



Companies and Intellectual  
Property Commission

a member of the dti group

# **Companies and Intellectual Property Commission**

## **Strategic Plan for 2021/22 – 2025/26**

**Revised: January 2024**

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## Abbreviations and Acronyms

Abbreviation	Description
<b>AfCFTA</b>	African Continental Free Trade Area
<b>AFS</b>	Annual Financial Statements
<b>AR</b>	Annual Returns
<b>BBBEE</b>	Broad Based Black Economic Empowerment
<b>BI</b>	Business Intelligence
<b>BISG</b>	Business Information Systems Group
<b>BR</b>	Business Rescue
<b>BRR</b>	Business Regulation and Reputation
<b>CA</b>	Chartered Accountants
<b>CBAM</b>	Carbon Border Adjustment Mechanism
<b>CC</b>	Close Corporation
<b>CCMA</b>	Commission for Conciliation, Mediation and Arbitration
<b>CDC</b>	Corporate Disclosure and Compliance
<b>CEO</b>	Chief Executive Officer
<b>CEVC</b>	Corporate Education and Voluntary Compliance
<b>CFO</b>	Chief Financial Officer
<b>CIPC</b>	Companies and Intellectual Property Commission
<b>CIPE</b>	Copyright and Intellectual Property Enforcement
<b>CLC</b>	Client Liaison Committee
<b>CLPS</b>	Corporate Legal and Policy Support
<b>CO</b>	Company
<b>COVID-19</b>	Corona Virus Disease 2019
<b>CS</b>	Corporate Services
<b>CSE</b>	Chief Strategy Executive
<b>DB</b>	Doing Business
<b>DBSA</b>	Development Bank of South Africa
<b>DDM</b>	District Development Model
<b>DHA</b>	Department of Home Affairs
<b>DDM</b>	District Delivery Model
<b>DEDTE</b>	Department of Economic Development, Tourism and Environmental Affairs
<b>DM</b>	Divisional Manager
<b>DMP</b>	Directors, Members and Practitioners
<b>DSBD</b>	Department of Small Business Development
<b>DST</b>	Department of Science and Technology
<b>EM</b>	Executive Manager
<b>ESG</b>	Environmental, Social, and Governance
<b>EU</b>	European Union
<b>EXCO</b>	Executive Committee
<b>FAS</b>	Financial Accounting Supplements
<b>FATF</b>	Financial Action Task Force
<b>FDC</b>	Free State Development Corporation
<b>FDI</b>	Foreign Direct Investment
<b>FSCA</b>	Financial Sector Conduct Authority

<b>Abbreviation</b>	<b>Description</b>
<b>GBS</b>	Global Business Services
<b>GCI</b>	Global Competitiveness Index
<b>GDP</b>	Gross Domestic Product
<b>GPSSBC</b>	General Public Service Sector Bargaining Council
<b>GRC</b>	Governance, Risk and Compliance
<b>HR</b>	Human Resources
<b>I&amp;C</b>	Innovation and Creativity
<b>IAP</b>	Inventor Assistance Programme
<b>ICT</b>	Information, Communication and Technology
<b>IDC</b>	Industrial Development Corporation,
<b>IDM</b>	Identity Management
<b>IDP</b>	Integrated Development Plan
<b>IFRS</b>	International Financial Reporting Standard
<b>IMCIP</b>	Inter-Ministerial Committee on Intellectual Property
<b>IMTA</b>	International Trade Marks Association
<b>IP</b>	Intellectual Property
<b>IPAP</b>	Industrial Policy Action Plan
<b>IPAS</b>	Intellectual Property Automation System
<b>IPR</b>	Intellectual Property Rights
<b>IR</b>	Independent Reviewers
<b>IRBA</b>	Independent Regulatory Board for Auditors
<b>IT</b>	Information Technology
<b>JKPIs</b>	Joint Key Performance Indicators
<b>JSE</b>	Johannesburg Stock Exchange
<b>K2</b>	Code for a digital platform
<b>KPIs</b>	Key Performance Indicators
<b>KZN</b>	KwaZulu Natal
<b>LEDA</b>	Limpopo Economic Development Agency
<b>MDEDT</b>	Mpumalanga Department of Economic Development and Tourism
<b>MOI</b>	Memorandum of Incorporation
<b>MOU</b>	Memorandum of Understanding
<b>MP</b>	Member of Parliament
<b>MTSF</b>	Medium-Term Strategic Framework
<b>NDP</b>	National Development Plan
<b>NEET</b>	Not in Education, Employment, or Training
<b>NEF</b>	National Empowerment Fund
<b>NIPMO</b>	National Intellectual Property Management Office
<b>NIS</b>	National Innovation System
<b>NLC</b>	National Lotteries Commission
<b>NPA</b>	National Prosecuting Authority
<b>NT</b>	National Treasury
<b>NWDC</b>	North-West Development Corporation
<b>NYP</b>	National Youth Policy
<b>OD</b>	Organisational Design

Abbreviation	Description
<b>OGP</b>	Open Government Partnership
<b>OHS</b>	Occupational Health and Safety
<b>PCT</b>	Patent Cooperation Treaty
<b>PESTEL</b>	Political, Economic, Social, Technological, Environment and Legal
<b>PFMA</b>	Public Finance Management Act
<b>POPIA</b>	Protection of Personal Information Act
<b>PPE</b>	Personal Protective Equipment
<b>PPP</b>	Public-Private Partnership
<b>PR</b>	Public Relations
<b>QRS</b>	Query Resolution System
<b>RFQ</b>	Request for Quotation
<b>RIs</b>	Reportable Irregularities
<b>SA</b>	South Africa
<b>SACCL</b>	Standing Advisory Committee in Company Law
<b>SADC</b>	Southern African Development Community
<b>SARS</b>	South African Revenue Services
<b>SCM</b>	Supply Chain Management
<b>SDG</b>	Sustainable Development Goals
<b>SEC</b>	Social and Ethics Committee
<b>SEDA</b>	Small Enterprise Development Agency
<b>SEZ</b>	Special Economic Zones
<b>SIEM</b>	Security Incident Event Management
<b>SM</b>	Senior Manager
<b>SMME</b>	Small, Micro, and Medium Enterprises
<b>SOE</b>	State Owned Enterprises
<b>SONA</b>	State of the Nation Address
<b>SOP</b>	Standard Operating Procedure
<b>SSAIP</b>	Swiss-South Africa IP programme
<b>SSC</b>	Self-service centres
<b>SST</b>	Self-service terminals
<b>the dtic</b>	The Department of Trade, Industry and Competition
<b>TID</b>	Technical Indicator Description
<b>TIKZN</b>	Trade and Investment KwaZulu-Natal
<b>TM</b>	Trade Mark
<b>TVET</b>	Technical and Vocational Education and Training
<b>UIF</b>	Unemployment Insurance Fund
<b>USSD</b>	Unstructured Supplementary Service Data
<b>UX</b>	User Experience
<b>VAT</b>	Value Added Tax
<b>WCBDC</b>	West Coast Business Development Centre
<b>WFH</b>	Work from Home
<b>WIPO</b>	World Intellectual Property Organisation
<b>WTO</b>	World Trade Organisation
<b>iXBRL</b>	Inline eXtensible Business Reporting Language

## Executive Authority Statement

It is my pleasure to present the revised Strategic Plan of the Companies and Intellectual Property Commission for the period 2021/22 – 2025/26. The Strategic Plan reflects the continued efforts of the dtic Group to align our activities around a common purpose; grounded in efforts to support **Industrialisation** to promote jobs and rising incomes, drive **Transformation** to build an inclusive economy, and build a **Capable State** to ensure improved impact of public policies.

This document contains an ambitious set of targets aimed at realising the vision of the CIPC to meet their purpose of empowering a larger number of South Africans to contribute towards our shared prosperity. In the years ahead, the CIPC will play a critical role in driving growth and job creation and advancing our strategic objectives of creating an enabling environment for business through an efficient company registration and administration system. For the years ahead, the CIPC will also take on critical work in ensuring accountability through the establishment of a Beneficial Ownership register. While companies face a challenging global economic environment, the work of the CIPC will help create the conditions for sustained growth that are most needed when times are hardest.

Since the start of the Sixth Administration, the Department of Trade, Industry and Competition and all entities in the dtic Group have begun a process of adopting a revised output-driven planning system – grounded in the objective of combining all our efforts towards creating real impact for South Africans. In 2023/24, the dtic concluded this process by introducing 45 output targets, to which the CIPC makes a critical contribution. The targets include supporting the creation of 1 million jobs, mobilising R200 billion in investment, supporting R700 billion in manufacturing exports, and helping Black Industrialists to create 20,000 jobs and R36,8 billion in output. These targets form part of a process of continuous evolution of the dtic Group’s work, which combined make for a step-change in connecting our work to real impact that matters to South Africans.

Implementation of this plan must take account of the challenging fiscal environment in which government is operating. This plan should aim to reduce unnecessary spending and redirect these resources to better serve our core objectives.

I therefore endorse the revised 2021/22 – 2025/26 CIPC Strategic Plan.

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Mr Ebrahim Patel

Minister of Trade, Industry and Competition Date:

## Accounting Officer Statement

I present the revised 2021/22 – 2025/26 Strategic Plan for the Companies and Intellectual Property Commission (CIPC) that outlines how the CIPC as a regulator will continue to give effect to its mandate as derived from the shareholders compact with **the dtic** and the Companies Act, 2008 (as amended), by which it was established.

The CIPC has made great strides towards its vision to establish itself as a reputable, modern, worldclass regulator of business and Intellectual Property. By leveraging digital technologies and partnerships, emphasising collaboration and innovation, we established key competencies to respond and adapt to customer requirements and environmental changes such as those presented by the COVID-19 pandemic.

The CIPC has won several innovation awards for innovative ways to make it easy to do business in South Africa, and therefore reduce the administrative regulatory burden for businesses and innovators. This has set CIPC in the international arena as a reputable regulator.

Through collaboration and partnerships, the CIPC has focused on the development and expansion of multiple channels to increase access to the CIPC products and services and improve ease of transacting. These channels include the e-services website, self-service centres (SSCs) and partner sites (self-service terminals (SSTs)), the *BizPortal* which includes the Banks (FNB, Nedbank, Standard Bank, ABSA, Capitec, and SASFIN), the Mobile App, the Call Centre, the Query Resolution System (QRS), Unstructured Supplementary Service Data (USSD), as well as social media (Facebook, Twitter, You Tube and WhatsApp). The use of these channels is increasing by the day.

The CIPC modernisation programme entails migrating processes from the legacy systems to modern platforms, as well as automation of all its processes. The bulk of the CIPC's core services have been migrated onto the K2 platform (*a platform used for Business Process Management to automate business processes or workflows*) and released as new e-services. As a result, company registration has been reduced to an average of one (1) working day. Annual Returns (AR) filing is available immediately. Another major achievement is the automation of annual financial statements (AFS) filing through the Inline Extensible Business Reporting Language (iXBRL).

The CIPC education and awareness programme has focused on IP awareness for SMMEs, institutes of higher learning, and school kids; aimed at improving compliance with Company and IP Laws by way of timely annual returns filings, the submission of the audited financial statements; as well as IP enforcement. To clamp down on counterfeit trading, and to change consumer behaviour viz. counterfeit purchases, the CIPC has used strategic engagements and operations with multiple domestic and international law enforcement agencies. Corporate enforcement has been realised through compliance surveillance and proactive investigations. The CIPC is strengthening its capacity for IP protection through building a capability of substantive search examination for patents.

The futuristic and forward looking CIPC Vision 2030 and Beyond is geared towards making a strategic contribution towards improving industrialist competitiveness and resilience; and strengthen the agility and innovation at firm-level in line with the South African Re-imagined Industrial Strategy. We will align ourselves to the dtic's a new high impact and outcome based (focused) approach as expressed by **the dtic's 45 group targets**. We want to continue building the required competencies and capabilities to become **a world-class modern regulator** that is fit-for-purpose, agile, adaptive, high-performing organisation that is ahead of the curve, making a strategic contribution to industrial resilience and competitiveness; and building the capacity of the state and reducing red tape.

1. We will continue focusing our efforts on reducing the regulatory administrative burden by creating ease, simplicity, and flexibility in the formation, maintenance and compliance by companies, as well as protection of intellectual property. This will make it **easy to do business**

**in South Africa**, contributing to enterprise efficiency, growth and sustainability. This will entail our continued efforts to build and strengthen multiple access channels to the CIPC services, as well as modernization and digitizing of all CIPC processes and systems. This is in line with the national government's priority to eliminate red tape.

2. The CIPC will ensure compliance to Company and IP Laws to create a reputable and conducive, as well as predictable and reliable, Business Regulation and IP Protection environment in South Africa, thereby contributing to improved **investor confidence in South African businesses and innovations**. This will 'lay the ground' for achieving the dtic's target of R200 billion investment in new pledges.
3. We will also strengthen compliance monitoring and enforcement efforts, while providing **business support, together with our partners, like the Small Enterprise Development Agency, to SMMEs** through our outreach programme. Further, we will continue to facilitate and closely monitor filings of local patent, design, and trade mark applications, as these **are critical for facilitating exports and trade, as well as encouraging investment activity**. This is in line with the dtic's target of **stimulating R700 billion in manufacturing exports**.
4. We aim to **support third-party decision making** by leveraging knowledge assets and networks, whilst simultaneously extracting maximum value for the CIPC and our customers. Therefore, we will accelerate our efforts to improve data quality and integrity. We will also analyse and package our data to add value to third-party activities.

I believe that the commitment and dedication demonstrated by CIPC executives, senior management, and staff in performing their jobs admirably in recent years, thereby contributing to the realisation of our plans, as well as delivery of services to CIPC customers and the citizenry of South Africa, will continue and will take the CIPC to new heights. Organised labour's contribution has also been instrumental to the organisation's effectiveness, and we trust that this will continue in future.

We will rely on Audit, and Risk & IT Committees for their value-adds and commitment to governance within the organisation, as has been done previously. The contributions of Committees like the Client Liaison Committee (CLC), IP Lawyers fraternity, Standing Advisory Committee in Company Law (SACCL), as well as of all our collaboration partners is our winning formula. Therefore, we will continue to work closely and constructively with these stakeholders.

Finally, and most importantly, we will rely on the support of the Minister of Trade, Industry and Competition, Mr. Ebrahim Patel, Mr. Fikile Majola and Ms. Nomalungelo Gina as Deputy Ministers of Trade, Industry and Competition, and Ms. Malebo Mabitje-Thompson as **the Acting Director-General of the dtic**, together with **the dtic** staff, to guide and provide oversight over our work as they have done in the past.

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Adv. Rory Voller

CIPC Commissioner

Date:

## Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Companies and Intellectual Property Commission (CIPC) under the guidance of the Commissioner, Adv. Rory Voller.
- Takes into account all the relevant policies, legislation and other mandates for which the CIPC is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the CIPC will endeavour to achieve over the period 2021/22 – 2025/26.

### ***Programme 1: Service Delivery Access***

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

Ms Hamida Fakira, Executive Manager:  
Corporate Services

Date:

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

Mr. Phineas Mogale, Executive Manager:  
Business Information Systems

Date:

### ***Programme 2: Innovation and Creativity***

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

Ms Nomonde Maimela, Executive Manager:  
Innovation and Creativity

Date:

### ***Programme 3: Business Regulation and Reputation***

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

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

Date:

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

Mr Muhamed Jasat, Chief Financial Officer

Date:

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

Mr Lungile Dukwana, Chief Strategy Executive Date:

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

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

Date:

Approved by:

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

Mr Ebrahim Patel, Minister of Trade and Industry

Date:

## Part A: Our Mandate

### 1. Constitutional Mandate

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

Table A. 1: CIPC Constitutional Mandate

Chapter / Section	Provision
<b>Chapter 2: Bill of Rights</b>	
<b>Rights: Section 7.</b>	The state must respect, protect, promote, and fulfil the rights in the Bill of Rights.
<b>Equality: Section 9:</b>	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.
<b>Access to information: Section 32.</b>	(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.
<b>Just administrative action: Section 33.</b>	(1) Everyone has the right to administrative action that is lawful, reasonable, and procedurally fair. (2) Everyone whose rights have been adversely affected by administrative action has the right to be given written reasons. (3) National legislation must be enacted to give effect to these rights, and must, in alignment with Chapter 2: Bill of Rights 14 (a) provide for the review of administrative action by a court or, where appropriate, an independent and impartial tribunal; (b) impose a duty on the state to give effect to the rights in subsections (1) and (2); and (c) promote an efficient administration.

### 2. Legislative and Policy Mandates

#### 2.1 Legislative Mandates

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

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

Table A. 2: PFMA Provisions for Public Entities

Chapter and Section	Provision
<b>Chapter 1</b>	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;
<b>Chapter 6</b>	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
<b>Schedule 3A</b>	List the CIPC as a Schedule 3A entity

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

Table A. 3: CIPC Legislative Mandate

Legislation	Summary
<b>Companies Act, No 71 of 2008</b>	<p>Register companies, business rescue practitioners, and corporate names; maintain data; regulate governance and disclosure by companies; accredit dispute resolution agents; educate and inform about all laws; give non-binding opinions and circulars, policy and legislative advice.</p> <p>Enforce the Companies Act, 2008, to promote voluntary resolution of disputes arising under this Act between companies and directors or shareholders as contemplated in Part C of Chapter 7, monitor proper compliance with the Act, receive or initiate complaints concerning alleged contravention of this Act, evaluate such complaints, and initiate investigations into complaints.</p> <p>Maintenance of accurate, up-to-date, and relevant information concerning companies, foreign companies, and other juristic persons contemplated in subsection (1)(a)(ii), and concerning intellectual property rights, and the provision of that information to the public and to other organs of state.</p>
<b>Close Corporations Act, No 69 of 1984</b>	Maintain data, regulate governance, and disclosure by close corporations.
<b>Co-operatives Act, No 14 of 2005</b>	Register co-operatives, maintain data, and regulate governance of and disclosure by co-operatives.
<b>Co-operatives Amendment Act, No 6 of 2013</b>	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.
<b>Share Block Control Act, No 59 of 1980</b>	Regulate conduct and disclosure by share block schemes.
<b>Consumer Protection Act, No 68 of 2008</b>	Register business names.
<b>Trade Mark Act, No 194 of 1993</b>	Register trademarks, maintain data, and resolve disputes.
<b>Merchandise Marks Act, No 17 of 1941 (Unauthorized Use of State Emblems Act, No 37 of 1961)</b>	Prevent and enforce the unauthorized use of state emblems.
<b>Patents Act, No 57 of 1978</b>	Register patents, maintain data, publish patent journal, and administer Court of Commissioner of Patents.
<b>Designs Act, No 195 of 1993</b>	Register designs, maintain data, and resolve disputes.
<b>Copyright Act, No 98 of 1978</b>	Provide non-binding advice to the public.
<b>Registration of Cinematography Films Act, No 62 of 1977</b>	Register films, and maintain data
<b>Legislation</b>	<b>Summary</b>

<b>Performers Protection Act, No 11 of 1967</b>	Accredit Collecting Societies; regulate their governance, conduct and disclosure
<b>Counterfeit Goods Act, No 37 of 1997</b>	Conduct and co-ordinate search and seizure operations, and oversee depots

## 2.2 Policy Mandates

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

Table A. 4: National policies and strategies

Policies/Strategies	Summary	CIPC Contribution
<b>National Development Plan 2030</b>	<p>The NDP 2030 is a long-term vision for the country which provides a broad strategic framework to guide key government choices and actions, and focuses on the critical capabilities needed to transform the economy and society. The plan highlights that accelerated development in South Africa requires the active support of all citizens, leadership in all sectors that puts the country's collective interests ahead of narrow, short-term goals, and radically improved government performance.</p> <p>The NDP 2030 has two overarching goals:</p> <ul style="list-style-type: none"> <li>– Firstly, a reduction in the number of people who live in households with a monthly income below R419 per person from 39% to zero.</li> <li>– Secondly, a reduction in inequality as measured by the Gini coefficient, from 0.69 to 0.6.</li> </ul>	<p>The CIPC's vision is to make a strategic contribution towards improving SA's competitiveness and growth. This is done through making it easy to do business in SA; regulate business and IP environment contributing to SA becoming an investment destination and enabling the protection and commercialisation of innovation; and leverage knowledge assets and networks to support third party decision making. In doing so, the CIPC contributes towards elimination of poverty, and reduction of inequality.</p>
<b>National Development Plan Five Year Implementation Plan 2019-2024</b>	<p>The NDP Five-Year Implementation Plan provides a medium-term roadmap which will form the basis for developing five-year institutional plans that will guide the realization of the NDP priorities. The purpose of the NDP Five Year implementation plan is to advance and guide medium- and short-term planning that is responsive to the attainment of the NDP priorities. Intergovernmental and interdepartmental planning is crucial to the realisation of government priorities and the vision for South Africa. The NDP Five Year Implementation Plan will</p>	<p>The NDP Implementation Plan forms the basis of the CIPC Strategic Plan and APP as follows:</p> <ul style="list-style-type: none"> <li>□ These plans outline how the CIPC will make a strategic contribution towards the improvement SA's competitiveness by improving ease of doing business; regulating business and IP environment contributing to a reputable environment for SA becoming an</li> </ul>

Policies/Strategies	Summary	CIPC Contribution
	<p>allow for the coordination and alignment of priorities across the spheres of government and non-government stakeholders and assist in integrating all the components of national development into mainstream planning processes.</p>	<p>investment destination and enabling the protection and commercialisation of innovation as we as leverage knowledge assets and networks to support third party decision making. In doing so, the CIPC contributes to the realisation of NDP priorities.</p> <ul style="list-style-type: none"> <li>The CIPC's digital strategy emphasize development and strengthening of virtual channels, and automation of key services to extend access throughout South Africa.</li> </ul> <p>The risk associated with this strategy is high costs of network data in South Africa. Some of the CIPC customers might not be privileged to afford data costs. This limits access to this group of customers.</p> <ul style="list-style-type: none"> <li>To supplement the digital strategy, the CIPC's collaboration strategy emphasizes collaboration and partnerships not only with government (national and provincial departments), but also with the private sector. The CIPC has used its partnership model to expand its footprint by installing and operating Self-Service Terminals (SSTs) in partner sites such as provincial departments Through Banks the CIPC also avail its services. In this way, access to the CIPC services is extended to local communities.</li> </ul>
<p><b>Medium Term Strategic Framework 2019/20 – 2023/24</b></p>	<p>The Medium-Term Strategic Framework (MTSF) 2019 - 2024 is the government's monitoring framework for the NDP Five Year Implementation Plan during the electoral cycle. It reflects how</p>	<p>See Table A.5 for a detailed description of how the CIPC is contributing to the MTSF 2019-2024 Priorities.</p>

Policies/Strategies	Summary	CIPC Contribution
	<p>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>MTSF 2019-2024 has seven (7) priorities, of which specific interventions and targets have been set:</p> <ul style="list-style-type: none"> <li>• Priority 1: A capable, ethical and developmental state</li> <li>• Priority 2: Economic Transformation and Job Creation</li> <li>• Priority 3: Education, skills and health</li> <li>• Priority 4: Consolidating the social wage through reliable and quality basic services</li> <li>• Priority 5: Spatial integration, human settlements and local government</li> <li>• Priority 6: Social cohesion and safe communities</li> <li>• Priority 7: A better Africa and world</li> </ul>	

Policies/Strategies	Summary	CIPC Contribution
<b>District Development Model</b>	<p>The District Development Model (DDM) is a New Integrated Planning Model for Cooperative Governance at a District/Metro Scale. It provides both an Institutional Approach and Territorial Approach (<i>geographic space</i>). The focus is on 44 Districts plus 8 Metros as developmental spaces (IGR Impact Zones) as the strategic alignment platforms for all three spheres of government where One Plan for each space guides and directs all strategic investments and projects for transparent accountability. The Plan will harmonize IDPs and create interrelated, interdependent as well as 'independent' development hubs supported by comprehensive detailed plans. The plan is an inter and intra governmental and leads to creating society wide Social Compact; and the One Plan will be strategic and long-term in nature, with medium term strategic plans and short-term operational plans all expressing the commonly agreed diagnostics, strategies and actions.</p>	<p>The CIPC digital strategy emphasize development and strengthening of virtual channels, and automation of key services to extend access throughout South Africa. As indicated in the previous section, the risk associated with this strategy is high costs of network data in South Africa. Some of the CIPC customers might not be privileged to afford network data.</p> <p>The CIPC has used its partnership model to expand its footprint by installing and operating Self-Service Terminals (SSTs) in partner sites such as provincial departments. Some CIPC services are also provided through Banks. In this way, access to the CIPC services extended to local communities.</p>

Policies/Strategies	Summary	CIPC Contribution
<p><b>the dtic Strategic Plan</b></p>	<p>Vision: A dynamic industrial, globally competitive South African economy, characterised by meaningful economic transformation, inclusive growth and development, decent employment, and equity, built on the full potential of all citizens.</p> <p>Mission:</p> <ul style="list-style-type: none"> <li>• promote structural transformation, towards a dynamic industrial and globally competitive economy;</li> <li>• provide a predictable, competitive, equitable and socially responsible environment, conducive to investment, trade and enterprise development;</li> <li>• broaden participation in the economy to strengthen economic development;</li> <li>• continually improve the skills and capabilities of the dtic to effectively deliver on its mandate and respond to the needs of South Africa’s economic citizens;</li> <li>• coordinate the contributions of government departments, state entities and civil society to effect economic development; and</li> <li>• improve alignment between economic policies, plans of the state, its agencies, government’s political and economic objectives and mandate.</li> </ul>	<p>The CIPC’s vision is to make a strategic contribution towards improving SA’s competitiveness and growth.</p> <p>The CIPC contributes to providing a predictable business and IP protection environment conducive to investment and enterprise development.</p> <p>The CIPC digital and collaboration strategies contribute to broadening economic participation by extending CIPC services to communities that would otherwise not be reached if not for the digitization and SSTs at provincial partner sites.</p> <p>The CIPC programmes such as education and awareness programme, the Inventor Assistance Programme, and others, develop knowledge and provide support on business formalization and IP protection. In doing so, broaden economic participation.</p>

