Cumulative		
Reporting cycle	Quarterly and Annually		
Desired performance	All set milestones achieved.		
Indicator responsibility	Senior Manager: Directors, Members and Practitioners		

### 3.7 Regulate and monitor Business Rescue Practitioners to ensure Compliance

Indicator Title	Number of investigations initiated on business rescue practitioners									
<p>Definition</p>	<p>The CIPC aims to ensure the integrity and effectiveness of the business rescue process by pro-actively monitoring compliance and taking enforcement action against non-compliant practitioners and companies.</p> <p>The Commission enforces consequences (disciplinary actions), which are critical for deterring malpractice and protecting creditors, employees, and the business rescue system. The visits aim to:</p> <ul style="list-style-type: none"> <li>- Confirm that Business Rescue meetings are taking place</li> <li>- Ensure that the BRP is visible and active</li> <li>- Confirm that a rescue plan is in place</li> <li>- Ensure that stakeholders understand the business rescue process</li> </ul> <p>The investigations of Business Rescue Practitioners will be based on different sources, including but not limited to complaints received.</p>									
<p>Source of data</p>	<p>Signed management Reports</p>									
<p>Method of calculation/ Assessment</p>	<p>Simple count of number of investigations initiated. (Reading of reports and supporting documentation where available)</p>									
<p>Means of Verification</p>	<p>Reading signed reports (Checking investigations initiative)</p>									
<p>Assumptions</p>	<p>Budget and other resource available</p>									
<p>Disaggregation of Beneficiaries (where applicable)</p>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>									
<p>Spatial Transformation (where applicable)</p>	<p>Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A</p>									
<p>Calculation type</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Cumulative (Year End)</td> <td style="width: 10%;"></td> <td style="width: 20%;"></td> </tr> <tr> <td>Cumulative (Year to date)</td> <td>X</td> <td></td> </tr> <tr> <td>Non-Cumulative</td> <td></td> <td></td> </tr> </table>	Cumulative (Year End)			Cumulative (Year to date)	X		Non-Cumulative		
Cumulative (Year End)										
Cumulative (Year to date)	X									
Non-Cumulative										
<p>Reporting cycle</p>	<p>Quarterly and Annually</p>									
<p>Desired performance</p>	<p>All set milestones achieved.</p>									
<p>Indicator responsibility</p>	<p>Senior Manager: Directors, Members and Practitioners</p>									