Policies/Strategies	Summary	CIPC Contribution
<p><b>The dtic Minister’s commitments (post-COVID-19) and 6-point programme</b></p>	<p>Minister of Trade and Industry commitments (post-COVID-19):</p> <ul style="list-style-type: none"> <li>• Every directorate of the <b>dtic</b> and every agency will prioritise <b>saving firms and jobs</b> and report monthly on their impact. (Reallocate resources, support DDM, and create a common back office for finance, ICT, and HR).</li> <li>• Re-calibrate 6-point programme to save lives and protect livelihoods.</li> </ul> <p>The Minister of Trade, Industry, and Competition 6-point programme:</p> <ul style="list-style-type: none"> <li>• To strengthen economic dynamism,</li> <li>• To help pivot the economy from its reliance on imports to greater levels of local manufacture,</li> <li>• In the area of trade, to provide trade support to local firms, both in the domestic market and for exports,</li> <li>• On investment, we will focus on consolidating the presence of firms that have existing operations and helping those who made investment pledges bring projects to fruition.</li> <li>• On transformation, our efforts will go to providing nonfinancial support to black industrialists to complement the funding;</li> <li>• In special economic zones (SEZs), the national government will play a stronger role in improved governance, advocacy, and mobilising investment.</li> </ul> <p>To improve the capacity of the state, we will review the performance of the 17 public entities falling under the dtic, identify opportunities to consolidate and merge some entities, address underperformance, and, in the case of the National Lotteries Commission (NLC), promote greater transparency and improved governance.</p>	<p>As indicated above, the CIPC programmes develop knowledge and provide support for business formalisation and IP protection. In doing so, broaden economic participation. The CIPC digital strategy emphasises the development and strengthening of virtual channels and the automation of key services to extend access throughout South Africa and reduce turnaround time for CIPC services. This indirectly contributes to enterprise efficiency, sustainability, and growth.</p> <p>In line with improving the capacity of the state, the CIPC aims to develop and strengthen organisational and employee competencies and capabilities towards being a modern world-class regulator that is agile, relevant, fit for purpose, high-performing and ahead of the curve at all times.</p>

<b>Policies/Strategies</b>	<b>Summary</b>	<b>CIPC Contribution</b>
<b>Industrial Policy Action Plan (IPAP) 2018/19 – 2020/21</b>	<p>To facilitate diversification by promoting increased value-added per capita and intensifying South Africa’s industrialization process.</p> <p>IPAP has five (5) transversal focus areas:</p> <ul style="list-style-type: none"> <li>• Public procurement – elimination of corruption</li> <li>• Industrial financing and incentives</li> <li>• Development trade policy including unlocking the potential of SMMEs and Cooperatives and supporting the Continental Free Trade Area</li> <li>• Innovation and technology, and Special Economic Zones</li> </ul>	The CIPC collaborates with other entities, such as SEDA, to support small businesses and participates in the Africa Continental Free Trade Area project.
<b>Strategy on the Promotion of Entrepreneurship and Small Enterprise</b>	To increase supply for financial and non-financial support services and create demand for small enterprise products and services through the reduction of small enterprise regulatory constraints.	Through its education and awareness programmes, the CIPC works with entities such as SEDA to provide non-financial support to SMMEs.
<b>Corporate Law Reform Policy</b>	To promote growth, employment, innovation, stability, good governance, and confidence in the South African business environment, as well as increase international competitiveness.	The mandate of the CIPC is to regulate the business and IP environment so that there is confidence in the business environment and the country’s competitiveness is promoted.
<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>Integrated Strategy for the Development and Promotion of Co-operatives</b>	To grow all forms and types of cooperatives and the cooperatives movement, as well as increase its contribution to the country's GDP growth rate, economic transformation, and social impact.	As explained above.
<i>Cross-cutting policies: Women, Children, Youth and People with Disabilities</i>		

Policies/Strategies	Summary	CIPC Contribution
<b>South Africa's National Policy Framework for Women's Empowerment and Gender Equality (2001)</b>	This framework establishes a clear vision and framework for gender mainstreaming across laws, policies, procedures, and practices, which serves to ensure equal rights and opportunities for women and men in all spheres and structures of government, as well as in the workplace, the community, and the family.	The CIPC complies with the Employment Equity Framework and reports as required.
<b>Women's Financial Inclusion Framework</b>	Women's financial inclusion includes the collective efforts made to ensure that all kinds of women have effective access to appropriate financial products. However, it does not end with access to financial products only; the concept extends further to include non-financial aspects that are required by women to be entrepreneurial and capacitated with the right skills and knowledge to compete in the economic environment.	The CIPC does not have programmes directed at women.
<b>Framework on Gender-Responsive Budgeting, Monitoring, Evaluation and Auditing, 2018 Planning</b>	This framework aims to ensure a more sustainable, comprehensive, and multi-sectoral approach to gender mainstreaming within the country's planning, monitoring and evaluation, and public financing systems. It therefore focuses on closing the gap between plans and budgets through an overall approach of mainstreaming gender through the planning, budgeting, monitoring, evaluation, and audit cycles.	As above.
<b>National Youth Policy, 2030</b>	The National Youth Policy for 2020-2030 (NYP 2030) is a cross sectoral policy aimed at effecting positive youth development outcomes amongst young people at local, provincial, and national levels in South Africa. This youth policy for 2020-2030 builds on South Africa's first and second NYPs, which covered the period 2009–2014 and 2015-2020 respectively, by highlighting the current and new challenges that South Africa's youth face. It takes into cognisance the historical realities that the country faces, sluggish economic growth and the challenges of Africa and the rest of the developing world. The 2020-2030 NYP also identifies the potential human capital inherent in young people as an untapped potential that should be harnessed for the benefit of the whole society.	The CIPC collaborates with schools and institutes of higher learning through its education and awareness programme to extend its reach to school going children and youth.
<b>White Paper on the Rights of People with Disabilities, 2016</b>	The White Paper is a call to action for the government, civil society, and the private sector to work together to ensure the socioeconomic inclusion of persons with disabilities. Through	The CIPC complies with the requirements to meet the needs of people with disabilities.

Policies/Strategies	Summary	CIPC Contribution
	<p>this White Paper, the government seeks to create a caring and inclusive society that protects and develops the human potential of its children, a society for all where persons with disabilities enjoy the same rights as their fellow citizens, and where all citizens and institutions share equal responsibility for building such a society.</p> <p>This White Paper is intended to accelerate transformation and redress regarding full inclusion, integration, and equality for persons with disabilities. The Implementation Matrix offers both the public, private, and civil society sectors a tangible platform to do things differently to expedite the process of improving the quality of life of persons with disabilities and their families.</p>	

The table below shows the alignment and contribution of the CIPC outcomes towards the achievement of the MTSF 2019-2024.

Table A 5 Alignment to the Medium-Term Strategic Framework 2019-2024 Table A 1 Alignment to the Medium-Term Strategic Framework 2019-2024

MTSF Priority	MTSF Interventions	CIPC Outcome	CIPC Contribution to MTSF Priority and Outcomes
<p><b>Priority 1: A capable, ethical, and developmental state</b></p>	<p>Integrated Monitoring System for public sector accountability</p>	<p>Agile, adaptive, and fit-for-purpose organisation design (OD)</p>	<p>Adhere to compliance, governance, and reporting guidelines.</p>
	<p>Modernize service processes in the public sector.</p>	<p>Reduced administrative compliance burden for companies and IP owners</p>	<p>A service delivery model responsive to customer (public) needs</p> <p>CIPC will continue to invest in ICT assets:</p> <ul style="list-style-type: none"> <li>• To ensure multiple access channels to CIPC and other services, promoting ease of doing business.</li> <li>• To automate processes to improve the speed at which CIPC and other services are delivered.</li> <li>• To partner with the government entities and private entities such as banks to innovate ways to provide easy access to CIPC and other integrated services.</li> </ul>

	100% reduction of wasteful and fruitless expenditure in the public sector institutions.	Agile, adaptive, and fit-for-purpose organisation design (OD)	Monitor expenditure and ensure that adherence to correct procedures.
<b>Priority 1: A capable, ethical, and developmental state</b>	Improve financial management capability by implementing the Integrated Financial Management System in the public sector.	Agile, adaptive, and fit-for-purpose organisation design (OD)	Implement Integrated Financial Management System when guidelines are received.
	Implement job competency framework for public sector by 2023 to build a professional public administration.	Agile, adaptive, and fit-for-purpose organisation design (OD)	Implement job competency framework when guidelines are received.
<b>Priority 2: Economic Transformation and Job Creation</b>	Improve ease of doing business	Reduced administrative compliance burden for companies and IP owners	<p>CIPC will continue to invest in ICT assets:</p> <ul style="list-style-type: none"> <li>To ensure multiple access channels to CIPC and other services, promoting ease of doing business.</li> <li>To automate processes to improve the speed at which CIPC and other services are delivered</li> </ul> <p>To partner with government entities and private entities such as banks to innovate ways to provide easy access to CIPC and other integrated services.</p>
	Facilitate and support 200 000 functional small businesses and cooperatives by 2024.		<p>Automation of cooperatives' registration and maintenance processes.</p> <p>Conduct education and awareness webinar events for small businesses and cooperatives on opportunities and compliance with relevant legislation.</p>

			Conduct virtual media campaigns for CIPC services.
	Create 275 000 jobs per year through Job Summit  Commitments, Operation Phakisa and other public sector employment programmes.	Reduced administrative compliance burden for companies and IP owners.  A reputable Business Regulation and IP Protection environment in South Africa.	Through reducing administrative burden and building a reputable business regulation and IP protection environment in SA, CIPC will indirectly contribute enterprise efficiencies and credibility, resulting in sustainable and profitable business contributing job creation.
	Implement Presidential comprehensive youth employment interventions that absorb 1 million youth in NEET in employment by 2024.	Reduced administrative compliance burden for companies and IP owners.	Through reducing administrative burden and building a reputable business regulation and IP protection environment in SA, CIPC will indirectly contribute enterprise.
	Expand government spend on women, youth, and persons with disabilities through preferential procurement.	Agile, adaptive, and fit-for-purpose organisation design (OD)	CIPC to continue implementing preferential procurement from women, youth, and persons with disabilities
<b>Priority 3: Education, skills, and health</b>	N/A	N/A	N/A
<b>Priority 4: Consolidating the social wage through reliable and quality basic services</b>	N/A	N/A	N/A
<b>Priority 5: Spatial integration, human settlements, and local government</b>	Profile and support enterprise development in townships through financial incentives and other non-financial forms of support.	Reduced administrative compliance burden for companies and IP owners.  A reputable Business Regulation and IP Protection environment in South Africa	To provide non-financial forms of support for enterprise development through easy and quick access to the CIPC services, as well as conducting education and awareness webinar events and media campaigns on Company and IP laws and related opportunities.
<b>Priority 6: Social cohesion and safe communities</b>	N/A	N/A	N/A

<p><b>Priority 7: A better Africa and world</b></p>	<p>80% of international standards domesticated, to improve the conditions for all South Africans.</p>	<p>Reduced administrative compliance burden for companies and IP owners.</p> <p>A reputable Business Regulation and IP Protection environment in South Africa</p>	<p>CIPC to continue to participate in international bodies such as WIPO, BRICS and Corporate Registrars Forum.</p> <p>The CIPC will be implementing a business ownership register as part of a recommendation by Transparency International.</p>
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## 2.3 dtic-group Output Targets

In total, there are **45 dtic** group priority output targets for the year (see **Annexure C**), of which ten (10) have been identified as core targets as they represent the real impact **the dtic** aims to achieve in the economy as they measure crucial indicators like local manufacturing output, job creation, and the performance of black industrialists. While all 45 group priority output targets are important, these ten core targets are considered apex priorities for the department, and all programmes and entities under **the dtic** are expected to contribute to the achievement of these essential outputs.

South Africa’s national government is a reputable member of the international community and a reputable member of bodies such as the UN, G20, BRICS, African Union, and SADC, as well as a member of WIPO, the Corporate Registers Forum, and FAFT, which are more specifically relevant for the CIPC. Therefore, the CIPC must implement policies and strategies adopted by these bodies, including various international treaties and agreements.

Table A. 6: International Policies, Strategies, Treaties and Agreements

Policies, Strategies, Treaties and Agreements	Summary
<b>United Nations Sustainable Development Goals (SDGs)</b>	The SDGs seek to end poverty and hunger in the world; combat inequalities within and among countries; build peaceful, just, and inclusive societies; protect human rights and promote gender equality and the empowerment of women and girls; and ensure the lasting protection of the planet and its natural resources. Countries committed to the SDGs aim to create conditions for sustainable, inclusive, and sustained economic growth, shared prosperity, and decent work for all, taking into account various levels of national development and capacities. The SDGs are integrated and indivisible and balance the three dimensions of sustainable development, namely, economic, social, and environmental. There are 17 Sustainable Development Goals and 169 targets, which demonstrate the scale and ambition of the new universal Agenda.
<b>African Union Agenda 2063</b>	<p>Agenda 2063 is a strategic framework for the socio-economic transformation of Africa over the next 50 years. It builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.</p> <p>Agenda 2063 has the following aspirations: an integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance; an Africa of good governance, democracy, respect for human rights, justice, and the rule of law; a peaceful and secure Africa; an Africa with a strong cultural identity, common heritage, shared values, and ethics; an Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and Africa as a strong, united, and influential global player and partner. These aspirations have priority areas that are aligned with the Sustainable Development Goals.</p>
<b>Recommendations On Beneficial Ownership for Open Government Partnership (OGP) Action Plans</b>	South Africa is a member of the G20 and therefore, a member of the Financial Action Task Force (FATF). FATF advocates for economies to be transparent about the ultimate beneficial owners of legal entities. The CIPC is expected to develop a registration and filing capability to collect UBO information on the incorporation of legal entities, on amendments, and annual returns. We are also expected to verify the information and adopt a risk-based approach to investigations and enforcement by using triangulated data from both local and international authorities.
<b>Paris Convention for the Protection of Industrial Property</b>	The Paris Convention, adopted in 1883, applies to industrial property in the widest sense, including patents, trademarks, industrial designs, utility models, service marks, trade names, geographical indications, and the repression of unfair competition. This international agreement was the first major step taken to help creators ensure that their intellectual works were protected in other countries. South Africa’s accession to the Paris Convention was in October 1947.

<b>Patent Co-operation Treaty</b>	The Patent Co-operation treaty makes it possible to seek patent protection for an invention simultaneously in a large number of countries by filing an "international" patent application. Such an application may be filed by anyone who is a national or resident of a PCT Contracting State. It may generally be filed with the national patent office of the Contracting State of which the applicant is a national or resident, or, at the applicant's option, with the International Bureau of WIPO in Geneva. South Africa's accession to the treaty was in December 1998.
<b>Berne Convention for the Protection of Literary and Artistic Works</b>	Adopted in 1886, deals with the protection of works and the rights of their authors. It provides creators such as authors, musicians, poets, painters, etc. with the means to control how their works are used, by whom, and on what terms. It is based on three basic principles and contains a series of provisions determining the minimum protection to be granted, as well as special provisions available to developing countries that want to make use of them. South Africa's accession to the treaty was in October 1928.
<b>Budapest Treaty on the International Recognition of the Deposit of Microorganisms for the Purposes of Patent Procedure</b>	Adopted in 1977, the Budapest Treaty concerns a specific topic in the international patent process: microorganisms. All states parties to the Treaty are obliged to recognize microorganisms deposited as a part of the patent procedure, irrespective of where the depository authority is located. In practice, this means that the requirement to submit microorganisms to each and every national authority for which patent protection is sought no longer exists.
<b>TRIPs Agreement</b>	The TRIPs Agreement is an international legal agreement between all the member nations of the World Trade Organization (WTO). It sets down minimum standards for the regulation by national governments of many forms of intellectual property (IP) as applied to nationals of other WTO member nations. It stems from the desire to reduce distortions and impediments to international trade and considering the need to promote effective and adequate protection of intellectual property rights, and to ensure that measures and procedures to enforce intellectual property rights do not themselves become barriers to legitimate trade. South Africa deposited its instrument of acceptance for the 2005 protocol amending the WTO's Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) on February 23, 2016.

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

#### 3.1 The CIPC Vision 2030 Strategy

The 2021/22 -2025/26 Strategic Plan is an expression of the CIPC Vision 2030 Strategy. The CIPC Vision 2030 Strategy has four (4) key focus areas:

- (i) Building competencies and capabilities required to become a **world-class modern regulator**,
- (ii) Reducing the administrative regulatory burden to make it **easy to do business in SA**,
- (iii) Creating a reputable Business Regulation and IP Protection environment in South Africa contributes to boosting **investor confidence in SA** businesses and innovations,
- (iv) **Support third-party (and the CIPC's) decision-making** by leveraging knowledge assets and networks, extracting maximum value for the CIPC and its customers.

At the centre of the CIPC Vision 2030 strategy is also the effect the fourth industrial revolution (4IR) or Industry 4.0 is having on the CIPC in terms of ongoing automation of traditional processing practices using modern smart technology such as artificial intelligence, block chain technologies, robotics, cloud computing, *bio* and *nano* technologies, data analytics, 3D printing, and drone technologies. 4IR presents opportunities, as well as threats, to the organisation. On one hand, 4IR could have a negative impact on traditional business models and jobs (job displacement) and, therefore, may result in increased inequality, joblessness, and poverty. On the other hand, 4IR presents opportunities for organisations to be more agile, productive, and innovative. The use of technology can also assist countries that are confronted with human resource constraints and reduce administrative costs.

The current business environment and 4IR call for a CIPC that is **agile, adept, relevant, innovative, disruptive, and ahead of the curve**. The CIPC Vision 2030 Strategy is directed at building such an organisation. At the centre of this strategy are digital business (modernisation), innovation and collaboration (multi-channel and partnerships), and operational excellence strategies.

#### 3.2 Modernisation Strategy (Digital Business Strategy)

The modernisation strategy entails the migration of CIPC processes to new modern platforms, as well as the automation of all processes. Migration of processes into new platforms provides a foundation for full and easy automation of CIPC internal and external processes. Most CIPC processes have been migrated to the K2 platform. 29% of processes have been automated (as of December 31, 2020). To mention a few, company registrations, co-operatives registrations, and annual returns filings have been automated. Annual Financial Statement filings have been automated through the inline Extensible Business Reporting Tool (iXBRL) tool. Automations that have been completed so far have led to CIPC registration systems being faster and more cost effective. This has enhanced data integrity, information security, registration system transparency, and verification of business compliance.

The modernisation strategy is one of the strategies directed at building a world-class modern regulator as well as creating ease of doing business in SA.

See **Annexure B** for automated processes as of December 31, 2020.

In the next five years, the CIPC will:

1. Automate and migrate 100% of processes to the K2 platform.
2. Through the Intellectual Property Automation System (IPAS), automate all processes end-to-end in the Intellectual Property (IP) area.

### 3.3 Multi-Channel Strategy (Innovation and Collaboration)

The multi-channel strategy is about expanding the CIPC footprint and, therefore, increasing access to the CIPC and its partners' products and services, as well as increasing the ease of transacting. The multi-channel strategy is highly reliant on the modernisation strategy (digitisation). A digitised registration system is crucial for both the virtual multi-channel, one-stop-shops, and partnership models. CIPC channels deliver services faster and more efficiently through digitisation of back-office workflows. Digitisation also plays an essential role in developing integrated systems in the CIPC partnership network.

The partnership model is also critical for the success of the multi-channel strategy. The CIPC extends its footprint by collaborating with strategically selected partners and in doing so, leveraging the capabilities and competencies of these partners. The CIPC will have access to its partner's infrastructure, customer base, and value-added services for its own customers. These partnerships are not only limited to the public sector but also extend to the private sector. The partnership model has also been critical in creating a '**one-stop**' shop for businesses. Channels such as *BizPortal*, SSTs, and banks are built upon this model. *BizPortal* is a **one-stop shop** that enables entrepreneurs to go to one website, register their company, register for tax, get their Broad Based Black Economic Empowerment (BBBEE) certificate, register for the Unemployment Insurance Fund (UIF), get their company's domain name, and even open a bank account. Through SSCs and Partner Sites, businesses not only register companies but also get their BBBEE certificates. In our efforts to continue providing **value-added services**, the CIPC also partnered with SARS to offer a tax number when an enterprise is registered. The banks offer a wide range of CIPC products and services, including company registration, name reservation, payment integration, and B-BBEE certificate application, when opening a business bank account.

**Figure A.1: Indicative CIPC Partnerships** illustrates partnerships that are key to the multi-channel strategy. The banks are specifically selected based upon their extensive branch networks and online functionality, which is internationally accessible, as well as their reliable identification verification. In an attempt to differentiate our services for different target markets, the CIPC launched an office in partnership with the JSE. This office provides specific services for listed companies and subsidiaries, i.e., director and company amendments, advisory services, and real-time company registration services. The South African Revenue Services (SARS) partnership allows for tax registration while registering a company. This is a value-added service for CIPC customers. The partnership between the CIPC and the National Treasury (NT) provides a real-time link that enables the NT to check the status of enterprises and directors prior to registering the business on the Central Supplier Database. The Department of Home Affairs (DHA) provides the CIPC with live identification verification, improving the speed at which company registrations are processed.

Figure A. 1: Indicative CIPC Partnerships

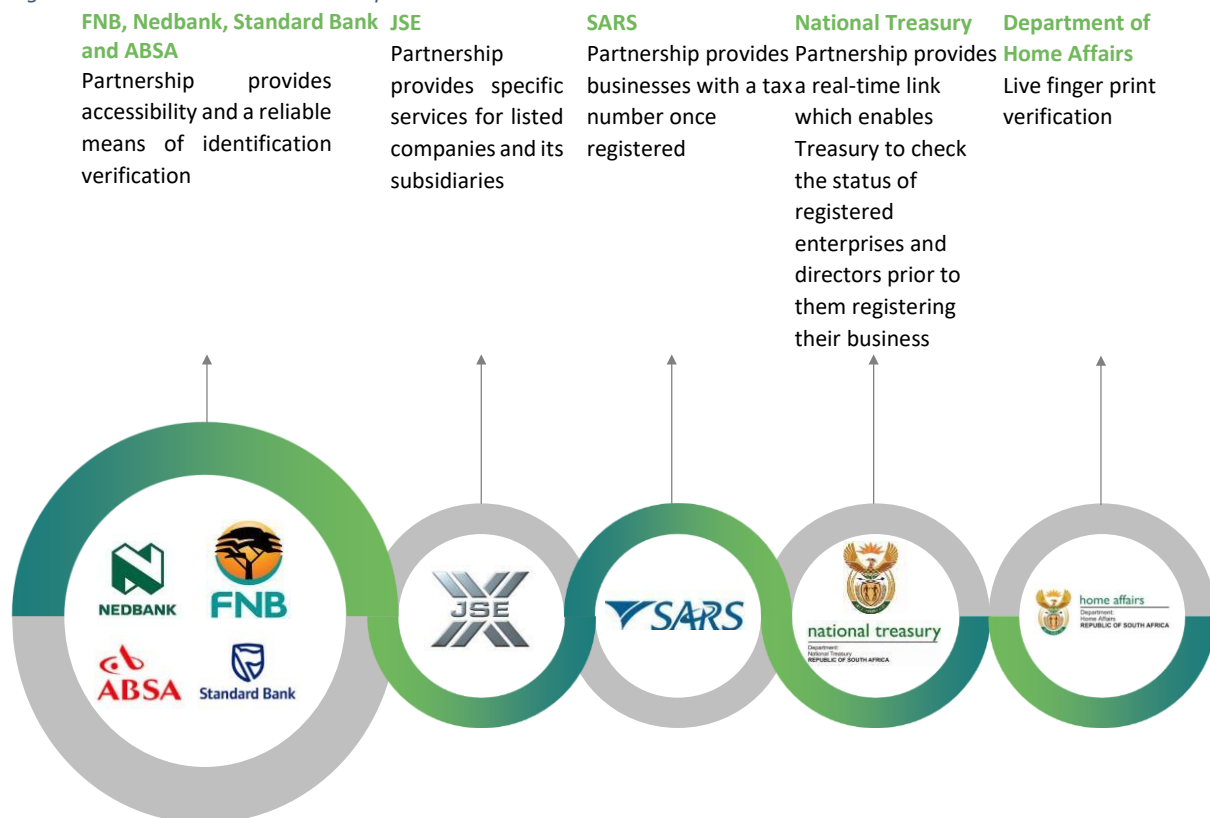


Table A.7: Partner Sites illustrates CIPC partner sites where self-service terminals (SSTs) are hosted:

Table A. 7: Partner Sites

Province	Partner
North-West	North-West Development Corporation (NWDC)
North-West	Orbit TVET College in Rustenburg
KwaZulu-Natal	Trade and Investment KwaZulu-Natal (TIKZN)
KwaZulu-Natal	KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs (KZN DEDTE)
Western Cape	West Coast Business Development Centre (WCBDC)
Northern Cape	Northern Cape Department of Economic Development and Tourism (NDEDT)
Free State	Free State Development Corporation (FDC)
Limpopo	Limpopo Economic Development Agency (LEDA)
Mpumalanga	Mpumalanga Department of Economic Development and Tourism (MDEDT)

**Table A.8: CIPC Channels and Services Offered** shows CIPC channels and services offered in each channel.

Table A. 8: CIPC Channels and Services Offered

Services/Channels	eService Website	SSCs and Partner Sites (SSTs)	BIZPORTAL	Mobile App	Call Center	QRS	Social Media (Facebook, Twitter)	Email (Manual)	Drop at CIPC Boxes (Manual)
<b>Integrated services (SARS, UIF, Compensation Fund, Banks Acc, BEE Cert)/One-Stop Shop</b>	No	Yes – BBBEE certificate Not Compensation Fund, UIF or Bank Account Opening	Yes	No	No	No	No	N/A	N/A
<b>Patents applications</b>	Yes	No	No	No	No	No	No	No	Yes
<b>Patents registration</b>	Yes	No	No	No	No	No	No	No	Yes
<b>Designs applications</b>	Yes	No	No	No	No	No	No	No	Yes
<b>Designs registration</b>	Yes	No	No	No	No	No	No	No	Yes
<b>Copyright in film applications</b>	Yes	No	No	No	No	No	No	No	Yes
<b>Copyright in film registration</b>	Yes	No	No	No	No	No	Yes	Yes	Yes
<b>Trademark applications</b>	Yes	No	No	No	No	No	No	No	Yes
<b>Trademark registration</b>	Yes	No	No	No	No	No	Yes	Yes	Yes
<b>Name reservations</b>	Yes	Yes	Yes	Yes	No	No	No	No	Yes
<b>Companies' registration</b>	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes
<b>Co-operatives Registrations</b>	No	No	No	No	No	No	No	Yes	Yes
<b>Domain Name Registrations</b>	Yes	Yes	No	No	No	No	No	Yes	No
<b>Director Amendments</b>	Yes	Yes	No	No	No	No	No	Yes	Yes
<b>Member Amendments</b>	Yes	Yes	No	No	No	No	No	Yes	Yes
<b>Auditor Changes</b>	Yes	Yes	No	No	No	No	No	Yes	Yes

<b>Company Name changes</b>	Yes	Yes	Yes	No	No	No	No	No	No
<b>Company and Close Corporation Address changes</b>	Yes	Yes	Yes	No	No	No	No	No	No
<b>Company and Close Corporation Financial Year-End Changes</b>	Yes	Yes	Yes	No	No	No	No	No	No
<b>Enterprise enquiry</b>	No	Yes	No	No	Yes	Yes	Yes	No	No
<b>Disclosures</b>	Yes	Yes	No	No	No	No	No	Yes	No
<b>BBBEE Certificates</b>	Yes	Yes	Yes	No	No	No	No	Yes	No
<b>Disclosures-MOI Documents</b>	Yes	Yes	No	No	No	No	No	Yes	Yes
<b>Disclosures Approved names</b>	Yes	Yes	No	No	No	No	No	No	NO
<b>Queries</b>	No	No	No	No	Yes	Yes	Yes	Yes	Yes
<b>Information access</b>	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
<b>Annual Returns filing</b>	Yes	Yes	Yes	No	No	No	No	No	No
<b>AFS filing</b>	Yes – XBRL portal	No	No	No	No	No	No	No	No
<b>Name transfer</b>	Yes	Yes	No	No	No	No	No	No	No

The multi-channel strategy is geared towards availing CIPC products and services 24/7.

**Table A.9: Channels and Services Available 24/7** shows CIPC channels and service available 24/7 as of March 31, 2022.

Table A. 9: Channels and Services Available 24/7

Channels available 24/7	Services available 24/7per channel
<b>1. CIPC Website</b>	Company registration Company name reservation Company and close corporation address changes Company and close corporation financial year-end changes Company name change Company shareholder change Co-operative registration Annual Returns Domain name registrations BB-BEE certificate XBRL Filing Director amendment Member amendment Name transfer Disclosure certificate Auditor changes Enterprise enquiry MOI documents
<b>2. CIPC Mobile App</b>	Company registration Company name reservation Annual Returns BB-BEE certificate Disclosure Certificates Shopping Cart
<b>3. BizPortal &amp; Banks</b>	Company Registration Company name reservation Domain Name Registrations BB-BEE certificate Annual Return Company/CC Address Changes Company Name Change Additional Links on BizPortal SARS Services Compensation Fund UIF Registration Business Bank Accounts Google Business Services
<b>4. SSTs</b>	Company Registration Company name Reservation Company and close corporation address changes BB-BEE Domain names Annual Returns Amend Company Director Details Amend CC Member Details Certificates and Disclosures Enterprise Enquiry

Channels available 24/7	Services available 24/7per channel
	Name Changes Customer Transactions Auditor and ACC Officers
<b>5. Emails</b>	Electronic Filing (Prospectus, Independent Review, and Reportable Irregularity) Company registration Company associated name reservation MOI Changes Close corporation to company conversions External company registrations Merger and amalgamations MOI Amendments Company location record changes Voluntary deregistration Voluntary and court order liquidations Business Rescue Proceedings, Status reports, Substantial Implementations, Terminations and court orders relating to business rescue Company and close corporation reinstatements Cooperatives director amendment; Constitution amendment; Changes to addresses and auditors; Conversions; Deregistration; disclosure and financial statements.

### 3.4 Data and Information Management Strategy

The data and information management strategy is the basis through which the CIPC will leverage its knowledge assets and networks to support third-party decision making creating shared value for the CIPC and its customers.

In the next five years, the CIPC will:

1. Strengthen internal data reporting by establishing a business intelligence (BI) platform and a data warehouse.
2. Relocate the data centre and Server Room from **the dtic** Shared Services Centre to an external hosting service provider.
3. Strike a good balance between Strong ICT Security and Increased Access to Data
  - a. Further enhance the existing Data Security measures through a fully implemented effective Identity Management (IDM) Solution for CIPC.
  - b. Strengthen information security by implementing Security Incident Event Management Solution (SIEM) to complement using the McAfee Solution as a key component of the ISMS.
4. Revise 100% of the current partner integration to be compatible with current CIPC service and data demands, while leveraging the capabilities of modern technologies.

### 3.5 Operational Excellence and Quality

The operational excellence and quality management strategies are tactical in that they ensure that the CIPC's main strategies are executed in a consistent, continuous, and sustained way. At the centre of these tactical strategies is meeting customer requirements as well as the organisation's regulatory requirements. To this end, the CIPC monitors operational and process performance. Service delivery

standards are regularly monitored and reviewed with the aim of continuously improving them. Process audits ensure that processes are simple, value adding, and optimal.

### 3.6 Substantive Search Examination

In the 2018/19 reporting period, Cabinet approved the first phase of the draft IP Policy of the Republic of South Africa, which seeks to provide a national IP system that is cognisant of other government priorities and to provide a coordinated approach on IP matters by government departments and other organs of state. The IP Policy additionally aims to provide a balanced approach between preserving the rights of creators of IP on the one hand and providing access to knowledge, technology transfer, and safe, affordable medicines for the benefit of all South Africans.

One of the key policy instruments emanating from the IP Policy is the envisaged introduction of Substantive Search and Examination (SSE) of patent applications in South Africa. The IP Policy provides for a phased approach to the introduction of SSE, where the Inter-Ministerial Committee on Intellectual Property (IMCIP), established under the IP Policy, will determine the priority sectors in which patent applications will be examined. In terms of the CIPC SSE strategy roll-out, patent searchers are being recruited and trained.

## 4. Relevant Court Rulings

Not applicable.

## Part B: Our Strategic Focus

### 1. Vision

A world-class modern regulator , making a strategic contribution towards improving competitiveness and driving economic growth in South Africa..

### 2. Mission

We make it easy to do business in SA, in collaboration with our partners;

We regulate business and the IP environment contributing to SA becoming an investment destination, and enabling the protection and commercialisation of innovation, and

We leverage technology, knowledge assets and networks to support third party decision making;

### 3. Values

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

Table B. 1: The CIPC Values

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

## 4. Situational Analysis

### 4.1. External Environment Analysis

This section outlines the current external environment within which the CIPC will operate, the risks presented by this context, and the implications for CIPC strategies and policies. The trends for the last five years are presented as a basis for likely trends in the next five years.

The CIPC’s activities are taking place against the backdrop of a rapidly evolving technological and policy environment. The industry must respond to a transition in the digital landscape, as well as evolving customer and stakeholder expectations, to ensure it remains relevant and futureproof.

The PESTEL (Political, Economic, Social, Technological, Environmental and Legal) analysis framework was used to conduct an external contextual analysis for the CIPC's vision 2030.

#### *4.1.1 Political Analysis*

Key trends in relation to the external political environment can be described as follows:

- **Pragmatism** will characterise the approaches of states and leaders in the East (particularly China). Moreover, a perceived shift in global power from West to East will result in changes in trade relations, as well as various policy and regulatory frameworks (both national and international).
- Largely due to the effects of **Climate Change** and the new 'scramble for resources' (such as water), new conflicts may emerge and result in increased polarisation and global political instability.
- The South African government has had to respond to the crisis of poor public service delivery within an unprecedented and challenging context brought about by the global health crisis that was the **Covid-19 Pandemic**. The resultant impact on jobs, crime and politics has resulted in shifting government priorities, as well as restructuring of public services.
- The **Russia-Ukraine conflict** has resulted in strained international relations, as well as heightened global unease and uncertainty.

For the CIPC, consideration should also be given to three broad goals presented and communicated to government ministers and the public by President Cyril Ramaphosa during the 2019 State of the Nation Address (SONA):

- (a) Driving an energized and re-focused state
- (b) Enhancing the role of the state as a regulator
- (c) Enhancing the role of the state as a redistributor

In this regard, the CIPC should consider 5 key areas:

##### *1. The District Delivery Model (DDM)*

The DDM impacts on government agencies, including the CIPC, in relation to planning and reporting. The CIPC will need to ensure a district level focus is adopted, ensuring fairness through district level planning and reporting on performance, as well as rollout of initiatives at district level. The need to report more accurately and consistently in relation to districts requires an overarching approach that accounts for district level reporting, as well as relations between districts.

##### *2. Division of Revenue Bill*

Government has shifted its revenue model to provide for the equitable division of revenue among national, provincial and local spheres of government. This has a direct impact on the revenue model of the CIPC and its ability to funnel revenue into capital projects. The CIPC must, therefore, improve on capital project planning and be efficient in executing capital projects. There is currently risk with regards to the OD project, as well as digital projects, due to the project timelines. As such, there is a need to accelerate planning and execution to ensure capital funds can be used prior to National Treasury re-allocation.

### *3. The dtic Joint Key Performance Indicators (JKPIs)*

The dtic has made provisions for entities to be more innovative by allowing entities to ‘not be constrained’ by their mandate. However, innovation and any form of deviation from the mandate must, nevertheless, occur within the constraints of the law and align to the dtic’s joint KPI’s. The CIPC should and must respond to each of the three JKPI’s to ensure that the dtic and its entities are aligned with the broader objectives of government.

1. **Industrialization** - Grow the economy (through a combination of efforts and partnerships with private sector entities) to build a wider export market and unlock supply chains. However, customer / consumer interests are to be protected.
2. **Transformation** - Address structural challenges to (i) alleviate market entry barriers (ii) deal with abusive dominance (iii) Ensure and drive black, women and small business participation in the economy.
3. **Capable State** – Ensure an efficient and well-run state which optimally utilizes resources and alleviates red tape barriers to enhance service delivery.

### *4. Protection of Personal Information Act (POPIA)*

Information and data have become central to nearly all activities in all spheres of modern life. Concurrently, a host of cybercrime related activities, particularly activities targeting personal and proprietary information and data, have proliferated. With the implementation of POPIA, increasing priority is being given to the protection of personal and proprietary information. As such, the CIPC must be proactive and ensure adequate internal security measures are in place (and regularly updated) for the purpose of safeguarding digital information.

### *5. ESG Requirements*

With increasing global concern around Climate Change and environmental degradation, particularly with regards to industry and corporate contributions to Climate Change, the CIPC must prepare itself for new mandatory Environment, Social and Governance (ESG) reporting requirements to emerge at rapid pace. In particular, the CIPC must consider necessary administrative shifts revolving around reporting.

### *6. Partnerships and Collaboration*

The dtic expects its entities to leverage partnerships and find synergies with potential collaborating entities based on resources at their disposal. The CIPC will need to take a risk-based approach to partnering and collaborating by using a value chain approach to managing risks, particularly around digital systems. Partnerships and collaboration are not limited to the public sector as there is also a need to partner with private sector entities to drive transformation and ensure industries are developed to the point that South Africa remains an attractive business destination.

### *7. The African Continental Free Trade Agreement (AfCFTA)*

The African Continental Free Trade Agreement (AfCFTA) will likely have a significant impact on the CIPC and its operations going forward. There is a need to harmonise with other regulatory entities in a manner that enables open borders (without compromising sovereignty) while ensuring continued relevance for the CIPC. This will require the CIPC to develop a framework and approach that provides support to government in relation to mitigating such risks.

#### *4.1.2 Economic Analysis*

Key trends in relation to the external economic environment can be described as follows:

- Ballooning **national debt** will constrain opportunities for economic growth. Thus, public private partnerships (PPP's) will become an essential tool for mitigating the effects of rising debt.
- Lasting effects of the **Covid-19 pandemic**. The pandemic significantly impacted economic activity (both national and global) and, as a result, the path to economic recovery is marred with complexity and continued uncertainty. This space must be effectively navigated by the CIPC.
- The economic toll of the ongoing **Russia-Ukraine conflict**. The conflict in Ukraine has undoubtedly had an effect on global economic activity and, therefore, challenges and complexities in terms of economic activity are set to persist. These too must be effectively navigated by the CIPC.

In particular, the Covid-19 pandemic has and continues to impose significant challenges on public and private sector entities. The pandemic led to a slowdown in global trade as global supply chains became critically strained. Further, the pandemic brought with it both domestic and foreign travel restrictions, severely impacting tourism and business-related travel. Moreover, the pandemic also resulted in a complete shift in work environments, as well as the manner in which companies provide products and services, whilst also resulting in service delivery adjustments on behalf of government.

Generally, the pandemic served to accelerate recessions across the globe, including in South Africa. More specifically, South Africa is home to a host of companies that depend on trade to survive, let alone thrive. Therefore, the country as a whole could be said to be dependent on regular and unimpeded trade. As such, the companies referred to above and the country as a whole, which established markets on the back of an integrated global trade network, were particularly affected by the pandemic. Thus, there is a high possibility that several of these companies will continue to run in the red, while many others have and will continue to be liquidated, particularly as the transition to digital platforms and new ways of doing business continues.

Finally, the impact of the Russia-Ukraine conflict on energy prices and energy accessibility has further impacted on Eskom's ability to generate, transmit and distribute electricity, which has implications for the CIPC from an internal operations perspective, but also through its network of partners.

### *1. Demand for the CIPC's Services*

For the CIPC, there is a need to better segment and serve industry, as well as create the necessary agility and competency to provide customised services. Further, South Africa's Gross domestic product (GDP) has been forecasted to grow by 1% or less, while the unemployment rate is expected to remain considerably high at some margin above 30%.

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 jurisdiction, the CIPC must contribute to the country's post-Covid-19 economic recovery drive.

Under conditions of slow economic growth and a host of financial constraints, the demand for CIPC services has been illustrated in **Table B. 1: CIPC Key Services – Volumes** below, which reflects

process volumes over the past five years. Trends are expected to remain similar over the next five years.

Table B. 1: CIPC Key Service Volumes

CIPC Services	2017/2018	2018/2019	2019/2020	2020/21	2021/22	2022/23
Patents applications	8 546	8 585	8533	8 393	12 479	14 330
Patent registrations	6 551	6 569	5 756	3 525	7 834	7 397
Patent renewals	48 001	48 100	48 151	44 948	47 803	45 387
Designs applications	2 019	1891	1 873	1 651	1 555	1 782
Designs Registrations	2 028	1 790	1 741	1 391	1 825	1 544
Designs Renewals	8 831	9 005	8 916	8 522	8 712	7 322
Copyright in film applications	61	99	55	26	56	17
Copyright in film registrations	4	136	18	19	46	9
Trade marks applications	38 283	39 136	38 148	39 317	42 138	38 224
Trade marks registrations	19 256	32 174	32 029	30 102	14 941	35 208
Trade marks renewals	No data	23 653	22 410	24 255	26 651	26 550
Name reservations	250 352	387 422	539 100	528208	570 907	467 823
Companies Registrations	386 373	395 320	385 181	510 024 <sup>1</sup>	469 983 <sup>1</sup>	404 095
Co-operatives Registrations	12 748	12 270	12 478	6 142	4 483	6 253
Director Amendments	72 312	71 711	5 588	167 415	167 627	149 816
Member Amendments	40 412	36 087	31 803	25 273	27 010	22 937
Auditor changes	54 242	56 384	53 434	93 204	33 316	22 393
Company Name changes	12 748	12 270	12 478	6 142	57 666	53 983
Company Financial Year End Changes	5 585	5 762	6 011	5 843	5 387	5 286
Business Rescue Proceedings Commenced (Active cases)	362	349	369	335	373	249
BBBEE Certificates	100 008	127 136	167 482	299 393	339 931	357 583

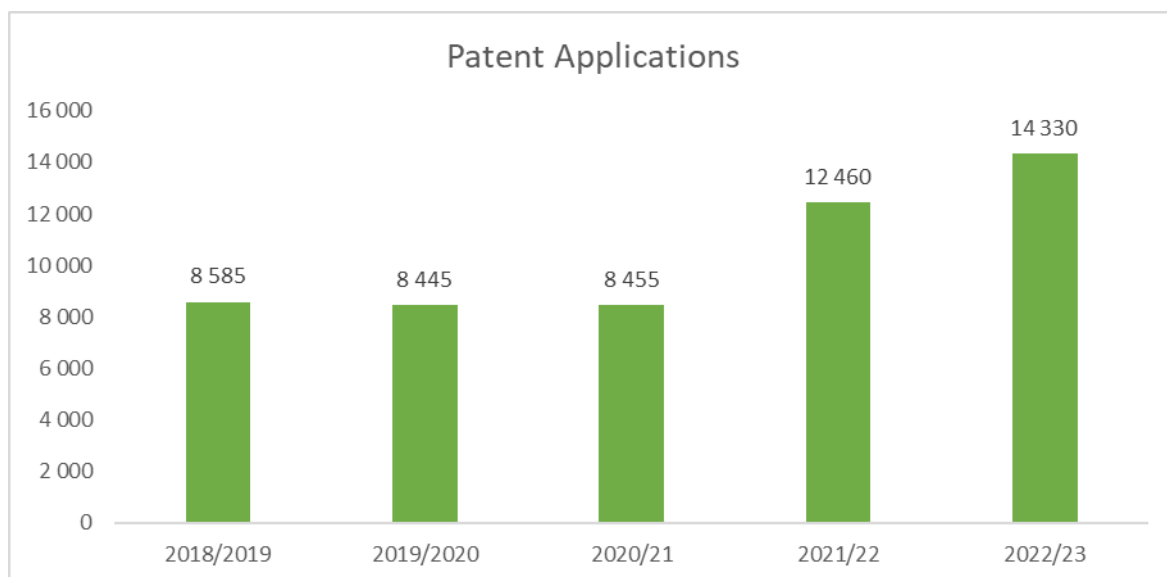
Trends in relation to some of the CIPC's key services are discussed in detail in subsequent sections of this report.

#### Patent applications

There has been a decline in patent applications between 2016/17 and 2020/21, as illustrated in **Figure B. 1: Patent Applications**. However, in 2021/22, there was a sharp increase in patent applications compared to the previous year. This could be attributed to the initial stages of post-Covid-19 economic recovery, particularly the relaxation of some Covid-19 restrictions.

<sup>1</sup> Includes external companies registered.

Figure B. 1 Patent Applications<sup>2</sup>



The CIPC satisfactorily complied with the published service delivery turnaround times set for processing patent applications, despite the conditions imposed on it by the Covid-19 pandemic, during the 2021/22 reporting period. This is due to the high number of applications filed through the CIPC's automated systems. Further, this illustrates that digitalisation as a strategy to mitigate challenges posed by the Covid-19 pandemic, as well as other global trends, has been effective.

The CIPC received 12 479 patent applications during the 2021/22 reporting period. This was significantly higher than patent applications received the previous year (8 393 applications). The average turnaround time for patent applications was two (2) working days. An average of ninety-seven percent (97%) of transactions were processed within the published service delivery turnaround times of two (2) days. The three percent (3%) that were processed outside of service delivery turnaround times were attributed to manual applications.

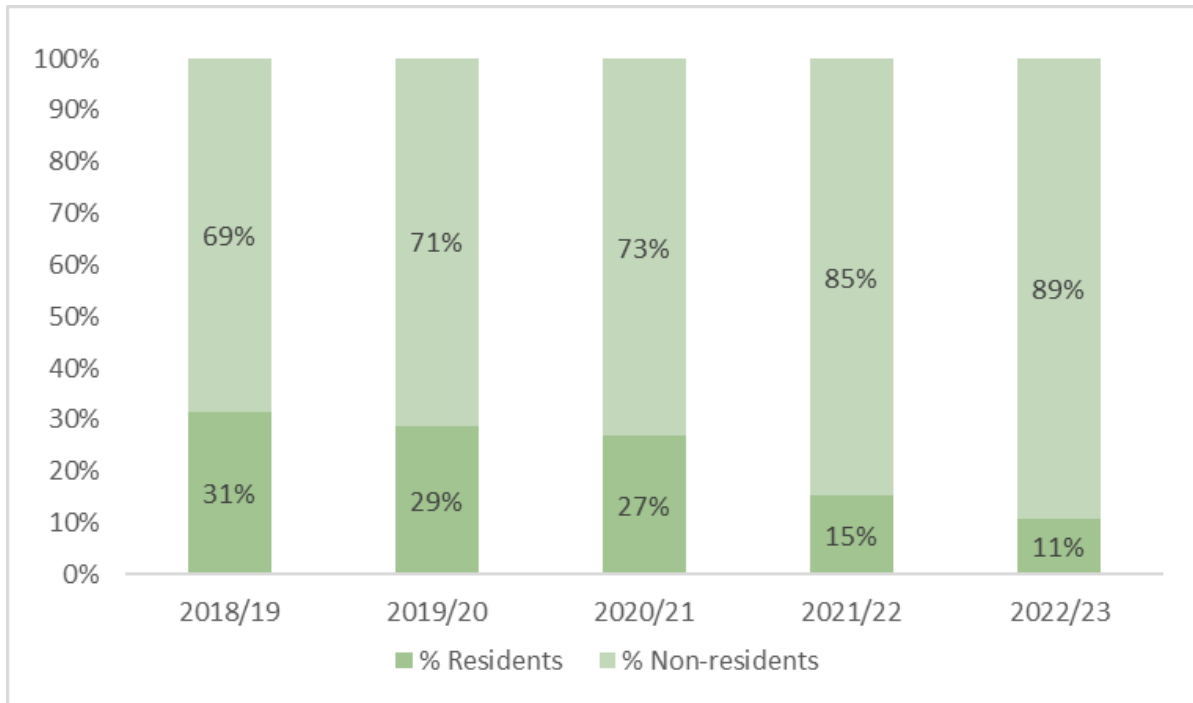
#### Patents Applications: Residents vs Non-residents

There was a decline in patent applications by South African Residents between 2016/17 and 2021/22 (with a very sharp decline between 2020/21 and 2021/22), as illustrated in **Figure B. 2: Patent Applications: Residents vs Non-residents**. On the contrary, patent applications by non-residents appear to have been rising.

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<sup>2</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively.

Figure B. 2 Patent Applications: Residents vs. non-Residents<sup>3</sup>



The persistent decline in patent applications by SA residents is a cause for concern. The CIPC has in the past few years accelerated its Education and Awareness Programme to raise awareness and inform the public of the importance and benefits of the patent system and to encourage local innovators to protect their inventions. The Inventor Assistance Programme (IAP) has been implemented to ensure that the patent system is accessible to under-financed inventors and Small, Medium and Micro Enterprises (SMMEs). However, it may take years to realise the impact of these interventions on Patent application volumes.

#### Patent Applications per Type

**Table B. 2: Patent Applications per Type** differentiates between provisional, complete, convention and Patent Cooperation Treaty (PCT) patent applications. Provisional and complete applications represent applications by SA residents. A PCT patent application refers to instances where non-SA residents sought protection of their patents in South Africa or in other countries other than their own country of residence. Convention patent applications are filed in accordance with the terms of an international patent treaty other than the Patent Cooperation Treaty.

<sup>3</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively

Table B. 2: Patent Applications per Type<sup>4</sup>

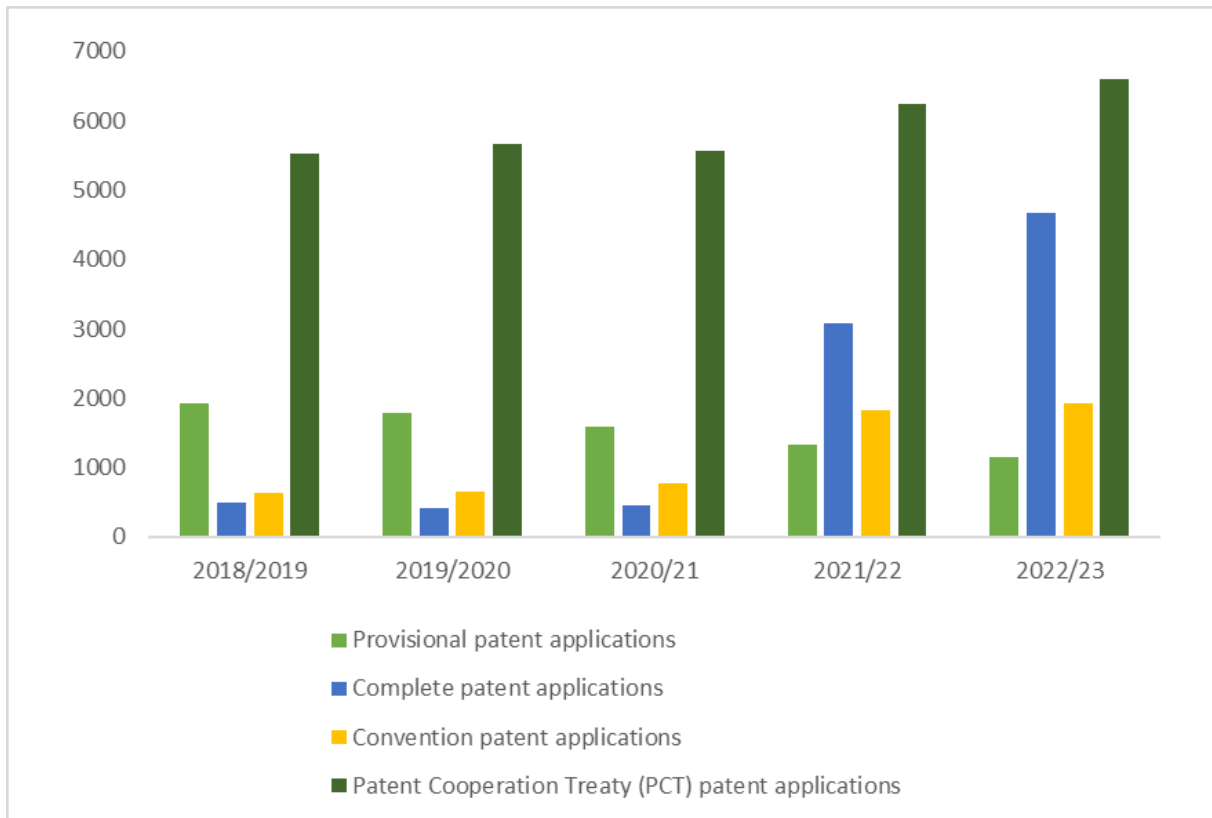
CIPS Services	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Provisional patent applications	1 803	1 927	1 795	1 591	1 325	1 150
Complete patent applications	566	490	423	462	3 086	4 674
Convention patent applications	553	640	648	772	1 836	1 917
Patent Cooperation Treaty (PCT) patent applications	5 624	5 528	5 667	5 568	6 232	6 589
<b>Total</b>	<b>8 546</b>	<b>8 585</b>	<b>8 533</b>	<b>8 393</b>	<b>12 479</b>	<b>14 330</b>

**Figure B. 3: Patent Application per Type**, the graphical representation of Table B. 2: **Patent Applications per Type** above demonstrates the five-year trend for each patent application type.

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<sup>4</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively.

Figure B. 3 Patent Applications per Type

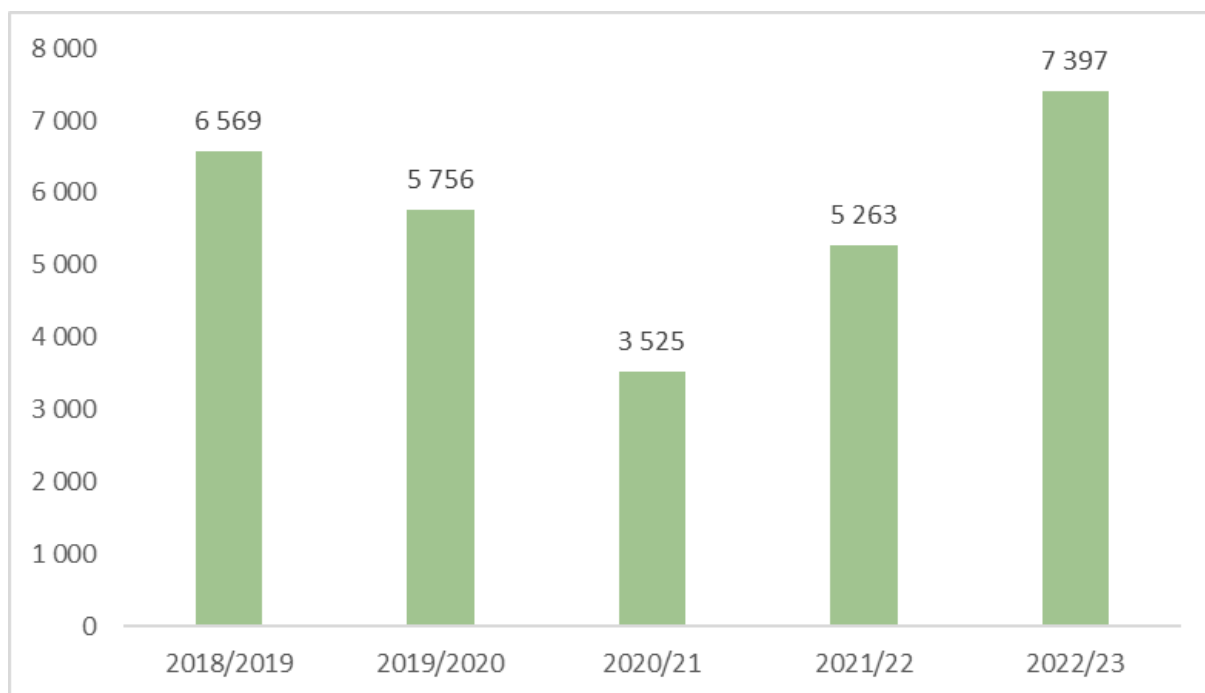


PCT and convention patent applications demonstrate a growing trend over the last five years. Provisional and the complete patent applications have been declining until 2020/21. Provisional Patent Applications continued to decline while Complete Patent Applications rose sharply in 2021/22 compared to 2020/21.

Patent registrations

**Figure B. 4: Patents Registrations** shows a downward trend over the past five (5) years for patent registrations, with a sharp increase from 2020/21 to 2021/22.

Figure B. 4 Patent Registrations<sup>5</sup>



During the 2021/22 period, the CIPC issued 7 834 patent registration certificates, of which ninety eight percent (98%) were processed within the set service delivery turnaround times of forty-four (44) days at an average turnaround time of twenty-four (24) days from the date of publication in the Patents Journal.

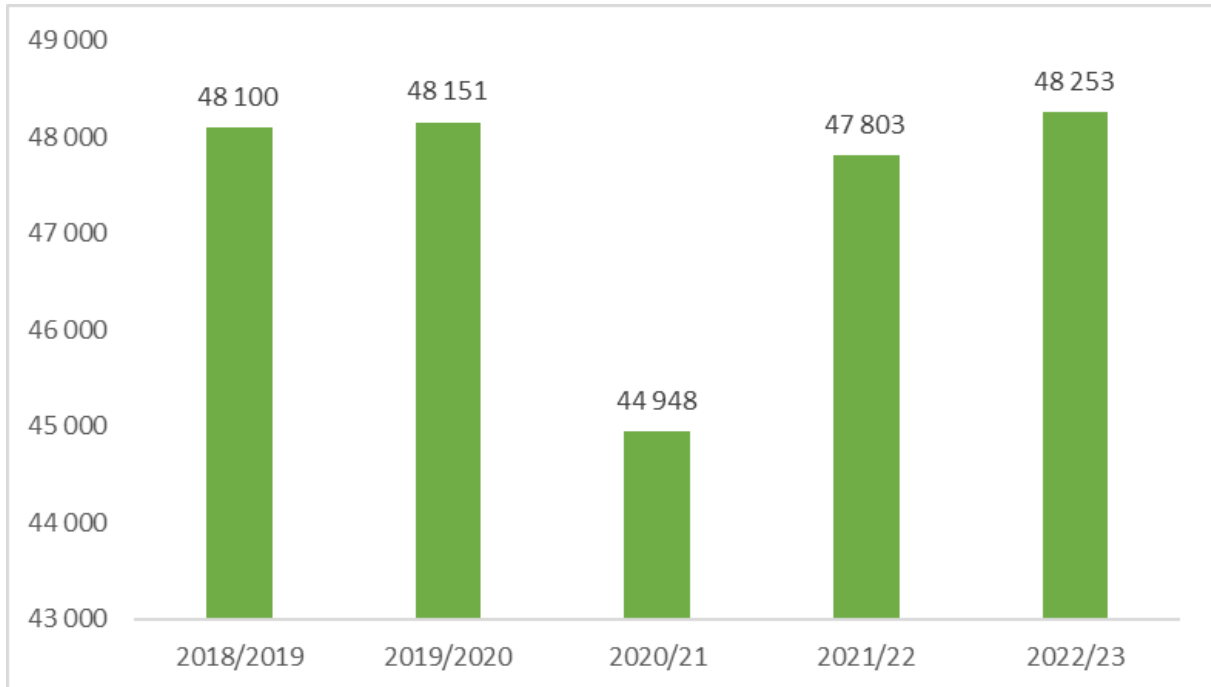
#### Patent Renewals

**Figure B. 5 Patent Renewals** demonstrated a steady increase in renewals between 2017/18 and 2019/20. There was, however, a sharp decline in 2020/21, which could be attributed to the Covid-19 pandemic and its associated restrictions on economic activity. On the other hand, 2021/22 saw a significant increase in renewals, which could be attributed to the relaxation of Covid-19 restrictions.

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<sup>5</sup>The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively.

Figure B. 5 Patent Renewals<sup>6</sup>



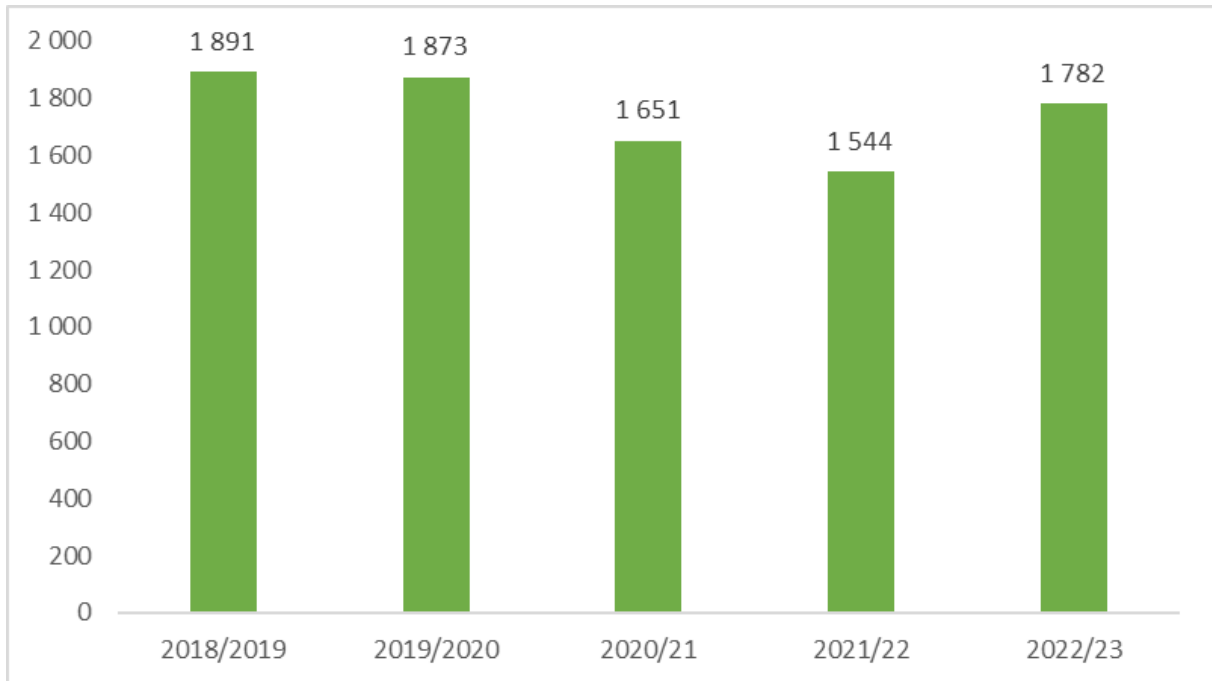
During the 2021/22 period, of the 47 803 patent renewals that were processed, twenty-six (26%) were filed and processed electronically, while all (100%) were processed within two (2) days. However, of the seventy-four percent (74%) of patent renewals that were logged manually, 34% were processed within the two (2) day published service delivery turnaround time at an average turnaround time of three (3) days. Dominant stakeholders are currently still utilising the manual renewals processing option which poses a challenge for the CIPC.

#### Design applications

There has been a steady decline in design applications over the past five (5) years as shown in **Figure B. 6: Designs Applications** below.

<sup>6</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively.

Figure B 1 Design Applications<sup>7</sup>



The CIPC satisfactorily complied with the published service delivery turnaround times for processing design applications, despite Covid-19 related restrictions and challenges during the 2021/22 reporting period. This is due to the high number of applications filed through automated processes. Further, this speaks to how digitalisation as a strategy for mitigating challenges posed by the Covid19 pandemic, has been working.

The CIPC received 1 555 design application during the 2021/22 reporting period, which is lower than the number of applications received in 2020/21 (1 651). It would seem as though the Covid-19 pandemic had a negative effect on design applications. The average turnaround time for design applications was two (2) working days. Ninety-two percent (92%) of the applications were processed within the published service delivery turnaround time of two (2) working days. The eight percent (8%) processed outside of the published service delivery turnaround time can be attributed to manual applications.

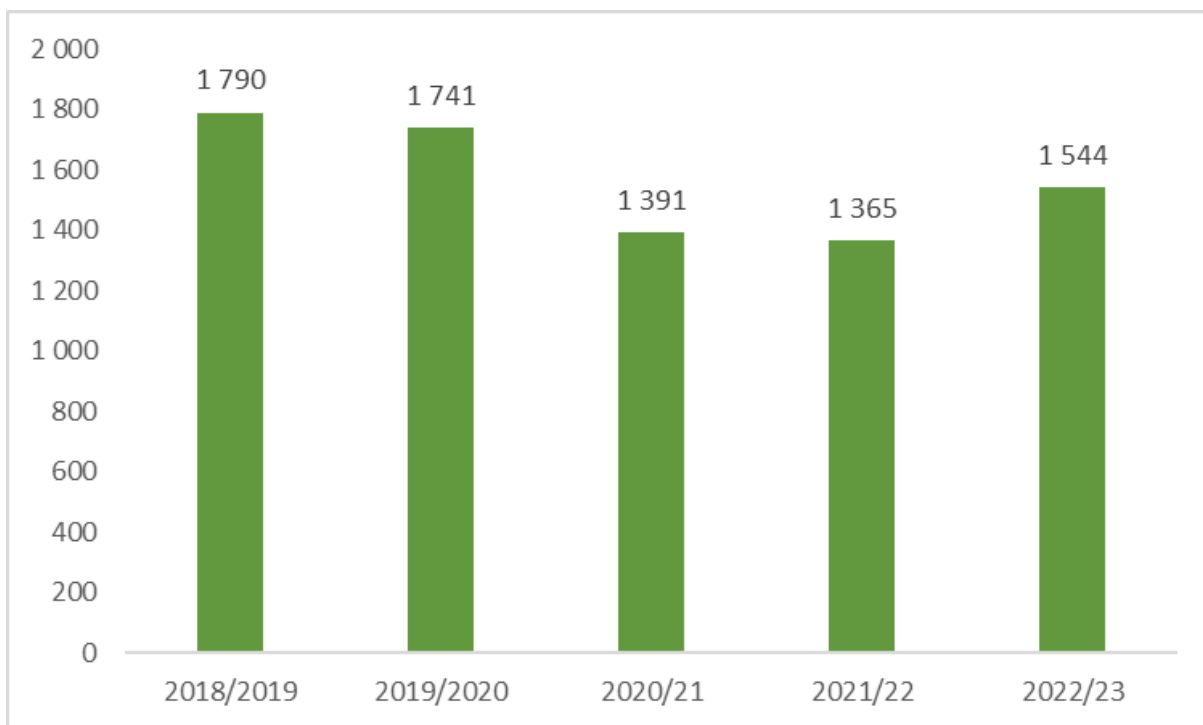
#### Design registrations

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<sup>7</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively.

There has been a steady decline in design registrations between 2017/18 and 2020/21, with a significant increase in volumes in 2021/22 compared to 2020/21. This is illustrated in **Figure B. 7: Designs Registrations** below.

Figure B 2 Design Registrations<sup>8</sup>



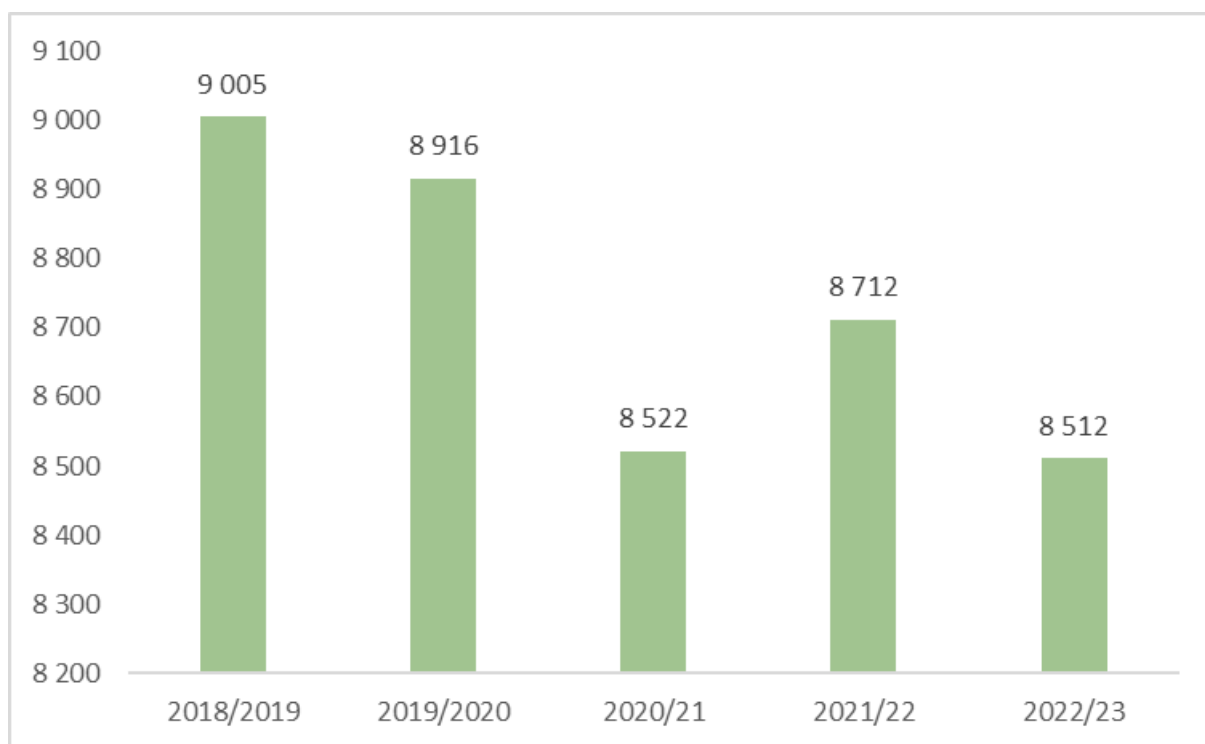
During the 2021/22 period, the CIPC issued 1 365 design registration certificates, of which ninety-eight percent (98%) were processed within the published service delivery turnaround times of forty-four (44) days from the date of publication in the Patents Journal at an average turnaround time of thirty-eight (38) days.

#### Design Renewals

**Figure B. 8: Designs Renewals** shows both upward and downward movements in terms of design renewals over the past five (5) years.

<sup>8</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively

Figure B 3 Design Renewals<sup>9</sup>



During the 2021/22 period, the CIPC processed 8 712 design renewals which is higher than the design renewals processed in 2020/21 (8 522). Seventy-four percent (74%) of design renewals were processed within the published service delivery turnaround times of two (2) working days at an average turnaround time of two (2) working days.

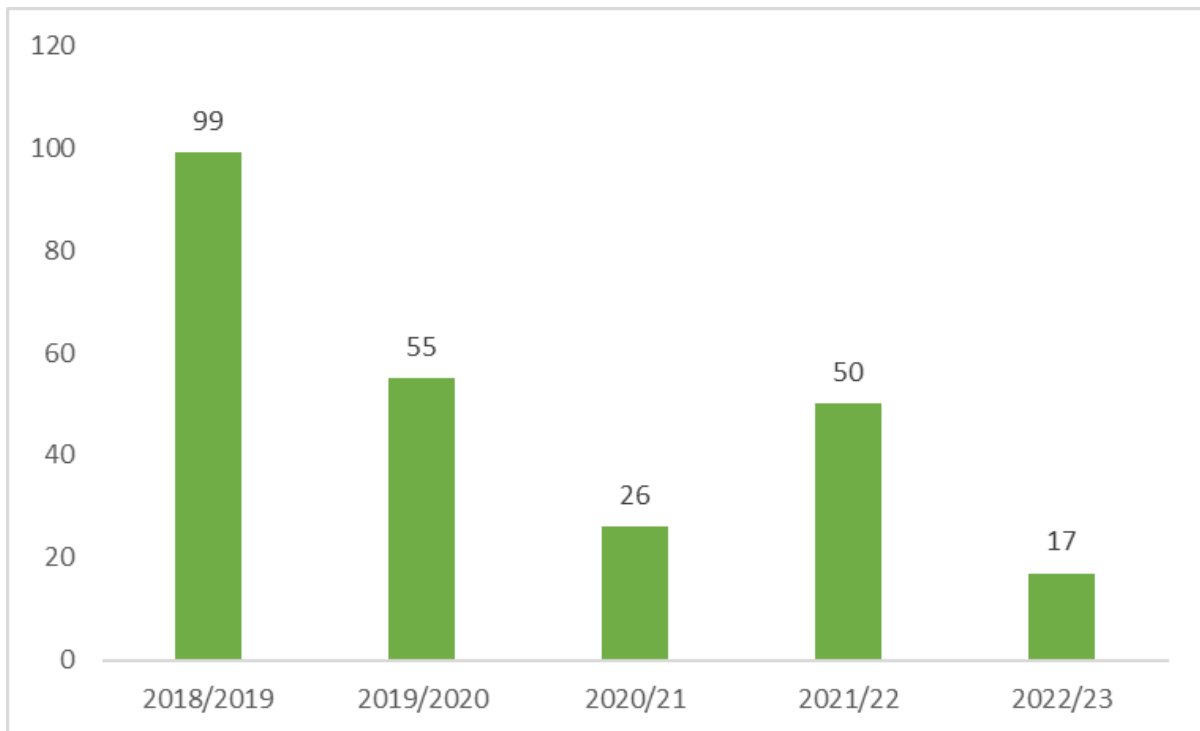
#### Copyright in film applications

Copyright in film applications fluctuated over the past five (5) years, with a sharp rise in 2018/19 and 2021/22. This is illustrated in Figure B.9: Copyright in film applications. The sharp rise in 2021/22 could be as a result of relaxations of Covid-19 restrictions, which served to promote economic activity.

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<sup>9</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively

Figure B 4 Copyright in Film Applications<sup>10</sup>



Only fifty (50) copyright in film applications were filed in 2021/22, compared to twenty-six (26) in 2020/21. Ninety-two percent (92%) of copyright in film applications were processed within the published service delivery turnaround times of two (2) working days at an average turnaround time of two (2) working days.

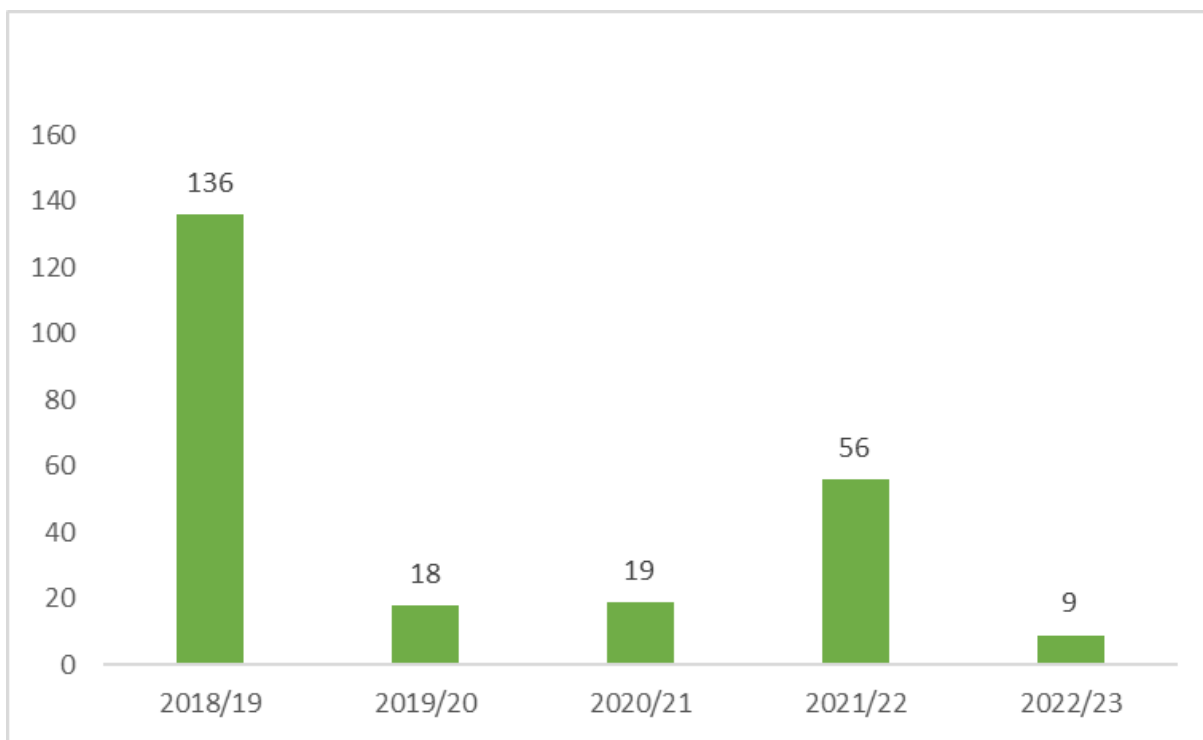
#### Copyright in film registrations

The number of copyrights in film registration certificates issued over the past five (5) years has been fluctuating. There was a sharp increase in registration certificates issued in 2021/22 compared to 2020/21, as shown in **Figure B. 10: Copyright in film registrations.**

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<sup>10</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively

Figure B 5 Copyright in Film Registrations<sup>11</sup>



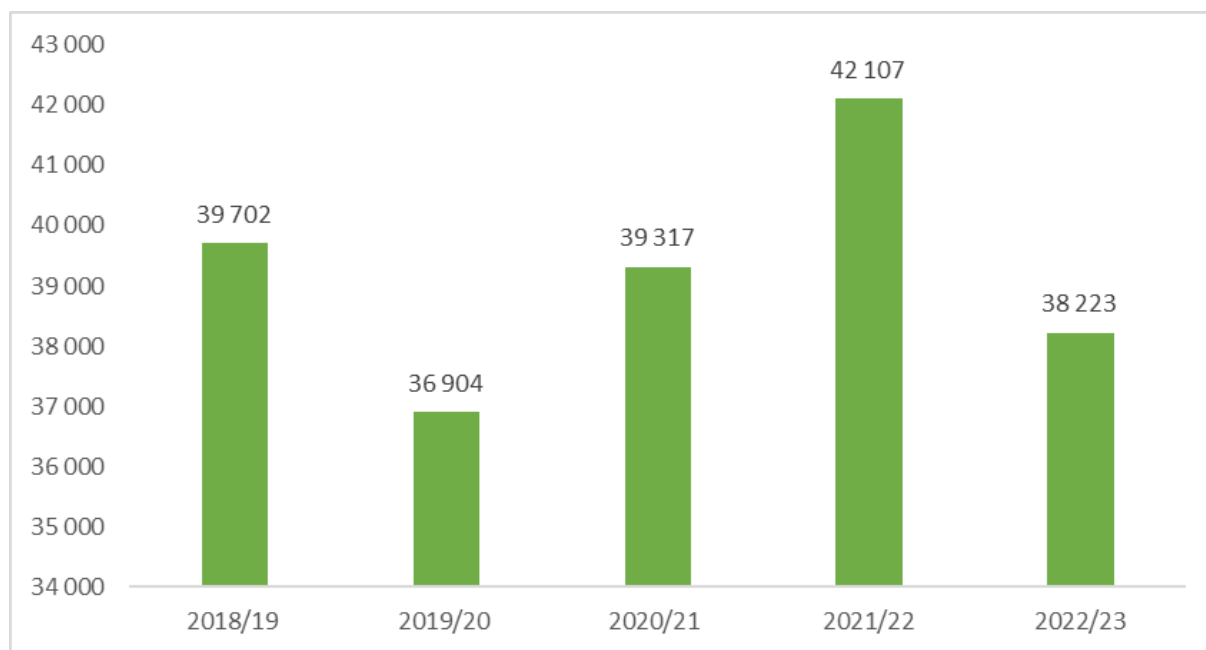
During the 2021/22 period, the CIPC issued 46 copyright in film registration certificates, of which sixty-seven percent (67%) were processed within the published service delivery turnaround time of twenty-two (22) days from the date of publication in the Patents Journal, and at an average turnaround time of thirty-one (31) days.

<sup>11</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively.

## Trade mark applications

Trade mark applications have been fluctuating over the past five (5) years as shown in **Figure B. 11: Trade mark Applications** below.

Figure B 6 Trade Mark Applications<sup>12</sup>



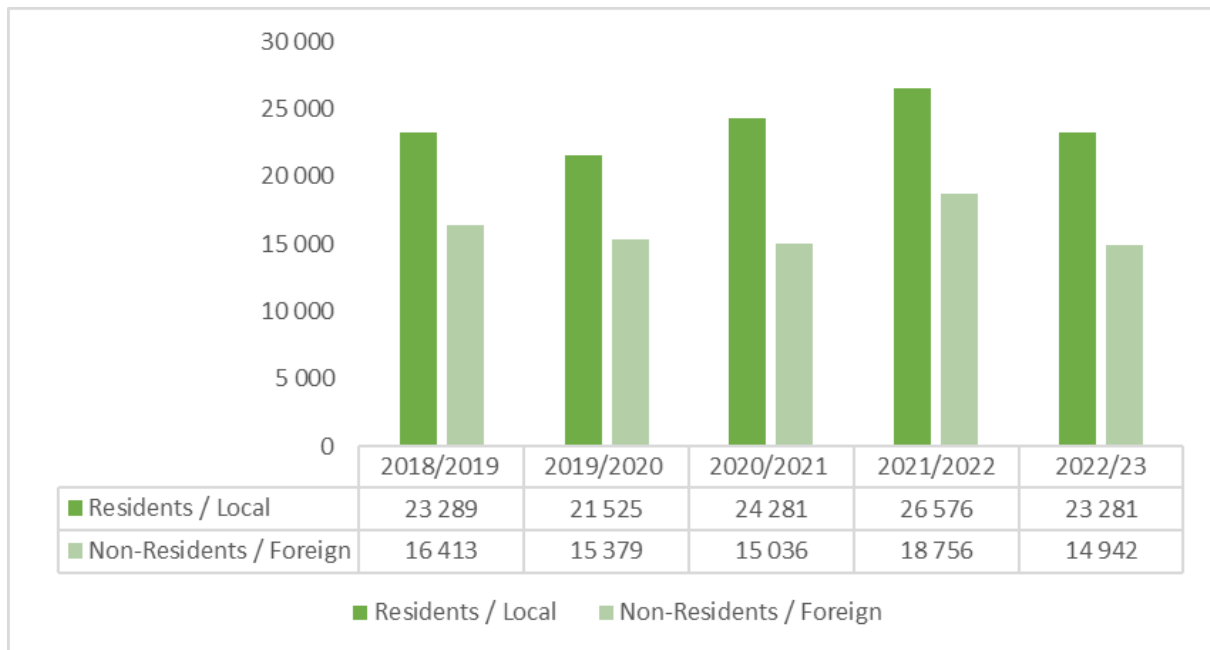
Trade mark applications filed stood at 45 332 in 2021/22, which was significantly higher than in 2020/21 (39 317). Ninety-four percent (94%) of trade mark applications were processed within the published service delivery turnaround time of three (3) working days and at an average turnaround time of two (2) working days.

**Figure B. 12: Trade mark Applications: Residents vs Non-residents** demonstrates an increasing trend for trade mark applications for both South African residents and non-South African residents.

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<sup>12</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively.

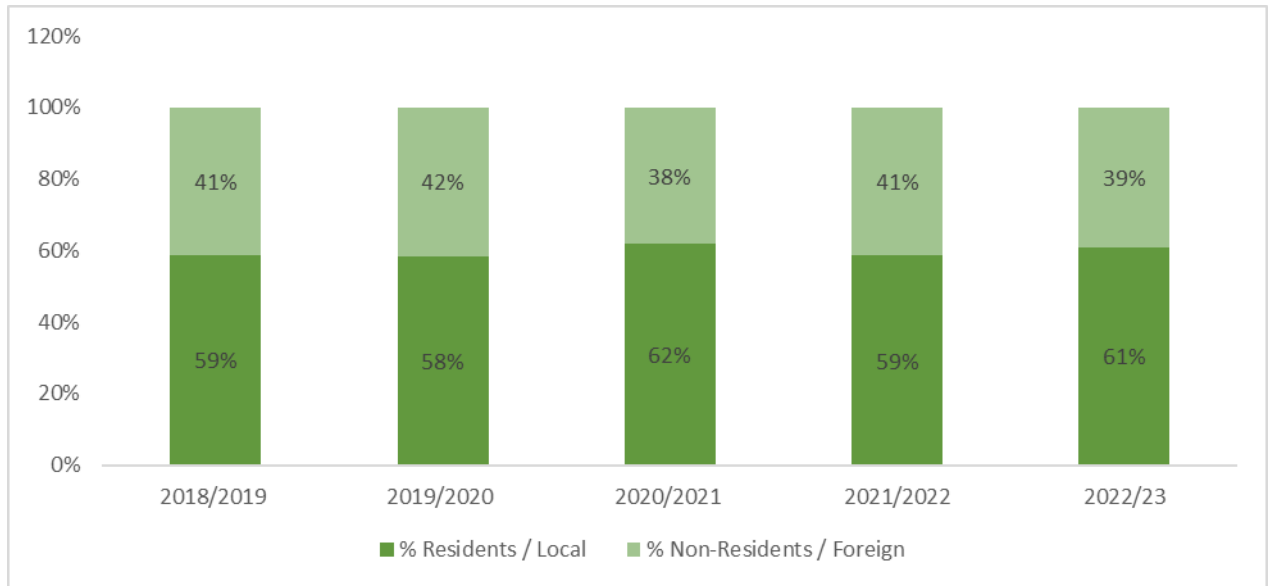
Figure B 7 Trade Mark Applications: Residents & Non-Residents<sup>13</sup>



South African residents filed 26 576 trade mark applications in 2021/22, whereas non-South African residents filed 18 756 applications. Compared to 2020/21, there was an increase in both categories. However, **Figure B. 13: Trade mark Applications: Residents vs Non-residents, Percentage Comparison** illustrates the average percentage ratio between the two categories was 59% to 41%.

<sup>13</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions

Figure B 8 Trade Marks Applications: Residents vs Non-Residents, % Comparison<sup>14</sup>

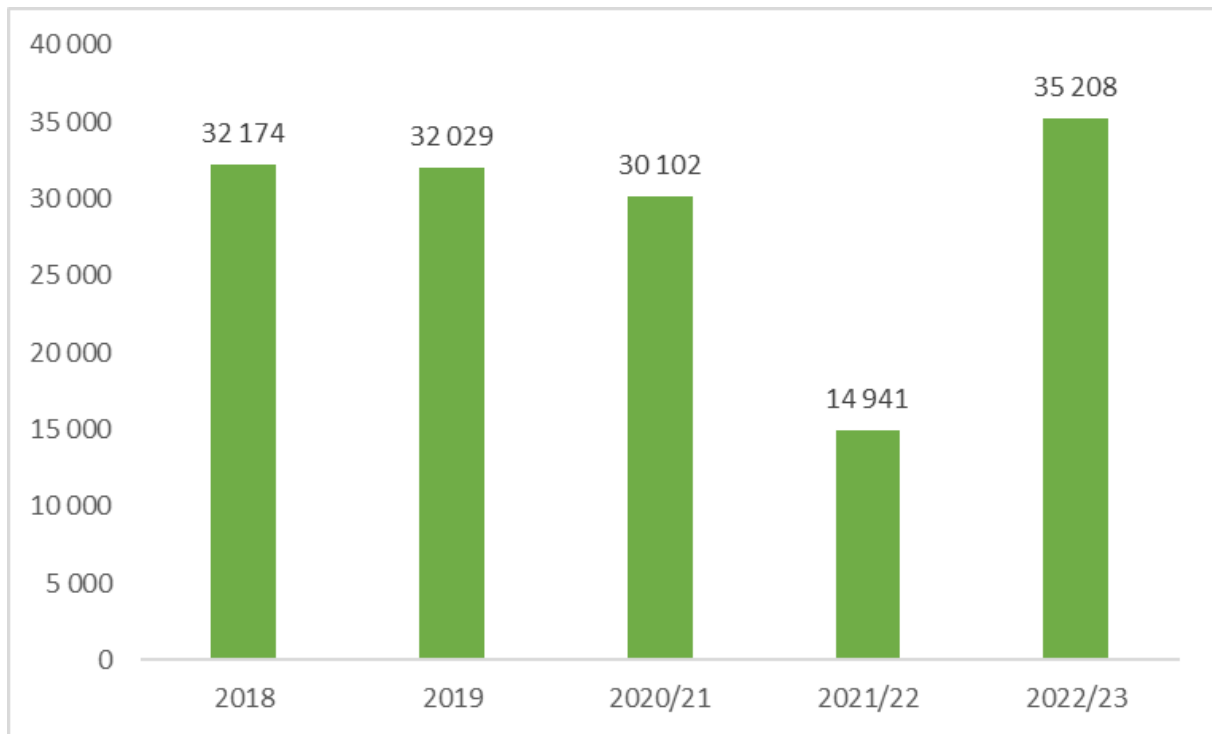


### Trade mark registrations

**Figure B. 14 Trade mark registrations** illustrates the volume of trade mark certificates issued in the past five (5) years<sup>15</sup>. There has been a decreasing trend between 2018/19 to 2021/22.

<sup>14</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively.

Figure B 9 Trade Mark Registrations<sup>15</sup>



Trade mark registration certificates issued stood at 14 941 in 2021/22, which was significantly less than in 2020/21 (30 102). Thirty percent (30%) of trade mark certificates were issued within the published service delivery turnaround time of 132 working days, and at an average turnaround time of 210 working days. [Special searches](#)

The CIPC received and processed 446 special searches during the 2021/22 reporting period.

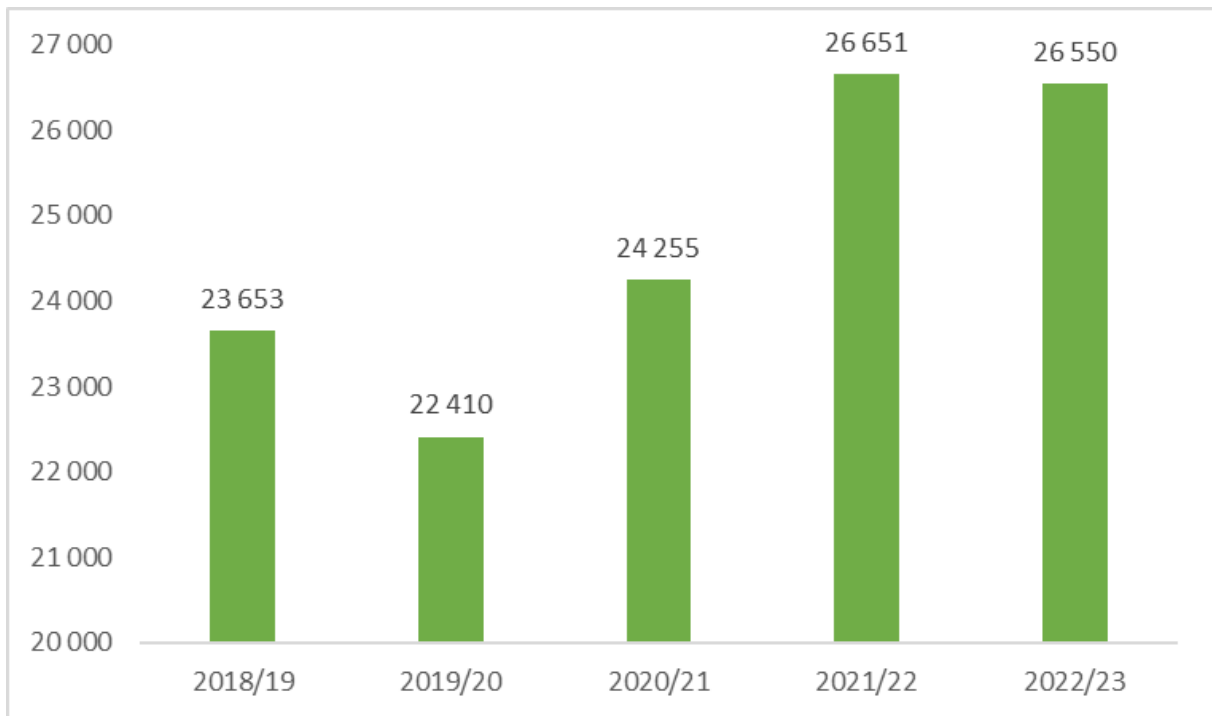
#### Trade mark renewals

**Figure B. 15 Trade mark renewals** shows the number of trade mark renewals issued in the past five (5) years<sup>16</sup> There was a slight decline in trade mark renewals between 2018/19 to 2019/20, and a steady increase between 2019/20 and 2021/22.

<sup>15</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively.

<sup>16</sup> 2017/18 statistics not available

Figure B 10 Trade Mark Renewals<sup>17</sup>



Trade mark renewals processed in 2021/22 stood at 26 651, which was somewhat higher than volumes processed in 2020/21 (24 255). Ninety-eight percent (98%) of transactions were processed within the published service delivery turnaround time of three (3) working days, and at an average turnaround time of two (2) working days.

Official actions

Trade mark official actions issued stood at 8 504 in 2021/22. Ninety-nine percent (99%) of transactions were processed within the published service delivery turnaround time of three (3) working days.

Business Rescue

There is stability in business rescue in the relationship amongst stakeholders.

**Table B. 3: Business Rescue** below shows business rescue statistics over the past six (6) years.

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

Status of BR Proceedings	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Active	151	177	237	335	296	249

<sup>17</sup> The reported information might be slightly different from what was reported in the previous years and during the quarterly reporting in 2022. The provided information is as it currently appears in the system. Certain information, for stipulated time windows, may have changed due to some business rules that allow effecting some office actions retrospectively.

Status of BR Proceedings	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Liquidation	32	19	17	5	9	8
Nullity	22	33	15	3	8	3
Set aside	2	5	2	1	0	0
Substantial	56	44	46	11	8	14
Termination	99	71	56	17	26	20
<b>Grand Total</b>	<b>362</b>	<b>349</b>	<b>373</b>	<b>373</b>	<b>347</b>	<b>294</b>

Out of 347 business rescue cases that commenced during 2021-2022, 296 were considered active. Nine (9) cases resulted in liquidations, eight (8) were nullified, none (0) were set aside, eight (8) were considered substantial cases, and twenty-six (26) were terminated.

## 2. Consumer Trends

### Customer responsiveness

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

**Table B. 4 Call centre** below shows call centre performance over the past five (5) years.

Table B. 4: Call Centre

	2017/18	2018/19	2019/20	2020/2021	2021/22	2022/23
<b>Calls received</b>	184 062	315 503	356 803	Not available	Not available	118 049 <sup>18</sup>
<b>Calls answered (%)</b>	130 991 (71%)	187 276 (87%)	199 932 (56%)	134 912	118 796	145 404 <sup>19</sup>

The CIPC strives to continuously find innovative ways to make it easier to do business in South Africa. Its success may have contributed to fewer calls answered by the call centre in comparison to previous years.

Primary reasons why customers called the CIPC related to annual returns, e-services, company registrations, e-services director amendments, customer code and password resets and name reservations.

**Table B. 5: Query Resolution System** below demonstrates the performance of the QRS over the past five years.

Table B. 5: Query Resolution System

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Queries received</b>	85 362	86 179	95 105	122 629	170 896	177 679
<b>Queries resolved (%)</b>	100%	100%	99,8%	97%	100%	170 204

<sup>18</sup> Number represents call received only during Quarter 3 and Quarter 4

<sup>19</sup> Number represents all calls received during the financial year

The QRS was introduced during September 2015. Customers progressively make use of the system to log tickets for resolution of queries. The number of queries received during 2021/22 decreased slightly from the previous reporting period.

The top five reasons why customers used the query resolution system (QRS) were customer code / password reset; allocation of funds, paper-based disclosure (request for copies); Co/CC deregistration and annual returns.

The CIPC’s social media followership continues to grow. Recorded growth for the year under review was 51% across all social media platforms. A noticeable trend has been that the CIPC’s Twitter account followership growth rate has always been higher than that of the CIPC’s Facebook page, notwithstanding the high number of actual followers of the CIPC’s Facebook page compared to the Twitter account.

**Table B. 6: Social Media Queries (Facebook and Twitter)** below demonstrates social media performance with regards to resolving queries.

Table B. 6: Social Media Queries

		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Facebook</b>	Queries received	-	670	7090	81 902	80 882	35 918
	Queries resolved (%)	-	658 (98%)	1932 (27%)	68 331 (83%)	56 246 (94%)	30 809 (84%)
<b>Twitter</b>	Queries received	1303	1939	7300	41 587	21 730	11 885
	Queries resolved (%)	571 (43%)	982 (48%)	1249 (17%)	13 527 (33%)	17 750 (88%)	8911 (70%)

System downtime was the topical issue for social media customer queries during the 2021/22 financial year. The majority of queries related to clarity on company registration and annual return processes, as well as company registration application status.

#### Website traffic

The CIPC website recorded an increase in user activity, which was marked by a 101% increase in website visitors for the period under review, the majority (98%) of which were new visitors. Most notable is that the average session time increased by 6% compared to the previous financial year. The increase in session times can be attributed to the number of new visitors who may not necessarily be familiar with the website’s functionality. It is worth noting that the new website under development makes provision for different visitor profiles in which both new and frequent visitors were considered in the overall planning and development of the website.

#### 4.1.3 Social Analysis

Key trends in relation to the external social environment can be described as follows:

- Renewed primacy of **individual freedoms** and renewed calls for truly open and transparent societies.

- A **rising global middle class** requires careful resource planning and management. Education and awareness are key with regards to helping middle classes realise their potential.

### *1. Education and awareness*

To increase awareness of the CIPC and its partners' services, channels, and compliance requirements, as well as improve compliance with corporate and IP laws, the CIPC conducts its own education and awareness programme. The CIPC education and awareness programme is targeted at SMMEs, institutes of higher learning, including **Technical and Vocational Education and Training (TVET) colleges**, and schools. In collaboration with its partners, the CIPC conducts no less than forty (40) education and awareness events per year. Annual events such as World IP Day and WIPO SA IP Summer School and Technology Transfer also contribute to the IP education and awareness programme. The public seems to have responded positively to these efforts.

Over the years, the CIPC has realised the need to support and, therefore, increase protection for local innovation and creativity by providing more information on IP rights and by raising awareness around the opportunities that could arise from owning IP rights through official registration. Hence, the CIPC in collaboration with local and international partners, in this case WIPO, introduced innovative programmes such as IP for SMMEs in South Africa and the IAP.

The IP for SMMEs Capacity Development Programme is a national flagship programme spearheaded by the CIPC in partnership with WIPO and the National Task Force Team comprised of the dtic, Department of Small Business Development (DSBD), Small Enterprise Development Agency (SEDA), NIPMO, and several research institutions. The programme aims to increase IP awareness, build capacity, and make the patent system more accessible to financially under-resourced inventors and small businesses, respectively, thus ensuring more inclusivity in terms of use of the IP system. The project has three main objectives:

- Enhance SMME competitiveness through effective use & management of IP assets
- Strengthen the institutional capacity of SMME support institutions (also known as SMME Intermediaries) in delivering IP related services for their stakeholders. Through the SSAIP (Swiss-South Africa IP program) special interventions are planned to include the enhancement of the CIPC website to create a specific link for SMMEs. This serves to streamline finding of information, which SMMEs previously indicated to be an issue.
- Building capacity among the SMME sector has also seen interventions such as training key stakeholders (SEDA, TIA and other government departments/agencies) that play some in IP related matters.

All state institutions have been advised to apply stringent cost-containment measures due to government budget constraints. Government coffers have been hit hard by the Covid-19 pandemic and by continued efforts to bailout certain SOE's. Although the CIPC's investments to improve service delivery have not been affected, due to the CIPC's ability to sustain itself financially, the education and awareness programme was, however, negatively affected. The CIPC was not able to meet demand for education and awareness events in more communities because of resource constraints relating to the introduction of cost-containment measures. The CIPC is exploring the use of online platforms to conduct future education and awareness events. Means by which to reach communities who do not have access to online platforms, due to poor access to hardware or poor access to internet connectivity, will be explored.

#### 4.1.4 Technological Analysis

Key trends in relation to the external technological environment can be described as follows:

- On one hand, technology has become a major change agent for reducing barriers to entry. On the other hand, rapid technological advances are also contributing to the divide between rich and poor.
- Technological advances contribute to increased personal longevity and an altered perspective of what it means to be human, but may also result in increased unemployment, job displacement, and subsequent social unrest.
- Technological advances will decentralise power, increase the speed of transactions, eliminate intermediaries, and may contribute to an increase in trust between contracting parties across national borders.
- Regulators will use technological advances to meet their mandated obligations (for example block-chain technology).
- Rapid digitalisation of business operations and product/service channels.
- Intensified efforts to drive the Fourth Industrial Revolution (4IR) in South Africa and abroad.

Figure B. 16: Digital Personalisation



Due to the Covid-19 pandemic, there have been recent technological developments, particularly in relation to recent technologies being incorporated into everyday work and life, which require a shift in perspective on behalf of businesses. Further, pre-eminent multi-national software companies and their contributions to rapid development of Artificial Intelligence (AI) technology have served to create unique new business models and opportunities, most especially as automation has served to heighten efficiencies.

Further, digital savvy customers are now accustomed to digital excellence and finger-tip accessibility. Thus, the need to shift towards holistic and customer centric User Experiences (UX) is apparent. Organisations, including the CIPC will need to adjust to these and other developments. In particular, there is a need to ensure that CIPC employees are adequately skilled and attuned to the digital future, this to ensure that the CIPC realises its ambition to become a regulator fit for the future.

Digitalisation has further unlocked global connectivity and, subsequently, has created unique new opportunities within the IP and company registration space. On the international scene, new competitors and agencies have emerged, and these have increasingly sought to leverage block-chain technologies. As a result, business continuity risks for the CIPC are evident. Thus, there is a need to develop a more integrated response to external risks of this nature.

#### *1. Offering services through multiple channels*

Technological advances over the past few years, under the banner of 4IR, have had a major influence on the CIPC's service innovations. In South Africa, the pervasive use of and access to technological devices, and more specifically mobile and portable devices, and increased internet, broadband, and Wi-Fi connectivity have enabled ease of access allowing organisations such as the CIPC to improve customer experiences by availing services and information through multiple channels, as demonstrated above.

#### *2. Automation*

Transaction times have been reduced drastically due to the introduction of automated systems. Company registration takes on average one (1) business day to complete. IP applications (Patent, Design, Copyright in film, Trade mark) take no more than three (3) business days to complete. Compliance in respect to Annual Return and Annual Financial Statement (AFS) filings have also been simplified. The introduction of In-line eXtensible Business Reporting Language (iXBRL) in July 2018 has simplified AFS filing to take not more than five (5) minutes. iXBRL is a digital reporting mechanism used for generation and presentation of Company AFS to be submitted by qualifying entities to the CIPC. The business intelligence system of iXBRL has been used to identify companies for targeted enforcement, by proactively acting against public companies that file Financial Accounting Supplements (FAS) instead of AFS, as well as those companies that declare turnover of more than R350 million but do not file AFS.

#### *4.1.5 Environmental Analysis*

Key trends in relation to the external environmental context can be described as follows:

- **Climate Change** and increasing awareness of humanity's influence over the environment. The drive towards sustainability will impose new requirements on businesses.
- New resource rush for access to future important resources (like water and minerals and metals for production of renewable energy systems).
- The effects of rapid **urbanisation and migration** on societies.
- Expected **population growth rates**. Populations in Asia and Africa are expected to continue increasing, while populations in Europe and China are expected to stagnate or decline.

Increased utilisation of the CIPC's online platforms has led to a reduction in paper usage, thereby contributing to a more sustainable global environment. However, the CIPC will need to ensure alignment with new standards of environmental reporting. Moreover, the CIPC will also need to manage the environmental footprint of the entire business environment in the country, as well as provide support and advice to customers on environmental or sustainability matters.

#### *4.1.6 Legal Analysis*

Key external Legal trends can be described as follows:

- Enabling and business-friendly environments will become a priority. As a result, regulatory developments will have to keep pace with increased complexity on the one hand, but at the same time reduce the compliance burden for small and medium sized entities on the other.

### 1. Standard incorporation

The CIPC utilises standard incorporation documents to enable a number of key benefits, including:

- Enabling entrepreneurs to ensure legality without having to resort to notaries and lawyers
- Decreasing the cost burden for the applicant as the cost for a lawyer is eliminated
- Decreases the cost burden for the commission as the processing of applications is more efficient
- Easing the workload at the commissions or registries
- Assisting in preventing errors and expediting the registration time

The move towards a single standardised incorporation document is one which mature economies subscribe to and is a principle which the CIPC has implemented.

### 2. 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 B. 7: 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.

Table B. 7: CIPC Key Services - Average TAT

CIPC Services	2018/2019	2019/2020	2020/21	2021/22	2022/23
Patent applications	3 days	3 days	3 days	2 days	2 days
Patent registrations	Not reported	Not reported	Not reported	44 days	27 days
Patent renewals	Not reported	Not reported	Not reported	3 days	2 days
Designs applications	3 days	3 days	2 days	2 days	2 days
Designs registrations	Not reported	Not reported	Not reported	44 days	9 days
Designs renewals	Not reported	Not reported	Not reported	2 days	2 days
Copyright in film applications	3 days	3 days	10 days	1 day	2 days
Copyright in film registrations	Not reported	Not reported	Not reported	32 days	2 days
Trade marks applications	3 days	3 days	3 days	3 days	3 days
Trade marks registrations	Not reported	Not reported	Not reported	132 days	180 days
Trade marks renewals	Not reported	Not reported	Not reported	2 days	3 days
Name Reservations	Not reported	Not reported	2 days	1 day	1 day
Companies Registrations	1 day	2 days	2 days	1 day (Instant <sup>20</sup> )	1 day
Co-operatives Registrations	2 days	2 days	2 days	1 day	1 day

<sup>20</sup> Only short standard private company and short standard NPC without members) via BizPortal, Banks, Self Service Terminal and Mobile App.

CIPC Services	2018/2019	2019/2020	2020/21	2021/22	2022/23
Director Amendments Manual	Not reported	Not reported	4 days	2 days	3 days
Director Amendments Electronic	Not reported	Not reported	1 day	1 day	2 days
Member Amendments Manual	Not reported	Not reported	3 days	1 day	1 day
Member Amendments Electronic	Not reported	Not reported	1 day	2 days	1 day
Auditor Changes Manual	Not reported	Not reported	2 days	1 day	3 days
Auditor Changes Electronic	Not reported	Not reported	1 day	1 day	1 day
Company Name changes	Not reported	Not reported	1 day	Instant	Instant
Company Share Changes	Not reported	Not reported	Not reported	Instant	Instant
Company Financial Year End Changes Electronic	Not reported	Not reported	1 day	Instant	Instant
Companies and CC Address Changes	Not reported	Not reported	Not reported	Instant provided the effective date of change is reached.	Instant
Memorandum of Incorporation (MOI) Amendments (JSE, e-mail)	Not reported	Not reported	Not reported	Instant	Instant
Location of company records	Not reported	Not reported	Not reported	Instant	Instant
Company and voluntary deregistration	Not reported	Not reported	Not reported	Instant	Instant
Company Liquidations	Not reported	Not reported	Not reported	Instant	Instant
Company reinstatement	Not reported	Not reported	Not reported	Instant	Instant
Company and CC Commencement of Business Rescue Proceedings	Not reported	Not reported	Not reported	Instant	Instant
Annual Returns Filings	Instant	Instant	Instant	Instant	Instant
AFS Filings	Instant	Instant	Instant	Instant	Instant
BBBEE certificate	Not reported	Not reported	Instant	Instant	Instant

### 3. IP Enforcement

Selling counterfeit goods online, specifically fast-moving consumer goods and pharmaceuticals, is a huge threat to consumers and IP rights owners. Combating counterfeit trade is a global priority as it is to the CIPC. One strategy is to change consumer behaviour by influencing them not to purchase counterfeit goods. This strategy requires new skills that the CIPC currently does not have. Furthermore, because IP rights owners are experiencing financial distress due to a decline in economic activity, their resources to enforce IPR are limited.

### 4. Corporate Governance Surveillance and Enforcement

The CIPC conducts proactive investigations, as well as in response to specific complaints, as compliance related activities. The CIPC proactively ascertained compliance with Social and Ethics Committee (SEC) requirements in respect to Companies Tribunal Decisions refusing applications for exemption to certain companies establish SECs.

## 5. Corporate Compliance Disclosure Regulation

The CIPC is responsible for ensuring compliance with the Companies Act of 2008. Automation and iXBRL have made AFS filing and Annual Returns filing compliance easy.

This section outlines key compliance surveillance activities. **Table B. 8: Reportable Regularities** below illustrates the status of cases of reported irregularities in the past (5) years.

Table B. 8: Reportable Irregularities

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Opening Balance</b>	180	123	229	361	313	294
<b>Cases Received</b>	258	394	274	Not available	98	109
<b>Closed Cases</b>	315	281	144	Not available	117	74
<b>Closing Balance</b>	<b>123</b>	<b>229</b>	<b>409</b>	<b>313</b>	<b>294</b>	<b>329</b>

The majority of cases involved failure to comply with Section 30 of the Companies Act of 2008, where entities are required to prepare AFS' within six (6) months of the end of the financial year. The process is used as an opportunity to educate target entities from becoming repeat offenders. A compliance notice is issued only if entities fail to demonstrate change in their governance practices or fail to commit to changing behaviour to avoid future non-compliance. The Independent Regulatory Board reports reportable irregularities to the CIPC for Auditors (IRBA) for investigation, where applicable. Auditors are mandated in terms of Section 45 of the Auditors Profession Act of 2005 (Act No. 26 of 2005) to report persistent non-compliance to the board, thereby alerting them of continuing noncompliance.

**Table B. 9: Independent Reviews – Regulations 29** below illustrates the type and status of cases received from independent reviewers (IR) in relation to regulation 29 (Company Act, 2008 Regulations).

Table B. 9: Independent Reviews - Regulation 29

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Opening Balance</b>	215	499	351	225	159	192
<b>Allocated</b>	108	171	198	47	214	191
<b>Liability Exceeds Assets</b>	37	87	40	36	Not available	Not available

<b>Financial Assistance</b>	9	42	36	62	Not available	Not available
<b>VAT Tax Return Not Declared to SARS</b>	4	27	5	4	Not available	Not available
<b>Other</b>	8	15	20	13	Not available	Not available
<b>Total Closed</b>	58	171	101	115	256	199
<b>Closing Balance</b>	157	328	250	159	117	184

The reason for entities reporting reportable irregularities RIs in relation to technical insolvency is usually related to start-up capital provision by owners / shareholders, tough economic conditions (taking time for companies to break-even), and accounting principles applied upon valuation of assets. One of the challenges with the administration of the independent review reports includes difficulty in obtaining contact details for entities being investigated.

**Table B. 10: Report on Cold Cases** below shows the status of cold case matters, which have been referred to the State Attorney by the CIPC for imposition of an administrative fine in terms of Section 175 of the Companies Act, 2008.

*Table B. 10: Cold Cases*

<b>Description</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Opening Balance</b>	<b>21</b>	<b>20</b>	<b>16</b>	<b>21</b>	<b>22</b>	<b>22</b>
<b>Order Granted</b>	0	3	0	3	4	4
<b>Settlement Order/Offer</b>	0	3	2	3	2	2
<b>Opposed</b>	0	4	4	4	4	3
<b>Removed From the List</b>	1	0	0	1	1	4
<b>Currently In Court/Set Down</b>	0	10	10	4	5	2
<b>Closing Balance</b>	20	16	16	6	6	9

On matters whereby an order has been granted, a forensic accountant has to be appointed in order to determine the exact administrative fine that the company has to pay.

**Table B. 11: Prospectus Registered** below shows the number of types of prospectuses registered over the past five (5) years.

*Table B. 11: Registered Prospectus*

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Prospectus registered</b>	33	42	41	66	56	36

Most of the prospectuses registered in 2019/20 related to Section 12J of the Income Tax Act, 1952 (Act No. 58 of 1962). Section 12J is an incentive that was introduced to enable small businesses to diminish the capital procurement deficiency they face.

The CIPC has a responsibility to ensure that companies apply acceptable financial reporting standards. **Table B. 12: Annual Financial Statements** shows AFS received, reviewed, and proactive investigations conducted.

*Table B. 12: Annual Financial Statements*

Description	2017/18	2018/19 (iXBRL only)	2019/20 (iXBRL only)	2020/21 (iXBRL only)	2021/22	2022/23
<b>Annual Financial statements received</b>	29 899	7118	13 940	16 884	15736	12362
<b>Annual financial statements reviewed</b>	359	308	430	773	720	461
<b>Proactive investigations</b>	-	-	60	171	406	

*Table B. 13: Financial Accountability Supplements*

Description	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Financial Accountability Supplements</b>					415 061

## 6. Covid-19 Regulations

The CIPC was forced to abide by Covid-19 regulations. Employers were required to ensure measures were put in place to ensure that Covid-19 infections were minimised. In general, the CIPC's strategy and service delivery model has been leaning on automated and online service offerings and, therefore, it has been relatively easy for the organisation to abide by Covid-19 regulations.

Annual Financial Statements, including Financial Accountability Supplements filing as prescribed in terms of Section 30 and 33 of the Companies Act of 2008 (Act No. 71 of 2008) are currently done online. Therefore, Covid-19 did not affect the filing capability and the quality of the content filed, however it did affect the volume of filings. The volume was affected because of the inability of companies to hold annual general meetings, as well as delays in auditors finalising auditing processes within prescribed timeframes due to lockdown regulations and, in other instances, due to the "going concern" status of entities not able to be confirmed.

## 7. International Bodies

Participation in international bodies provides an opportunity for South Africa to make relevant input into the discussion, policies, and conventions.

South Africa, as a member of G20, is bound by the Financial Action Task Force (FATF) requirements. The G20 is an international forum comprised of governments and central bank governors from 19 countries and the European Union (EU). The FATF is the global money laundering and terrorist financing watchdog, which sets international standards that aim to prevent these illegal activities. FATF requires the establishment of a **register of beneficial ownership** in order to mitigate the risk of “Terror Financing and Money Laundering” by legal entities. The Companies Act of 2008 (Act No. 71 of 2008) is, therefore, in the process of being amended to ensure alignment with these requirements, thereby implying that the CIPC would have to develop processes, procedures, and systems to be able to administer the register.

The CIPC serves on the executive of the Global Corporate Registers Forum. The CIPC also serves in the BRICS Heads of IP forum, for which meetings are held regularly. It also serves on the International Trade Marks Association (INTA). As a member of WIPO, the CIPC is actively pursuing automating the IP regime using systems that are made available to WIPO members in line with international best practices. The CIPC is also building capabilities for substantive examination of patents and training for substantive examination of patents is ongoing.

### 4.2. Internal Environment Analysis

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

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

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

#### 1. Governance

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

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

## 2. Policies & Compliance

The CIPC has instituted a work from home policy, which has resulted in additional effort required on behalf of staff to maintain communication via virtual meetings. Working from home influences the way staff communicate with one another, as well as how the CIPC communicates with customers and the public. However, staff seem to have adapted quite well to the new circumstances and are able to perform their duties effectively.

### Status of policies

Table B. 14: Status of Policies (as of 31 March 2023)

DIVISION	NO OF POLICIES	DUE FOR REVIEW	UP TO DATE	IN PROGRESS	NEW POLICIES
HR	15	1	11	3	-
BISG	11	2	8	-	1
Finance	8	-	8	-	-
Facilities and Security	4	-	2	2	-
Client Engagement	1	-	1	-	-
GRC	7	-	7	-	-
Strategy	5	1	2	-	2
<b>TOTAL</b>	<b>51</b>	<b>4</b>	<b>39</b>	<b>5</b>	<b>3</b>

### Declaration of Interest, Code of Conduct and Ethics Policies

The CIPC's Declaration of Interest, Code of Conduct and Ethics Policies were approved, effective as of 01 April 2022. Education and awareness initiatives were planned to ensure that employees understood the contents and implications of the Policies.

The compliance status of Senior Managers, as outlined in the approved Fraud Prevention Policy, is illustrated below:

Table B. 15: Senior Manager Compliance Status

<p>✚ All senior manager declarations for the current financial year were submitted. No adjustments have been made to the initial declarations for the reporting period interest.</p>	<b>Status of compliance as of 31 Mar 2022</b>	
	<b>No of SM</b>	<b>%</b>
	<b>Compliant</b>	35 100
	<b>Non-compliant</b>	00 00
	<b>Total</b>	35 100

### Compliance Management

Based on the information provided and reviewed, the CIPC’s legislative compliance status has improved, and the organisation seems to be compliant with the 25 Acts assessed.

### Implementation of Governance Framework

The review of the Governance Framework is in progress and a proposal in relation to the functioning of the Divisional Managers Committee, in particular, has been prepared for consideration and approval by EXCO.

#### *3. Anti-corruption*

This section provides information and progress on fraud and corruption related complaints. It further outlines channels through which complaints were received and gives a summary of the nature of allegations received during the reporting period.

### Allegations Received

*Table B. 16: Number of Allegations Received*

<b>Opening balance 01/04/22</b>	<b>Adjustment 01/04/22</b>	<b>Adjusted opening balance</b>	<b>Calls logged</b>	<b>Feedback Requests additional info</b>	<b>Resolved</b>	<b>Balance 30/06/23</b>
<b>Quarter 1</b>						
<b>136</b>	(41)	<b>95</b>	73	(16)	(52)	<b>171</b>
<b>Quarter 2</b>						
<b>171</b>	(36)	<b>135</b>	40	(7)	(26)	<b>142</b>
<b>Quarter 3</b>						
<b>142</b>	-	<b>142</b>	53	(0)	(29)	<b>166</b>
<b>Quarter 4</b>						
<b>166</b>	-	<b>166</b>	73	(16)	(52)	<b>171</b>

The Opening balance at the beginning of the first quarter was adjusted downward after taking into consideration factors which influence the likelihood of resolution of complaints. Some of the factors considered included:

- Long outstanding complaints - (more than 6 months) with no progress and or without contact from the complainant.
- Lack of information - information has been received from the complainant for more than 2 months.

- Unavailability - Complainants no longer reachable.

The adjustment ensures that the limited resources employed in the resolution of complaints are efficiently and adequately utilised.

There has been improvement in the resolution of complaints during the review period. This improvement is attributed to the allocation of a dedicated resource to administer and handle complaints. This strategy has yielded the following results:

- Decreased backlog;
- Decrease in the number of feedback requests;
- Increased response rate to requests for evidence from affected parties;
- Speedy implementation of recommended action(s) emanating from investigations; and
- Increased customer satisfaction.

### Status of open cases

*Table B. 17: Status of Open Cases*

Total	Under investigation	Pending investigation
136	(41)	95

The above table shows the status of complaints which remained unresolved at the end of the review period. Of the 136 outstanding complaints, 41 were under investigations at the time of reporting, leaving 95 pending investigations. The total number of pending investigations represents the backlog which requires urgent attention if feedback requests are to be minimised.

### Reporting Channels

The hotline is the preferred channel of reporting, presumably because it provides an option for anonymity. Internally, the utilisation of the hotline has been useful in that it provided for an adequate audit trail of complaints. Such controls help build trust and confidence in the system.

*Table B. 18: Reporting Channels*

Channel		Received Cases
1	Hotline	200
2	Emails	44
<b>Total</b>		<b>244</b>

The contract with previous hotline Management Company lapsed on 31<sup>st</sup> May 2022. To ensure that there is no break in service, a new request for quotation (RFQ) has been issued and the service provider was appointed prior to the expiry of the current Service Level Agreement.

### Nature of Cases

*Table B. 19: Nature of Cases*

Nature of Cases		2020/21		2021/22		2022/23		2022/23 (Q1)		2022/23 (Q2)		2022/23 (Q3)		2022/23 (Q4)	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%
1	Fraudulent removal or addition of directors	111	30%	118	41%	65	27%	8	10%	11	28%	16	30%	30	41%
2	Misuse of client's accounts	22	6%	6	2%	12	5%	3	4%	3	7%	3	6%	3	4%
3	Essential services certificates complaints	42	11%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%
4	Fraudulent use of customer details to register a company	0	0%	0	0%	75	31%	38	49%	11	28%	9	17%	17	23%
5	Implicating CIPC employees	7	2%	4	1%	1	0%	1	1%	0	0%	0	0%	0	0%
6	Other: general category	76	20%	77	27%	61	25%	21	27%	8	20%	25	47%	7	10%
7	Other: Feedback request/ additional information	114	31%	84	29%	30	12%	7	9%	7	17%	0	0%	16	22%
<b>Total</b>		372	100%	290	100%	244	100%	78	100%	40	100%	53	100%	73	100%

Most cases related to fraudulent director changes and 62% of the cases were found to have substance. Judging by the number and nature of cases the unit continues to receive, this trend is expected to remain. There is a notable decrease in the number of feedback requests owing to the strategy of deliberately assigning an official dedicated to managing communication with complainants. Fraudulent / unauthorised director changes are often lodged by third parties claiming to be associated with the CIPC.

During the period under review, there were reported matters implicating CIPC employees. One matter was finalised, and a report issued to the executive concerned.

Most of the cases reported related to unauthorised changes to company information. More than 70% of investigated cases within this category were found to have substance. Despite the many controls which the organisation has implemented to curb this trend, this remains a concern, as the perpetrators continue to subvert the controls implemented.

#### Emerging Risk- Investigations

Of the matters under investigation, two complaints were lodged by two representatives of listed entities relating to fraudulent director changes. Central to their complaints, were questions around CIPC processes and controls, as well as the issue of Protection of Personal Information. Preliminary investigations have revealed the possibility of involvement of CIPC employees and / or their relatives in the alleged fraudulent activities.

Considering the size and reputation of these entities, and if the alleged fraudulent activities are proven to have occurred, whose impact is deemed to be detrimental to the entities in question and are attributed to flaws in CIPC processes, the possibility of litigation increases. Due to their complexity and nature, the cases were referred to the external service provider.

### Annual Case Statistics

*Table B. 20: Annual Case Statistics*

Cases	Q1	Q2	Q3	Q4	Total Per Year
<b>Opening balance 01/04/21</b>					41
<b>Received</b>	86	74	67	63	290
<b>Feedback/Additional information</b>	34	26	13	16	89
<b>Actual New Cases</b>	52	48	54	47	201
<b>Resolved</b>	28	28	22	28	106
<b>Closed: Internally</b>	22	23	14	22	(81)
<b>Closed: Externally</b>	6	5	8	6	(25)
<b>Cases: Pending 31/03/22</b>					<b>136</b>
<b>Channels: Ethics Hotline</b>	86	68	57	54	265
<b>Internal/ External Emails</b>	0	6	10	9	25

As indicated in the table above, there were a significant number of fraud related complaints, averaging 50 complaints per quarter. The case resolution rate stood at 53%, which requires improvement in line with increasing customer satisfaction. Capacity shortages within the Fraud Prevention Unit resulted in a lower than desired resolution rate. Most cases reported are resolved internally, reducing the cost associated with the appointment of external investigators. Due to the difficulty in forecasting the number of cases in a given period, the GRC division will continue implementing the strategy of combining both internal and external resources in the 2022/23 financial year.

#### *4. New Strategies*

There has been considerable progress in achieving the strategic objective of automating CIPC processes. Around 40% of CIPC processes have been automated, with key processes having been prioritised. However, management is of the view that there needs to be an acceleration of the programme, while ensuring alignment between business and ICT in developing automated solutions.

Automation of CIPC processes has provided definite value to the Commission in terms of efficiency and cost reduction. However, there is a need to take a comprehensive approach to digitalisation and to envision what comes next. The data that has been collected as a result of the automation of

processes represents an opportunity for the CIPC to provide new products and services, as well as optimise and improve operations and decision making.

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

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

### *5. Reputation Building*

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

Media monitoring enables the organisation to monitor and address coverage in the media

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

### *6. Human Capital Matters*

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

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

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

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

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

Furthermore, the intensified automation of CIPC processes has created human capital risks for the CIPC, not only in terms of redundancies but also in terms of the need to upskill and reskill employees. Moreover, the maturity of digital technologies and recent technologies have the potential to create existential threats for the Commission. AI and block chain technologies which enable embedded regulation, as well as the global integration of software, services and systems, together with the AfCFTA, may result in restructuring of the IP and company registration space. This may affect the CIPC's currently monopoly. As such, the CIPC must review its business and operating models to ensure that its products and services remain relevant and are provided through appropriate channels to relevant customers.

Finally, slow legislative reform processes create additional risk in relation to the CIPC being able to stay ahead of the curve in relation to services and technology, as well as from a revenue and pricing perspective. Therefore, the CIPC must be proactive in relation to advising the DTIC, as well as ensure it develops future fit capabilities to monitor and assist in responding to industry trends. An interrelated government approach must be used to ensure customer needs are met through collaboration and partnerships to maximise value creation and ensure efficient and effective service.

## 7. Appointments, Resignations, Retirements, Terminations

Table B. 21: Appointments, Resignations, Retirements and Terminations

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Appointments</b>	5	4	3	1
<b>Resignations</b>	1	4	1	4
<b>Retirements</b>	2	0	1	2
<b>Terminations</b>	0	0	2	0

## 8. Labour Relations

Table B. 22: Labour Relations Issues

Category	Number
<b>Misconduct cases under investigation</b>	4
<b>Misconduct cases at a disciplinary hearing stage</b>	22
<b>Warnings</b>	5
<b>Grievances finalized</b>	3
<b>Labour disputes at CCMA</b>	19
<b>Labour disputes at GPSSSBC</b>	4
<b>Labour disputes at Labour Court stage pending</b>	21

## 9. Facilities and Security

### Compliance to OHS Act

An organisational emergency evacuation drill was successfully conducted, gaps identified, and remedial measures actioned accordingly. While in Cape Town a fogging / decontamination service provider (Bidvest) was appointed for a period of 12 months.

Compliance to MISS (Physical Security)

A new security guarding service provider (Veningo Holdings) was appointed to render security guarding services within the Pretoria Self Service Centre (SSC) for a period of 12 months at an amount of R536 400.00.

## Part C: Measuring Our Performance

### 9. Institutional Performance Information

#### 9.1 Measuring Impact and Outcomes

##### 9.1.1 Impact Statement #1: A world-class modern regulator (Short Description)

#### **Performance information**

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

Table C. 1: Impact Statement #1 - Performance Table

Outcome	Outcome Indicator	Baseline	Five-year target (2025/26)	Responsibility
<b>Improved Organisational Competencies and Capabilities towards building a capable state and improved service delivery</b>	Organisation Design (OD)	Service Provider appointed, and a Steering Committee established	OD completed	Executive Manager (EM): Corporate Services (CS)
	Organisational Structure Implementation	Hierarchical Organisational Structure in place	Implementation of the new Organisational structure completed	EM: CS
	Number of staff with appropriate competencies	Skills audit to determine skills gap	All staff with appropriate competencies	EM: CS
	Policies reviewed to align to the CIPC Vision 2030 Strategy	11 policies were approved in 2020 including Voluntary Early Retirement Policy approved and implemented, Telecommuting policy approved, and training to prepare for implementation is underway	All relevant policies reviewed to align to the CIPC Vision 2030 Strategy	All EMs  Divisional Manager (DM): Governance, Risk and Compliance (GRC) will monitor & report
	Number of ICT systems modernized (migration to modern platforms)	Migration to K2 and IPAS underway	All ICT systems modernized (migrated to modern platforms – K2 & IPAS)	All Executives
	Percentage of processes automated	29% automated (excluding internally focused processes)	100% processes automated	All Executives
<b>Improve the customer / citizen experience in relation to service delivery / delivery of the CIPC's core</b>	Out of 10 customer and stakeholder score	7.4	8	Chief Strategy Executive

Outcome	Outcome Indicator	Baseline	Five-year target (2025/26)	Responsibility
mandate, and to enhance the CIPC's good reputation	Financial Sustainability	To be determined	Good financial standing	CFO
Regular stakeholder engagement towards accurately determining the impact of CIPC activities on local and international businesses, as well as society as a whole	Number of case studies	0	30 per year	EM: BRR EM: I&C EM: BISG
Collaboration with businesses and other government entities based on mutual commitments	Number of MOU/document of engagement with international parties.	Over 20 MOUs with International Organisations, and Countries	Number of partnerships with mutual commitment and beneficial for the CIPC and the country	EM: I&C EM: BRR
	Number of MOU/document of engagement with partners in the African Region	CIPC has numerous partnerships with countries in the African Region	Dependent on the willingness and mutual commitment with the CIPC	EM: I&C EM: BRR
	Number of MOU/document of engagement with local partners	Government entities as well as local private businesses	Dependent on the willingness and mutual commitment and benefit for the CIPC	EM: I&C EM: BRR

### **Explanation of Planned Performance over the Five-Year Planning Period**

#### **(i) Organisation Design, Skills Audit and Capacity Building**

OD process will review and design an organisational structure (including the design of business areas, and business units), business processes, workflows, roles and responsibilities, volumes of work, activities and resources to ensure alignment with the organisation's mandate, strategic framework, and ultimately meet its business objectives and service delivery. In doing so, laying a foundation to build competencies and capabilities to build a world-class modern regulator.

The skills audit will identify skills gaps, which will be used as a basis for employee training and development, in doing so improving their competencies and capabilities.

#### **(ii) Policies, processes, and systems**

Policies, processes, and systems are critical in building organisational capabilities.

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

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

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

It is therefore critical to ensure that all the CIPC policies, processes, and systems are aligned to its vision and strategies.

**(iii) Customer Satisfaction**

Reducing turnaround times for resolving queries contributed to improved organisational effectiveness. Customer satisfaction measures indicate whether these improvements translate to customer satisfaction.

*9.1.2 Impact Statement #2: Ease of doing business in SA (Short Description)*

**Performance Information**

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

*Table C. 2: Impact Statement #2 - Performance Table*

Outcome	Outcome Indicator	Baseline	Five-year target (2025/26)	Responsibility
<b>Reduced administrative compliance burden for companies and IP owners</b>	Turnaround times for key services (See Annexure A – Key services and turnaround times)	See Annexure A – Key services and turnaround times	See Annexure A – Key services and turnaround times	EM: I&C EM: BRR
	Number of services available 24/7	See Table B.2	All services available 24/7	EM: BISG EM: CS
	Number of transacting channels operational 24/7	3 (CIPC Website, Mobile App, BizPortal)	Website, Mobile App, BizPortal, and any other existing channels at the time operational 24/7	EM: BISG EM: CS

**Explanation of Planned Performance over the Five-Year Planning Period**

Reduction of turnaround times and 24/7 access reduce the administrative regulatory burden for companies and IP owners and therefore making it easy to do business in SA, which in turn improves SA competitiveness.

### 9.1.3 Impact Statement #3: *Investor confidence in SA businesses and innovations (Short Description)*

#### **Performance Information**

**Impact Statement #3:** The CIPC will ensure implementation and compliance with Company and IP Laws to create a reputable, and conducive, reliable, and predictable Business Regulation and IP Protection environment in South Africa, contributing to **investor confidence in SA businesses and innovations** translating to investments in businesses and innovations, contributing to business growth and sustainability. This will ‘lay ground’ to achieve the dtic targets of attracting R200 billion investment pledges and stimulating R700 billion in manufacturing exports that are targeted by the dtic.

Table C. 3: *Impact Statement #3 - Performance Table*

Outcome	Outcome Indicator	Baseline (2021/22)	Five-year target (2025/26)	Responsibility
<b>Reputable business and IP regulation environment</b>	Stage of development of the business ownership register	Updated business requirements specification and functionality specifications signed and approved. BO Register Functionality Phase 1 rolled out 01 April 2023. (31 March 2023)	Register functional	EM: BRR
	Stage of development and implementation of investigations and enforcement strategy	To be determined	Development of the investigations and enforcement strategy completed and implemented	EM: BRR
	Stage of development of partnerships with law enforcement agencies and foreign jurisdictions	To be determined	Conclusion of MOUs with law enforcement agencies, foreign jurisdictions, and relevant stakeholders	EM: BRR
	List of compliance surveillance and enforcement capabilities developed	To be determined	Partnerships Business Intelligence Data analytics Integrated case management (automated) Training and Exposure	EM: BRR EM: I&C

Outcome	Outcome Indicator	Baseline (2021/22)	Five-year target (2025/26)	Responsibility
<b>Strengthening the validity of granted IPR (patents designs and copyright), and in doing so reduce litigation costs for the client</b>	The stage of Substantive Search Examination implementation	Patent examiners training underway	Substantive Search Examination implementation	EM: I&C
<b>Businesses (and potential business owners) and innovators supported (including reducing IP filing costs)</b>	List of Programmes to support businesses (and potential business owners) and IP creators and owners supported.	Programmes in place: <ol style="list-style-type: none"> <li>1. Webinar information sessions in collaboration with SEDA and others</li> <li>2. IP for SMMEs</li> <li>3. Inventor Assistance Programme (Reduce filing costs)</li> </ol>	Programmes to support business and innovators in place.	EM: BRR EM: I&C
	Number of businesses supported	To be determined	To be determined	All relevant Senior Managers
	Number of persons supported	To be determined	To be determined	All relevant Senior Managers
	Number of local Patent applications processed and approved	12 479	To be determined	EM: I&C
	Number of local designs applications processed and approved	1 555	To be determined	EM: I&C
	Number of local trademarks applications processed and approved	42 138	To be determined	EM: BRR

Outcome	Outcome Indicator	Baseline (2021/22)	Five-year target (2025/26)	Responsibility
<b>Increase compliance with IP Regulations to transform the economy through efficient and effective collection and distribution of Royalties to local musicians, so as to contribute to social security, increased (black) industrial output and transformation of the creative industry</b>	Rm Royalties distributed by Collecting Societies to local musicians for poverty alleviation, job creation, social security, and promotion of the creative industries.	To be determined	To be determined	EM: I&C
<b>Towards building a capable state, enhance capacities to deal with IP Crimes with the objective of creating a conducive environment for investment</b>	Number of IP Enforcement Operations	To be determined	To be determined	EM: BRR
<b>Increased awareness of business and IP protection laws, regulations, and processes</b>	Number of education and awareness programmes	Programmes in place: 1. Education and awareness of relevant ACTS, regulations, and amendments 2. IP for Kids, for Schools, and or Institutes of Higher Learning	Education and awareness programmes in place	EM: BRR
	Number of persons reached	To be determined	To be determined	

### **Explanation of Planned Performance over the Five-Year Planning Period**

Building compliance surveillance and enforcement capabilities through developing strategies, partnerships, training, etc.; strengthening the validity of granted IPR (patent designs and copyright); and, in doing so, reducing litigation costs for the client through substantive search examination; supporting businesses and innovators through directed programmes such as the Investor Assistance Programme; and increasing awareness of business and IP protection laws, regulations, services, and

processes will contribute to building a reputable business and IP protection environment, thus boosting investor confidence in SA businesses and innovations.

### 9.1.4 Impact Statement #4: Supported third party decision-making

#### **Performance Information**

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

Table C. 4: Impact Statement #4 - Performance Table

Outcome	Outcome Indicator	Baseline	Five-year target (2025/26)	Responsibility
Secure CIPC applications and data	Percentage decrease in cyber security breaches	To be determined	To be determined	EM: BISG EM: I&C
A controlled environment for information, with improved access control to CIPC systems by third parties	Percentage of third-party access secured	To be determined	To be determined	EM: BISG
Enhanced decision-making capabilities through access to comprehensive and timely shared data and facilitated establishment of strategic partnerships through the secure and collaborative sharing of relevant data	Stage of development and implementation of the data strategy	To be determined	To be determined	EM: BISG EM: I&C
	Stage of development and implementation of the data sharing policy strategy	To be determined	To be determined	EM: BISG EM: I&C

#### **Explanation of Planned Performance over the Five-Year Planning Period**

Data and system integrity is critical to a data sharing strategy as this will assure users that data and information shared is reliable. The CIPC data sharing strategy is also underpinned by digitisation and collaboration. Digital platforms will be used to gather as well as to share data. The CIPC will also rely on its partners and stakeholders to share their data.

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

The outcome indicators were chosen because it is believed that these will drive the organisation towards the achievement of impactful outcomes.

## 9.3 Explanation of Enablers to Achieve Five-year Targets

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

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

## 10. Key Risks

Outcomes	Key Risks	Risk Mitigations
<p><b>Improved Organisational Competencies and Capabilities towards building a capable state and improved service delivery</b></p>	<p><b>1. Non-professional organisational culture:</b></p> <ul style="list-style-type: none"> <li>• Ineffective and inconsistent implementation of performance management</li> <li>• Ineffective leadership and output-based management</li> <li>• Ineffective knowledge management and sharing of information</li> <li>• Inadequate communication and clarity of strategy, role-functions and expectations of leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Review alignment between performance management system and related SOPs</li> <li>• Review of job descriptions to ensure alignment with performance management system</li> <li>• Implementation of consequence management for performance management exceptions</li> <li>• Skills development plan focused on the different management levels and individual PDP</li> <li>• Alignment of individual performance plan with the strategic plan, as per approved performance management policy</li> <li>• Implement training as per new tech/automation requirements, as per change strategy</li> <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> <p>Ongoing strategy Reviews:</p> <ul style="list-style-type: none"> <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>

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> <li>Not living the values and working in silos</li> </ul>	Values survey <ul style="list-style-type: none"> <li>Education and awareness (on values)</li> <li>Simplification and rationalisation of values</li> </ul>
	<b>2. Non-optimal organizational performance:</b>	
	<ul style="list-style-type: none"> <li>Pro-longed organizational design process</li> </ul>	<ul style="list-style-type: none"> <li>None proposed</li> </ul>
	<ul style="list-style-type: none"> <li>Under-utilization of financial resources from ineffective planning and budgeting</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing reporting (budget vs actual).</li> <li>Finance team engagement with Managers and implementation of budget adjustments where necessary.</li> </ul>
	<ul style="list-style-type: none"> <li>Current programmes support only sophisticated business (no focus on programmes to integrate small business participation in IP)</li> </ul>	<ul style="list-style-type: none"> <li>Optimisation of inventor assistance programme in terms of education and awareness and application system</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of awareness of CIPC service offerings including relevant segmentation</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>
	<ul style="list-style-type: none"> <li>Reliance on Ministerial approval (pricing, key planning documents e.g. Strategic Plan, APP)</li> </ul>	<ul style="list-style-type: none"> <li>None proposed</li> </ul>

Outcomes	Key Risks	Risk Mitigations
	<p><b>3. Non-availability and non-accessibility of ICT services:</b></p> <ul style="list-style-type: none"> <li>• Lack of alignment between business expectation and technology support capacity from inadequate infrastructure</li> <li>• Lack of clear identification of business requirements</li> <li>• Unauthorised access to systems</li> <li>• Inability to prevent, detect and respond to cyber-security threats</li> <li>• Lack of agile ICT services</li> <li>• Service provider dependency</li> <li>• Legacy systems</li> </ul>	<ul style="list-style-type: none"> <li>• Modernization of key systems (to reduce dependence on 3rd parties)</li> <li>• Develop and implement identified and prioritized technology platform components according to plan</li> <li>• Business process driven application development model - Complete legacy migration to oracle</li> <li>• Continuous enhancement of cyber-security solutions- Implementation of initiatives</li> <li>• Continuous ICT improvement</li> <li>• Staff retention model and succession plan</li> <li>• Business process driven application development model using the K2 development framework</li> </ul>

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> <li>• Lack of system maintenance monitoring and continuous improvement</li> <li>• Poor connectivity and load shedding</li> <li>• Inadequate data integrity</li> </ul>	<ul style="list-style-type: none"> <li>• None proposed</li> <li>• None proposed.</li> <li>• Continuous improvement of automated integrity checks</li> <li>• Complete cyber-security solution: ID management</li> <li>• Transformation of and migration to new Data Procurement development and implementation of Data warehouse and BI environment</li> <li>• Finalise technology migration and configure new testing production and pre-production environments</li> </ul>
	<p><b>4. Organisational structure deficiencies:</b></p> <ul style="list-style-type: none"> <li>• Power vested on one person for conflicting roles i.e. entrusting one person as accounting authority and accounting officer means overseeing own self</li> <li>• Oversight function by the Minister is minimal</li> <li>• Gaps within the organizational structure on critical functions i.e. the accounting authority who is the same as the</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous implementation of the Governance Framework</li> <li>• Continuous implementation of the Governance Framework</li> <li>• Phased implementation of OD project</li> </ul>

Outcomes	Key Risks	Risk Mitigations
	<p>accounting officer is also acting as the Executive in the BRR Division which has vacancies for an Executive and 3 Divisional Managers. BRR appears to be the biggest division within the CIPC</p> <ul style="list-style-type: none"> <li>• Limitation of organizational growth</li> <li>• Outdated organizational structure</li> </ul> <p><b>5. Impact of Artificial Intelligence on CIPC strategy and operations:</b></p> <ul style="list-style-type: none"> <li>• Enhanced capability of cyber criminals</li> <li>• Skills gap due the pace of AI adoption</li> <li>• General fast pace of AI adoption and utilisation</li> <li>• General posture and understanding of AI by CIPC</li> <li>• Conventional ownership of IP i.e. Music production is challenged by the emergence of by AI</li> </ul>	<ul style="list-style-type: none"> <li>• OD - revised structure (Commissioner), (usually requires approval from Minister of dtic, Minister of DPSA and NT which will add to the timeline)</li> <li>• OD- updated JDs and Job evaluation based on revised structure (CS)</li> <li>• Ongoing risk assessment and scanning of the environment- additional mitigations identified and implemented</li> <li>• Identify potential gaps and develop and implement a plan of action. Ongoing scanning of the environment</li> <li>• Ongoing discussions on AI and CIPC strategy, Policies, and resource requirements</li> <li>• Continuous focused discussion on AI and risk and opportunity assessment</li> <li>• Ongoing engagement with other IP offices and stakeholders.</li> </ul>

Outcomes	Key Risks	Risk Mitigations
<p><b>Improve the customer / citizen experience in relation to service delivery / delivery of the CIPC's core mandate, and to enhance the CIPC's good reputation</b></p>	<p><b>1. Dissatisfaction with services offered from various functions organisation-wide:</b></p> <ul style="list-style-type: none"> <li>Manual processes in some areas and non-adaptability to changing customer preferences for service offerings</li> <li>Lack of awareness of CIPC services, channels, and know-how by the customer</li> </ul>	<ul style="list-style-type: none"> <li>Systems change processes for prioritized and identified areas with manual processes (Projects): <ul style="list-style-type: none"> <li>Implementation of E-services system (K2) development programme</li> <li>Implementation Mobility Applications and ChatBot programmes</li> <li>Continuous monitoring and reporting on the status of identified priority automation Projects</li> <li>Continuous IP training for CIPC employees</li> </ul> </li> <li>Review media strategy (digital, broadcast, print) <ul style="list-style-type: none"> <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> </li> </ul>
<p><b>Regular stakeholder engagement towards accurately determining the impact of CIPC activities on local and international businesses, as well as society as a whole</b></p>	<p><b>1. Non-optimal organizational performance:</b></p> <ul style="list-style-type: none"> <li>Lack of dedicated unit / lead for stakeholder management</li> <li>Lack of integrated stakeholder management planning</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of a Senior Manager: Strategic Communications.</li> <li>Finalisation and approval of stakeholder management strategy.</li> </ul>

Outcomes	Key Risks	Risk Mitigations
<p><b>Improving the Capacity and Responsiveness of the state to support increased investment</b></p>	<p><b>1. Non-compliance and pro-longed approval of legislation:</b></p> <ul style="list-style-type: none"> <li>• Current legislation does not provide for proactive enforcement by CIPC (IP space)</li> <li>• Dependence on other law enforcement agencies</li> <li>• Lack of understanding of IP related matter by other law enforcement agencies</li> <li>• Incorrect utilization of enforcement capacity</li> <li>• Different interpretation of the Act between CIPC and the Tribunal for cases referred to the Tribunal</li> <li>• Ineffective adaptability to legislative changes i.e. POPI Act</li> <li>• Legislation supporting implementation of IP strategy (Legislative Inadequacies):</li> <li>• Delays in finalisation of IP legislation</li> </ul>	<ul style="list-style-type: none"> <li>• None suggested</li> <li>• Capacitated internal staff with regards to enforcement</li> <li>• Training of law enforcement agencies in the CIPC enforcement mandate and law-considering the Covid challenge the IP division has engaged the IT division to assist a solution to enable virtual training for law enforcement agencies (zero rated data and /or any solution which will enable access)</li> <li>• Education and awareness on enforcement to various stakeholders (IP) - Law enforcement authorities now conduct raids</li> <li>• Legal opinion/ support</li> <li>• Implemented partial measures for some functions</li> <li>• None suggested</li> </ul>

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> <li>• Non-aligned stakeholder interests</li> <li>• Delays in design making- election year</li> <li>• Reputational damage in the international damage.</li> <li>• Financial and resource wastage/losses.</li> </ul>	<ul style="list-style-type: none"> <li>• None suggested</li> <li>• None suggested</li> <li>• None suggested</li> <li>• None suggested</li> </ul>
<b>A controlled environment for information, with improved access control to CIPC systems by third parties</b>	<b>1. Technology shortfalls in enabling effective third-party collaboration:</b> <ul style="list-style-type: none"> <li>• Data alteration/malicious system</li> <li>• Dis-integrated systems (different database)</li> <li>• Inefficient information retrieval (per request)</li> <li>• Potential data and security vulnerabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous improvement of automated integrity checks</li> <li>• Transformation of and migration to new data structures</li> <li>• Procurement, development and implementation of data warehouse and BI environment</li> <li>• Finalise technology migration and configure new testing, production, and pre-production environments</li> <li>• Encryption and data leakage prevention module</li> </ul>

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> <li data-bbox="801 231 1310 256">• Interception of electronic communication</li> <li data-bbox="801 432 1211 489">• Mismatch in technology maturity between CIPC and partners</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1337 231 1809 288">• Enable hybrid work model and manage security implications</li> <li data-bbox="1337 296 1834 354">• Strike a good balance between strong ICT security and access to data</li> <li data-bbox="1337 362 1749 419">• Establish a CIPC wide Governance Committee</li> <li data-bbox="1337 427 1800 485">• Enhancement of technology to further enable self-service model</li> </ul>

Outcomes	Key Risks	Risk Mitigations
<p><b>Building state capacity to better regulate and ensure integrity of granted patent rights</b></p>	<p><b>1. Non-optimal organisational performance:</b></p> <ul style="list-style-type: none"> <li>• High legal related costs limit accessibility of IP services</li> <li>• Delayed implementation of the substantive search and examination programme</li> <li>• Current programmes support only sophisticated business (no focus on programmes to integrate small business participation in IP)</li> </ul>	<ul style="list-style-type: none"> <li>• Optimisation of inventor assistance programme in terms of education and awareness and application system</li> <li>• Inputs to influence policies and law (consultations with the dtic to ensure that the IP policy is being developed)</li> <li>• Testing of the SSEP system (ongoing)</li> <li>• procurement of an adequate tool for the purpose of patent searching.</li> <li>• Optimisation of inventor assistance programme in terms of education and awareness and application system</li> </ul>
<p><b>Transform the economy through localisation</b></p>	<p><b>1. Potential events adversely affecting the implementation of CIPC strategy and implementation of project:</b></p> <ul style="list-style-type: none"> <li>• (Geopolitical environment)- CIPC strategic relationships with various stakeholders in the global territory.</li> <li>• Impact on supply value chains</li> <li>• Cyber security issues</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen relationships and strategic relationships with developing countries. Develop a plan to lessen dependence on other countries.</li> <li>• Establish and improve Collaborative partnerships with developing countries.</li> <li>• Continuous scanning of the environment and enhance security measures where relevant</li> </ul>
<p><b>Towards building a capable state, enhance capacities to deal with IP Crimes with the objective of creating a conducive environment for investment</b></p>	<p><b>1. Non-compliance and pro-longed approval of legislation</b></p>	

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> <li>• Current legislation does not provide for proactive enforcement by CIPC (IP space)</li> <li>• Dependence on other law enforcement agencies</li> <li>• Lack of understanding of IP related matter by other law enforcement agencies</li> <li>• Incorrect utilization of enforcement capacity</li> <li>• Different interpretation of the Act between CIPC and the Tribunal for cases referred to the Tribunal</li> <li>• Ineffective adaptability to legislative changes i.e. POPI Act</li> </ul> <p><b>2. Legislation supporting implementation of IP strategy (Legislative Inadequacies):</b></p> <ul style="list-style-type: none"> <li>• Delays in finalisation of IP legislation</li> <li>• Non-aligned stakeholder interests</li> <li>• Delays in design making- election year</li> <li>• Reputational damage in the international damage.</li> <li>• Financial and resource wastage/losses.</li> </ul>	<ul style="list-style-type: none"> <li>• To provide formal inputs for legislative review to the dtic</li> <li>• MoU to be developed, entered into with relevant Law End. Agencies</li> <li>• Continuous training of law enforcement agencies on IP enforcement.</li> <li>• - IP to facilitate the development of data collection tool/APP to assist LE officials.</li> <li>• Engage formally with the Head of the Co-Tribunal for general technical discussions on Companies Act</li> <li>• Process for full implementation in progress</li> <li>•</li> <li>• None suggested</li> <li>• None suggested</li> <li>• None suggested</li> <li>• None suggested</li> <li>• None suggested</li> </ul>
<p><b>Reduced administrative compliance burden for SMME's, companies and co-operatives, whilst maintaining a reputable regulated business environment</b></p>	<p><b>Key Risks</b></p>	<p><b>Risk Mitigations</b></p>
	<p><b>1. Dissatisfaction with services offered from various functions organisation-wide</b></p> <ul style="list-style-type: none"> <li>• Manual processes in some areas and non-adaptability to changing customer preferences for service offerings</li> </ul>	<ul style="list-style-type: none"> <li>• Systems change processes for prioritized and identified areas with manual processes (Projects): <ul style="list-style-type: none"> <li>- E-services system (K2) development programme implementation</li> <li>- Mobility Applications and ChatBot programmes implementation</li> <li>- Continuous monitoring and reporting on the</li> </ul> </li> </ul>

Outcomes	Key Risks	Risk Mitigations
Reputable business regulation environment which is conducive to investment and facilitation thereof		status of identified priority automation Projects - Continuous IP training for CIPC employees
	<ul style="list-style-type: none"> <li>Lack of awareness of CIPC services, channels, and know-how by the customer</li> </ul>	<ul style="list-style-type: none"> <li>Review media strategy (digital, broadcast, print):               <ul style="list-style-type: none"> <li>Optimise Information presentation on website (simple, accessible, and easy to use)</li> <li>Bild and maintain relationships with other role players and stakeholders.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Nature of Supply Chain Management processes. SCM is highly legislated, implementation is confined by the applicable legislation</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of a planned project to identify operational efficiencies within existing SCM processes.</li> </ul>
	<ul style="list-style-type: none"> <li>Inadequate business continuity planning and execution</li> </ul>	<ul style="list-style-type: none"> <li>Validate ICT continuity plans and emergency response readiness through integrated exercises and system recovery tests:               <ul style="list-style-type: none"> <li>Review and enhance Information continuity and recovery Plan and emergency response arrangements.</li> <li>Implement a new Enterprise Robotics Tape Library and migrate to a Premium backup management solution to significantly enhance recovery capabilities.</li> <li>Review of the BCM programme</li> <li>Resourcing of the Corporate BC function</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Ineffective quality management</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing quality management initiatives</li> </ul>
	<b>1. Non-optimal organizational performance</b>	
	<ul style="list-style-type: none"> <li>Pro-longed organizational design process</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing OD process - phased implementation approach.</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of dedicated unit / lead for stakeholder management</li> </ul>	<ul style="list-style-type: none"> <li>Signed MOU and SLAs with various stakeholders</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of integrated stakeholder management planning</li> </ul>	<ul style="list-style-type: none"> <li>Each business unit manages own stakeholders on an ad hoc basis. Collaboration Framework</li> </ul>
	<ul style="list-style-type: none"> <li>Under-utilization of financial resources from ineffective planning and budgeting</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring budget vs actual</li> </ul>
<ul style="list-style-type: none"> <li>High legal related costs limit accessibility of IP services</li> </ul>	<ul style="list-style-type: none"> <li>Inventors' assistance programme</li> <li>WIPO partnership</li> </ul>	

Outcomes	Key Risks	Risk Mitigations
	<ul style="list-style-type: none"> <li>Lack of integration of end-to-end enforcement process with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Integration with law enforcement agencies</li> </ul>
	<ul style="list-style-type: none"> <li>Delayed implementation of the substantive search and examination programme</li> </ul>	<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</li> <li>IPAS (Intellectual Property Administration system) approved for implementation</li> </ul>
	<ul style="list-style-type: none"> <li>Current programmes support only sophisticated business (no focus on programmes to integrate small business participation in IP)</li> </ul>	<ul style="list-style-type: none"> <li>International engagements to shape and direct the IP space</li> <li>Train the trainer programme with WIPO and Department of Small Business Development</li> <li>Inventors' assistance programme (IAP)</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of awareness of CIPC service offerings including relevant segmentation</li> </ul>	<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> </ul>
	<ul style="list-style-type: none"> <li>Reliance on Ministerial approval (pricing, key planning documents e.g. Strategic Plan, APP)</li> </ul>	<ul style="list-style-type: none"> <li>Conducting reviews</li> </ul>

## Part D: Technical Indicator Description (TID)

### 11. Technical Indicator Description

#### 11.1 Impact Statement #1: A modern world-class regulator

Indicator Title	Organisation Design (OD)		
Definition	OD process aims to establish alignment of the organisation's design to the organisational strategy. The structure, capabilities, roles etc. will be audited to identify gaps. The outcomes of the OD process will inform the new organisational structure, new job profiles etc.		
Source of data	Management Reports		
Method of calculation/assessment	Read report and supporting documentation (evidence)		
Means of Verification	Signed management report and/or supporting documentation		
Assumptions	No major delays in finalising the process		
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	Organisational Design Completed		
Indicator responsibility	The Executive Manager (EM): Corporate Services (CS) is responsible for managing and reporting on this indicator.		

Indicator Title	Organisational Structure Implementation		
Definition	The new organisational structure will be implemented as one of the outcomes of the OD process. The organisational structure that is fit for the current organisational strategy, is one of the key aspects of building competencies and capabilities necessary for the organisational strategy, CIPC Vision 2030.		
Source of data	Management report and supporting documentation		
Method of calculation/assessment	Read management report and supporting documentation		
Means of Verification	Signed management report and supporting documentation		
Assumptions	No major delays in approval processes		
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	The implementation of the new Organisational Structure completed.		
Indicator responsibility	The EM: CS is responsible for managing and reporting on this indicator.		

Indicator Title	Number of staff with appropriate competencies and skills		
Definition	Staff with appropriate competencies and skills to execute the CIPC strategy and vision of a world-class modern regulator.		
Source of data	Management report and other supporting documentation		
Method of calculation/assessment	Read management report and other supporting documentation reports		
Means of Verification	Signed management report and other supporting documentation (e.g. Skills Audit Report)		
Assumptions	Training budget 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)	<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	A high number of staff with appropriate competencies and skills		
Indicator responsibility	The EM: CS is responsible for managing and reporting on this indicator.		

Indicator Title	Policies reviewed		
Definition	Policies reviewed to align to the CIPC Vision 2030 strategy.		
Source of data	Management report Policy database		
Method of calculation/assessment	Read report and supporting documents		
Means of Verification	Signed management reports and supporting documents		
Assumptions	Appropriate resources		
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	All relevant policies reviewed to align to the CIPC Vision 2030.		
Indicator responsibility	<p>All relevant EMs responsible for managing this indicator in their respective divisions.</p> <p>Divisional Manager (DM): Governance, Risk and Compliance (GRC) is responsible for monitoring and reporting on this indicator.</p>		

Indicator Title	Number of ICT Systems modernised (migrated to modernised platforms)		
Definition	Modernisation of ICT systems entails migration from legacy systems to modern platforms such as the K2 platform ( <i>a platform used for Business Process Management to automate business processes or workflows.</i> ) and IPAS ( <i>Intellectual Property Automation System</i> ) to align to the CIPC Vision 2030 Strategy.		
Source of data	Management reports		
Method of calculation/assessment	Read report and supporting documents		
Means of Verification	Signed management reports and supporting documents		
Assumptions	No major delays in migration processes		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <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	All ICT systems migrated to modern platforms.		
Indicator responsibility	EM: BISG will work with relevant managers in executing activities related to this indicator and report it.		

Indicator Title	Percentage of processes automated		
Definition	Processes automated as part of the CIPC modernisation strategy to build a modern world-class organisation and reduce turnaround times.		
Source of data	Management reports and supporting documentation		
Method of calculation/assessment	Read management reports and supporting documentation		
Means of Verification	Signed management reports and supporting documents		
Assumptions	No major delays in automating processes.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <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	100% processes automated.		
Indicator responsibility	EM: BISG is responsible for managing and reporting on this indicator.		

Indicator Title	Out of 10 customer and stakeholder satisfaction score		
Definition	The customer and stakeholder satisfaction survey tests the effectiveness of the organisation's programmes and other initiatives on meeting customer and stakeholder expectations.		
Source/ of data	Managements reports, and stakeholder and customer survey results		
Method of calculation/assessment	Read managements reports, and stakeholder & customer survey results		
Means of Verification	Signed management report, survey report that is signed it off		
Assumptions	Procurement process will run smoothly.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <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	Quarterly and annually		
Desired performance	8 score		
Indicator responsibility	The Chief Strategy Executive (CSE) is responsible for managing and reporting on this indicator.		

Indicator Title	Financial Sustainability		
Definition	To ensure that the CIPC is financial sustainable to execute its mandate and strategy, and day to day operations, monitor Ratio of Operating Costs to Budget, Ratio of Personnel Costs to Operating Costs, Revenues Per Capita/Service/Volumes (Demand), Spending trends, and Asset/Liability ratio.		
Source of data	Management reports including financial report		
Method of calculation/assessment	Read management reports including financial report		
Means of Verification	Signed management reports including financial report		
Assumptions	Demand for the CIPC services remains the same. New fee structure is implemented.		
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	Quarterly and annually		
Desired performance	Financial sustainability		
Indicator responsibility	The CFO is responsible for managing and reporting on this indicator.		

Indicator Title	Number of MOU/documents of engagement with international parties.	
Definition	In order to strengthen the CIPC competencies and reach, partnerships will be forged where there is benefit for the CIPC and mutual commitment between the two parties.	
Source of data	CIPC Contract List	
Method of calculation/assessment	Simple count	
Means of Verification	Sample a representative number of MOUs to establish the existence of the MOUs or related document.	
Assumptions	<p>There are entities looking to collaborate with the CIPC.</p> <p>There are sufficient resources to implement the agreements.</p>	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <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	Partnerships with shared commitment and benefit to the CIPC	
Indicator responsibility	All relevant managers	

## 11.2 Impact Statement #2: Ease of doing business in SA

Indicator Title	Turnaround times for key services		
Definition	Reducing turnaround times for key services reduce the regulatory administrative burden of long waiting periods to process applications, initiatives such as automation and other innovations are directed at reducing turnaround times. Measuring turnaround times show progress made in this regard.		
Source of data	Management reports System reports		
Method of calculation/assessment	Read management reports For each service average turnaround time calculated.		
Means of Verification	Signed management reports and system reports		
Assumptions	No budgetary and other resource constraints.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <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	Quarterly and annually		
Desired performance	An average 1 working day or less for key services		
Indicator responsibility	The relevant managers are responsible for managing and reporting on this indicator for their respective divisions.		

Indicator Title	Number of services available 24/7		
Definition	Number of services available 24 hours a day, 7 days a week.		
Source of data	Management reports System reports		
Method of calculation/assessment	Read management reports and system reports		
Means of Verification	Signed management reports and system reports		
Assumptions	Resources required are 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)	<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 as indicated in the performance matrix		
Desired performance	Increase in the number of services available 24/7		
Indicator responsibility	EM: BISG is responsible for managing and reporting on this indicator.		

Indicator Title	Number of transacting channels operational 24/7		
Definition	Transacting channels operational 24 hours a day, 7 days a week.		
Source of data	Management reports Channels		
Method of calculation/assessment	Read management reports Test channels		
Means of Verification	Signed management report.		
Assumptions	Appropriate resourcing		
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	Increase in the number of transacting channels operational 24/7		
Indicator responsibility	The EM: BISG is responsible for managing and reporting on this indicator.		

### 11.3 Impact Statement #3: Investor confidence in SA businesses and innovations

Indicator Title	Stage of development of the Beneficial Ownership Register		
Definition	<p>South Africa is a member of the G20, therefore a member of the Financial Action Task Force (FATF). FATF advocates for economies to be transparent about ultimate beneficial owners of legal entities. The CIPC is expected to develop a registration and filing capability to collect UBO information on incorporation of legal entities, on amendments, and during annual returns. The Beneficial Ownership Register will be developed for this purpose.</p> <p>This capability will also contribute to building a reputable business, to boost investor confidence in SA business.</p>		
Source of data	<p>Management report</p> <p>System reports</p>		
Method of calculation/assessment	Read management and system reports		
Means of Verification	Signed management reports and system reports.		
Assumptions	Resourcing appropriate		
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	Business Ownership Register functional.		
Indicator responsibility	The Senior Manager: Corporate Compliance Disclosure Regulation is responsible for managing and reporting on this indicator.		

Indicator Title	Stage of developing and implementing the investigations and enforcement strategy		
Definition	The investigations and enforcement strategy will ensure integration and streamlining of regulatory and enforcement activities in order to strengthen the business and IP protection regulatory environment, and in turn boost investor confidence in SA business and innovations.		
Source of data	Management reports and supporting documents		
Method of calculation/assessment	Read management reports and supporting documents		
Means of Verification	Signed management report and supporting documents		
Assumptions	Resourcing appropriate		
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	The investigation and enforcement strategy in place, and implemented		
Indicator responsibility	All senior managers that deal with business governance, surveillance, disclosure, and enforcement (including IP enforcement) are responsible for managing and reporting on this indicator.		

Indicator Title	A list of compliance surveillance and enforcement capabilities developed		
Definition	Compliance surveillance and enforcement capabilities will be developed to build a reputable business and IP protection regulatory environment, to boost investor confidence in SA business and innovations. The capabilities include: <ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Business intelligence</li> <li>• Data analytics &amp; data triangulation</li> <li>• Training and exposure</li> <li>• Integrated case management (automated)</li> </ul>		
Source of data	Management reports and supporting documents.		
Method of calculation/assessment	Read management reports and supporting documents. reports		
Means of Verification	Signed management reports and supporting documents.		
Assumptions	Resourcing appropriate		
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	All planned initiatives executed.		
Indicator responsibility	All senior managers that deal with business governance, surveillance, disclosure, and enforcement (including IP enforcement) are responsible for managing and reporting on this indicator.		

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

<b>Indicator Title</b>	<b>Number of programmes to support businesses (and potential business owners) and IP creators and owners supported</b>		
Definition	Programmes to support businesses (and potential business owners) and IP creators and owners supported will be developed.		
Source of data	Management reports and supporting documentation		
Method of calculation/assessment	Read management reports and supporting documentation		
Means of Verification	Signed management reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <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	Programme success - businesses (and potential business owners) and IP creators and owners supported		
Indicator responsibility	All senior managers that oversee such programmes are responsible for managing and reporting on this indicator.		

Indicator Title	Number of businesses supported		
Definition	Businesses will be supported through the CIPC and its partners' programmes to formalise business, ensure good governance, and sustainability of these businesses. This in turn will boost investor confidence in these businesses.		
Source of data	Management reports and supporting documents.		
Method of calculation/assessment	Read management reports and supporting documents		
Means of Verification	Signed management reports and supporting documentation		
Assumptions	Resourcing appropriate		
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	Programme success - businesses (and potential business owners) and IP creators and owners supported		
Indicator responsibility	All senior managers that oversee such programmes are responsible for managing and reporting on this indicator.		

Indicator Title	Number of persons supported		
Definition	Number of persons supported through the CIPC and its partners' programmes to start, formalise businesses as well as innovate and protect their innovations.		
Source of data	Management reports and supporting documentation.		
Method of calculation/assessment	Read management reports and supporting documentation		
Means of Verification	Signed management reports and supporting documentation		
Assumptions	Resourcing appropriate		
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	Programme success - businesses (and potential business owners) and IP creators and owners supported		
Indicator responsibility	All senior managers that oversee such programmes are responsible for managing and reporting on this indicator.		

Indicator Title	Number of education and awareness programmes		
Definition	Education and awareness programmes to increase public awareness and knowledge of the company and IP protection laws, CIPC services, processes, and channels.		
Source of data	Management reports and supporting documentation		
Method of calculation/assessment	Read Management reports and supporting documentation Simple count		
Means of Verification	Signed management reports and/or attendance registers indicating the venue, date on which these were held will be assessed, summing up the number held during the reporting period.		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <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	Success of education and awareness programmes		
Indicator responsibility	The senior managers responsible for education and awareness are responsible for managing and reporting on this indicator.		

Indicator Title	Number of patent applications processed		
Definition	New patents improve the country's ability to attract investments and increased exports, there for contributing to industrial resilience and competitiveness.		
Source of data	Automated system		
Method of calculation/assessment	A simple count		
Means of Verification	Relevant managers verify the reports		
Assumptions	None		
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A		
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and Annually		
Desired performance	Increase in the number of patent applications.		
Indicator responsibility	Senior Manager: Patents and Designs		

Indicator Title	Number of patent applications processed		
Definition	New patents improve the country's ability to attract investments and increased exports, there for contributing to industrial resilience and competitiveness.		
Source of data	Automated system		
Method of calculation/assessment	A simple count		
Means of Verification	Relevant managers verify the reports		
Assumptions	None		
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A		
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Increase in the number of trade marks applications.		
Indicator responsibility	Senior Manager: Trade Marks		

Indicator Title	Number of persons reached		
Definition	Number of persons reached through education and awareness programmes to increase public awareness and knowledge of the company and IP protection laws, CIPC services, processes, and channels.		
Source of data	Management reports and other supporting documentation		
Method of calculation/assessment	Read management reports and other documentation		
Means of Verification	Signed management reports and/or attendance registers indicating the venue, date on which these were held will be assessed, summing up the number held during the reporting period.		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: To be determined</li> <li>• Target for Youth: To be determined</li> <li>• Target for People with Disabilities: To be determined</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)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Success of education and awareness programmes – reach a high number of persons.		
Indicator responsibility	The senior managers responsible for education and awareness are responsible for managing and reporting on this indicator.		

Indicator Title	Data inaccuracies (errors, inconsistencies, unusable data, duplicated data) reduced		
Definition	To improve data accuracy, the % of inaccuracies (errors inconsistencies, unusable data, and duplicated data) on gathered data will be assessed with the aim of eliminating these. This is a foundation to building data sharing capability to ensure data integrity of shared data.		
Source of data	Databases Data gathered		
Method of calculation/assessment	Management report System reports		
Means of Verification	Signed management reports and system reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: To be determined</li> <li>• Target for Youth: To be determined</li> <li>• Target for People with Disabilities: To be determined</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	Reduce data inaccuracies.		
Indicator responsibility	Relevant managers and the Executive Manager: BISG are responsible for managing and reporting on this indicator.		

## 11.4 Impact Statement #4: Supported third party decision making

Indicator Title	Percentage of Cyber Attacks Blocked		
Definition	As the CIPC increasingly rely on digital infrastructure, safeguarding sensitive information and intellectual property from cyber threats has become a paramount concern. This indicator provides a quantitative measure of the effectiveness of the cybersecurity measures implemented by the CIPC, ultimately contributing to the organisation's overall risk management strategy		
Source of data	Management reports and other supporting documentation including <ul style="list-style-type: none"> <li>• CIPC Security logs</li> <li>• Firewall logs</li> <li>• Vulnerability management system reports</li> </ul>		
Method of calculation/assessment	$(\text{Blocked Cyber Attack Attempts} / \text{Total Identified Cyber Attack Attempts}) * 100$		
Means of Verification	Signed management reports and system reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: To be determined</li> <li>• Target for Youth: To be determined</li> <li>• Target for People with Disabilities: To be determined</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)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Over 95% of Cyber Attacks Blocked		
Indicator responsibility	The Executive Manager: BISG is responsible for managing and reporting on this indicator.		

Indicator Title	Percentage of third-party access secured		
Definition	This indicator measures the effectiveness of CIPC's security controls in securing access for authorized third-party systems to CIPC data and systems. This ensures that unauthorized access attempts by third-party systems are minimized, protecting the confidentiality, integrity, and availability of CIPC data and systems		
Source of data	Management reports and other supporting documentation including <ul style="list-style-type: none"> <li>• CIPC Security Logs</li> <li>• Third-party access logs</li> <li>• System access control records</li> </ul>		
Method of calculation/assessment	(Number of third-party access attempts successfully secured/Total third-party access attempts)*100		
Means of Verification	Signed management reports and system reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: To be determined</li> <li>• Target for Youth: To be determined</li> <li>• Target for People with Disabilities: To be determined</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)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Over 99% of third-party access secured		
Indicator responsibility	The Executive Manager: BISG is responsible for managing and reporting on this indicator.		

Indicator Title	Stage of development and implementation of data strategy		
Definition	The data strategy will include data gathering, storing, and data sharing tools. Data gathering tools <ul style="list-style-type: none"> <li>- Mobile App</li> <li>- Data repository &amp; data exchange (Collaboration)</li> </ul>		
Source of data	Management reports and other supporting documentation		
Method of calculation/assessment	Read reports management reports and other supporting documentation		
Means of Verification	Signed management report and other supporting documentation		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: To be determined</li> <li>• Target for Youth: To be determined</li> <li>• Target for People with Disabilities: To be determined</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	Data strategy approved and implemented		
Indicator responsibility	Relevant managers and the EM: BISG are responsible for managing and reporting on this indicator.		

Indicator Title	Stage of development and implementation of data sharing policy		
Definition	Data Sharing Policy defines the framework for secure and responsible data sharing with strategic partners relevant stakeholders. It outlines the principles, procedures, and control mechanisms to ensure the appropriate collection, storage, access, and use of sensitive data		
Source of data	Management reports and other supporting documentation		
Method of calculation/assessment	Read reports management reports and other supporting documentation		
Means of Verification	Signed management report and other supporting documentation		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: To be determined</li> <li>• Target for Youth: To be determined</li> <li>• Target for People with Disabilities: To be determined</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	Data sharing strategy approved and implemented		
Indicator responsibility	Relevant managers and the EM: BISG are responsible for managing and reporting on this indicator.		

## ANNEXURE A – Key services and turnaround times

CIPC Services	2020/21 (Baseline/Estimated Performance) – business/working day	2025/26 (Five-year Target)
Patent applications	3 days	1 day
Patent registrations	3 days	1 day
Designs applications	3 days	1 day
Copyright in film applications	3 days	1 day
Trade mark applications	3 days	1 day
Companies Registrations	2 days	1 day
Co-operatives Registrations	2 days	1 day
Company and close corporation electronic address changes	1 day	4 hours
Company and close corporation electronic financial year end changes	1 day	4 hours
Company electronic share changes	1 day	4 hours
Company and close corporation name changes (unless effective date is stated as a later date than filing)	1 day	4 hours
Company type changes	10 days	4 hours
Company main business changes	10 days	4 hours
Company location of company record changes	10 days	4 hours
Annual Returns Filings	5 minutes	5 minutes
AFS Filings	5 minutes	5 minutes
FAS Filings	5 minutes	5 minutes
Prospectus Registration	5 days	3 days
Independent Review Investigation	3 days	1 day
Reportable Irregularity Investigation	3 days	1 day
Resolve customer queries	To be determined	1 day

## ANNEXURE B – List of the CIPC Core Processes (Automated processes)

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
1	CO & CC	COR30.3; CoR30.1; CK2B	CO&CC AR Filing of Annual Returns		1	Fully automated process. Customers may submit manually.
2	CO & CC	COR123.1	CO&CC BR Entering into Business Rescue Proceedings	1		
3	CO & CC	CoR125.3	CO&CC BR Notice of Substantial implementation	1		
4	CO & CC	CoR125.2	CO&CC BR Notice of Termination	1		
5	CO & CC	CoR125.1	CO&CC BR Review of BR Progress Reports (CO&CC)	1		
6	CO & CC	No form	CO&CC AR Deregistration		1	Automated as part of the AR Filing process Referral into deregistration is automated while the extraction of the lists and referral for posting is still manual.
7	CO & CC	COR40.1/ CM26LIQ	CO&CC Liquidation	1		This is an end-to-end process that starts with a liquidation form or court order being filed with CIPC to notification of dissolution by the Master. It also includes the set aside of the liquidation process by court order and publication of the information.
8	CO & CC	COR40.5	CO&CC Reinstatements	1		
9	CO & CC	Letter	CO&CC Voluntary Deregistration	1		
10	CO & CC	COR15.2, COR15.2 Annexure A	CO Amendment of MOI - Addition of ring fencing to the MOI (incl JSE)	1		
11	CO & CC	COR15.2, COR9.4	CO Amendment of MOI - Change of Company Name (incl JSE)		1	Fully automated process. Customers may submit manually.

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
12	CO & CC	COR15.2	CO Amendment of MOI - Change of CO main business (incl JSE)	1		
13	CO & CC	COR15.2	CO Amendment of MOI - Change of Company Shares (incl. JSE)		1	Incorporates CO Conversion of Par Value Shares #17
14	CO & CC	COR15.2	CO Amendment of MOI - Conversion of a Company to another type of Company (incl. JSE)	1		
15	CO & CC	COR15.2	CO Amendment of MOI - Conversion of par value shares (incl. JSE)		1	Incorporated with CO Change of Company Shares #14
16	CO & CC	COR18.1	CO CC Conversion to a CO	1		
17	CO & CC	COR25	CO Change of Financial Year End		1	Fully automated process. Customers may submit manually.
18	CO & CC	CR 6	CO Co-op conversion to a CO	1		Starts with Co-operatives Special Resolution
19	CO & CC	COR89	CO Notice of amalgamation or merger of Companies	1		
20	CO & CC	COR21.1	CO Notice of Change of Registered Office/Address		1	Fully automated. Customers may submit manually.
21	CO & CC	COR22	CO Notice of location of CO records	1		
22	CO & CC	COR14.1, COR15.1D	CO Registration Non-Profit CO with or without members with a long standard or customised MOI	1		

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
23	CO & CC	COR14.1, COR15.1C	CO Registration Non-Profit CO with or without members with a short standard or customised MOI		1	Fully automated. No choice of manual process
24	CO & CC	COR14.1, COR15.1B	CO Registration of a Personal Liability with a long standard or Customised MOI	1		
25	CO & CC	COR15.1B; COR14.1	CO Registration of a Private CO with a Long or customised MOI	1		
26	CO & CC	COR20.1, COR21.1	CO Registration of external CO	1		
27	CO & CC	COR15.1B; COR14.1	CO Registration of State-Owned CO with long-or customised MOI	1		
28	CO & CC	COR15.1B; COR14.1	CO Registration-Private Company with a Customised MOI		1	
29	CO & CC		CO Registration with BEE Certificate (SST)		1	
30	CO & CC	COR15.1A; COR14.1	CO Standard Registration (including Banks, SST, Third party)		1	
31	CO & CC	COR17.1	CO Domestication of Foreign CO	1		
32	CO & CC	COR9.1	NR Reservation of a Company, Close Corporation or Co-operative name or business name		1	
33	CO & CC	COR9.2	NR Extend a Name reservation		1	Automated (hybrid)

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
34	CO & CC		NR Name search		1	This is more of a disclosure function than a processing function. I will recommend putting it under general.
35	CO & CC	COR10.1	NR Register a Defensive Name		1	
36	CO & CC	COR10.2	NR Renew defensive name reservation		1	
37	CO & CC	COR11.1	NR Transfer of reserved or registered name		1	Customers may submit manually
38	CO & CC	No form	CO&CC BR discontinuation of business rescue proceedings (via set aside court order, nullity etc.)	1		New
39	CO & CC	CoR40.2	CO Transfer to foreign jurisdiction	1		New
40	CO & CC	COR15.2	CO Amendment of MOI - Adoption of new MOI (incl JSE)	1		Not previously on list
41	CO & CC	COR15.3	CO Amendments of MOI - Other changes (example is deletion or adding of a clause) (incl. JSE)	1		Not previously on list
42	CO & CC	COR16.1	CO Notice of Company Rules	1		Not previously on list
43	CO & CC	COR16.2	CO Results of Vote on Company Rules	1		Not previously on list and have no workflow for this form. Use CoR16.1 but such is a risk due to the fact that CoR16.2 is a fee carrying form while CoR16.1 does not have a fee.

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
44	CO & CC	COR15.3	CO Alteration of MOI	1		Not previously on list This form is meant for the correction of errors within a MOI.
45	CO & CC	COR15.4	CO Translation of MOI	1		Not previous on list before. Can be tracked but not tested yet. Have not received one in two years. Low priority
46	CO & CC	COR15.5	CO Consolidation of MOI	1		Not previously on list
48	CO & CC	CoR12.1	Allegation of Name Reservation System Abuse	1		No process yet since it is a more investigative option - not sure where this needs to reside e.g. names or investigations.
49	CO & CC DMP	CK2	CC Principal Business Change	1		Not on the list before. Process owner is actually Companies not DMP.
50	CO & CC DMP	CK2	CC Name Change (including shortened name registration and registration of a translation)	1		Not on the list before. Process owner is actually Companies not DMP.
51	CO & CC DMP	COR 126.1	CO BR Application to be licenced as a Business Rescue Practitioner	1		
52	CO & CC DMP	COR123.2	CO BR Appointment of Business Rescue Practitioner	1		
53	CO & CC DMP	CoR21.2	CO Change of Company Representatives	1		
54	CO & CC DMP	COR39	CO Appointment, resignation, or removal of Directors		1	Fully automated process. Customers may submit manually.

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
187	CO&CC:DMP		Update Directors Details		1	Splinter of DMP COR39 process which is automated
55	CO & CC DMP	CK2	CC Appointment, resignation, or removal of Members		1	Automated process with manual intervention (hybrid). Customers may submit manually.
56	CO & CC DMP	COR44	CO Auditor appointment, resignation, or removal		1	Fully automated process. Customers may submit manually.
57	CO & CC DMP	COR44	CO Appointment, resignation or removal of Audit Committee members and CO Secretary	1		
58	CO & CC DMP	CK2A	CC Appointment, resignation, or removal of an Accounting Officer CORRRAO	1		
59	CO & CC DMP	CK2A	CC Change of address		1	Process owner is actually Companies not DMP. Fully automated process. Customers may submit manually.
60	CO & CC DMP	COR44	CO Auditor and CO Secretary change of address	1		Automated (hybrid) process. Customers may submit manually.
61	CO & CC DMP	CK2A	CC Change of Financial Year End		1	Process owner is actually Companies not DMP. Fully automated process. Customers may submit manually.
62	CO & CC DMP		CO Disqualified Directors Register		1	

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
63	CORPORATE LEGAL AND POLICY SUPPORT		CLPS Provide policy and legal insight & advice & co-ordinate the prosecution of contraventions with NPA	1		
64	CORPORATE LEGAL AND POLICY SUPPORT	COR168	CLPS	1		
65	CORP EDUCATION & VOLUNTARY COMPLIANCE		CEVC Advisory opinion	1		
66	CORP EDUCATION & VOLUNTARY COMPLIANCE		CEVC Education Event	1		
67	CORP DISCLOSURE & COMPLIANCE		CDC XBRL Filing of Annual Financial Statements		1	
68	CORP DISCLOSURE & COMPLIANCE		CDC Independent Review	1		
69	CORP DISCLOSURE & COMPLIANCE		CDC Annual R29.12 Report	1		Annual reports from Independent Review Professional Bodies
70	CORP DISCLOSURE & COMPLIANCE		CDC Reportable Irregularities	1		
71	CORP DISCLOSURE & COMPLIANCE		CDC Prospectus Registration	1		
72	CORP GOV SURVEILLANCE & ENFORCEMENT	COR131.1	CO & CC Complaints resolution		1	2 Internal processes follow: Investigation; and Determination of complaint

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
73	CO-OPS	CR1; CR8; or CR4	Co-ops Amalgamation of Co-operatives (Amalgamation Agreement)	1		
74	CO-OPS	CR5	Co-ops Amendment (of Statute)	1		
75	CO-OPS	CR8	Co-ops Application for Exemption of Auditing Requirements	1		
76	CO-OPS	CR4	Co-ops Appointment of an Auditor	1		
77	CO-OPS	CR6	Co-ops Change Co-operative constitution	1		
78	CO-OPS	CR2; CR3; CR7	Co-ops Change an old registration number to a new registration number	1		
79	CO-OPS	CR3	Co-ops Change of address and contact particulars	1		
80	CO-OPS	CR6	Co-ops Change of financial year end	1		
81	CO-OPS	CR6	Co-ops Change of name	1		
82	CO-OPS	CR6	Co-ops Change of registered address	1		
83	CO-OPS	CR6	Co-ops Changes to co-operative share capital	1		
84	CO-OPS	CR6	Co-ops Changes to the Board of Directors	1		
85	CO-OPS	CR7	Co-ops Compliance	1		Annual Financial Statement
86	CO-OPS	CR6	Co-ops Conversion of a Co-ops to	1		

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
			another kind of Co-op			
87	CO-OPS	CR1	Co-ops Co-op Conversion of a Company to a Cooperative	1		
88	CO-OPS	CR9	Co-ops Deregistration (Voluntary)	1		
89	CO-OPS		Co-ops Deregistration (Non-Compliance and by Court Order)	1		Annual Financial Statements
90	CO-OPS	CR1	Co-ops Division of Co-operatives (Amalgamation Agreement)	1		
91	CO-OPS	CR9	Co-ops Liquidation of a Co-op (voluntary & by court order)	1		
92	CO-OPS	CR2	Co-ops Lodge a return relating to Directors	1		
93	CO-OPS	CR1; CR8; CR4	Co-ops Registration of a Co-operative (Primary, secondary, tertiary)	1		
94	CO-OPS	CR5	Co-ops Registration of a Co-operative name		1	
95	TRADE MARK	TM2	TM Amendment of goods/services	1		
96	TRADE MARK	TM2	TM Amendment of the Mark	1		
97	TRADE MARK	TM1	TM Application to register a Trade Mark		1	Fully automated. Customers may choose to file manually
98	TRADE MARK	TM6	TM Assignment of a Trade Mark	1		

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
99	TRADE MARK	TM2	TM Association between Trade Mark	1		
100	TRADE MARK	TM1	TM Bulk application to register Trade Mark (CUBA)		1	Fully automated. Customers may choose to file individually/manually
101	TRADE MARK	TM2	TM Certified extract from the Register of Trade Mark	1		
102	TRADE MARK	TM2	TM Change of address for service	1		
103	TRADE MARK	TM2	TM Change of name of applicant	1		
104	TRADE MARK	TM2	TM Change of physical address of applicant	1		
105	TRADE MARK		TM Conduct a preliminary search		1	Fully automated
106	TRADE MARK	TM2	TM Correction of clerical error	1		
107	TRADE MARK	TM2	TM Dissolution of association	1		
108	TRADE MARK		TM Maintenance Before - same as after	1		
109	TRADE MARK		TM Opposition	1		Manual lodgement only (email and physical paper based)
110	TRADE MARK	TM7	TM Record of a registered user	1		
111	TRADE MARK	TM5	TM Renewal of a Trade Mark		1	
112	TRADE MARK	TM2	TM Request a special search	1		
113	TRADE MARK	TM2	TM Request by applicant to enter an endorsement	1		

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
114	TRADE MARK	TM2	TM Restoration of a Trade Mark	1		Manual lodgement only (email and physical paper based)
115	TRADE MARK		TM Certificates	1		
116	TRADE MARK		TM Acceptance	1		Issuing of Notice of Acceptance automated
117	PATENTS		PT Advertising Design Applications on Patent Journal		1	
118	PATENTS	P12; P13	PT Amendment of complete specification	1		
119	PATENTS	P11	PT Amendment of provisional specification	1		
120	PATENTS	P4	PT Application by patent attorney who has been suspended or removed from register	1		
121	PATENTS	P1; P7; P8	PT Application for a patent with a complete specification		1	
122	PATENTS	P1; P6	PT Application for a patent with a provisional specification		1	Hybrid with back-office intervention. Customers may file manually
123	PATENTS	P10	PT Application for extension of time to pay renewal fees	1		
124	PATENTS	P25	PT Application for PCT		1	Automated. Through WIPO (Attorneys). Can be filed manually
125	PATENTS		PT Application for perusal of file	1		
126	PATENTS	P20	PT Application for revocation	1		

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
127	PATENTS	P4	PT Application for revocation of independent patent and grant of patent of addition as independent patent	1		
128	PATENTS	P21	PT Application for voluntary surrender	1		
129	PATENTS	P4	PT Application of extension of time for acceptance of complete specification	1		
130	PATENTS	P4	PT Application to amend or lodge a fresh application	1		
131	PATENTS	P4	PT Application to extend period for publication of acceptance	1		
132	PATENTS	P4	PT Application to extend privileges of patent attorney	1		
133	PATENTS	P4	PT Application to rectify register	1		
134	PATENTS		PT Bulk application to register a Patent (CUBA)		1	Fully automated. Customers may choose to file manually
135	PATENTS	P4	PT Cancellation of notice of hypothecation	1		
136	PATENTS	P4	PT Change of address for service	1		
137	PATENTS	P4	PT Change of complete specification into provisional specification	1		
138	PATENTS	P4	PT Claim priority	1		
139	PATENTS	P4	PT Correction of clerical error	1		

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
140	PATENTS	P4	PT Endorsement or cancellation of endorsement	1		
141	PATENTS		PT Examination and acceptance	1		
142	PATENTS	P1	PT Late claiming priority	1		
143	PATENTS	P5; P8	PT Late lodgement of documents	1		
144	PATENTS	P19	PT Lodging opposition	1		
145	PATENTS	P22	PT Notice of future proceedings	1		
146	PATENTS	P10	PT Patent renewal	1		
147	PATENTS		PT Patent Restoration			
148	PATENTS	P4	PT Post-dating application	1		
149	PATENTS		PT Public Patent Search		1	
150	PATENTS	P17	PT Register as a patent customer or attorney	1		
151	PATENTS		PT Registration certificate	1		
152	PATENTS	P18	PT Removal from register as patent customer or attorney	1		
153	PATENTS	P14; P16	PT Supplementary disclosure in patent specification	1		
154	PATENTS		PT Patent Journal Downloads		1	
155	DESIGNS	D5	DS Addressing deficiencies in the application	1		
156	DESIGNS		DS Advertising Design Applications on Patent Journal		1	

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
157	DESIGNS		DS Application for copies of documents	1		
158	DESIGNS		DS Application for perusal of file	1		
159	DESIGNS	D5	DS Assignment of Design	1		
160	DESIGNS		DS Bulk application to register Designs (CUBA)		1	Fully automated. Customers may choose to file individually/manually
161	DESIGNS	D5	DS Change of name of applicant	1		
162	DESIGNS		DS Change of residential address or address for service	1		
163	DESIGNS		DS Correction of errors in wording	1		
164	DESIGNS		DS Correction of errors of representation	1		
165	DESIGNS		DS Examination and Acceptance	1		
166	DESIGNS	D1; D3; D6; D8	DS New design application		1	Automated. Customer can choose to file manually
167	DESIGNS		DS Registration certificate	1		
168	DESIGNS		DS Registration of a Design		1	
169	DESIGNS	D10	DS Renew a design	1		
170	DESIGNS		DS Restoration of a design	1		
171	COPYRIGHT & IP ENFORCEMENT		CIPE Assessment of complaint	1		
172	COPYRIGHT & IP ENFORCEMENT		CIPE Stakeholder training and capacity building	1		
173	COPYRIGHT		CR Accreditation of Collecting Society	1		
174	COPYRIGHT		CR Amendments of Films and Visual Recordings		1	Automated (hybrid). Customer can choose to file manually

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
175	COPYRIGHT		CR Bulk application to register Copyrights (CUBA)		1	Fully automated. Customers may choose to file individually/manually
176	COPYRIGHT		CR Copyright process		1	Automated (hybrid). Customer can choose to file manually
177	COPYRIGHT		CR Counter statement	1		
178	COPYRIGHT		CR Notice of opposition	1		
179	COPYRIGHT		CR Oppositions to Registration of Films and Visual CR Recordings	1		
180	COPYRIGHT	RF1; RF2; RF3; RF9	CR Registration of Films and Visual Recordings		1	Automated (hybrid) Customer can choose to file manually
181	OMBUD		OMBUD Investigate & resolve service delivery & administration complaints	1		
182	CLIENT SERVICES		CE Customer registration		1	Generic: all domains
183	CLIENT SERVICES		CE Password reset		1	Generic: all domains
184	CLIENT SERVICES		CE Customer transactions		1	Generic: all domains
185	CLIENT SERVICES		CE Document status		1	Generic: all domains
186	CLIENT SERVICES		Certificates and Disclosures		1	Generic: all domains
188	CLIENT SERVICES		Top up	1		Top up of balance in customer account. Interim solution until payment model is deployed to all processes
189	GENERIC ALL		Tracking/Indexing of Application	1	1	Related to online, and manual lodgements
190	GENERIC ALL		Disclosure Application for perusal of file	1		Request via email or telephonically
191	GENERIC ALL		Disclosure Application for copies of documents		1	Request via email or telephonically

#	UNIT	FORM CODE	PROCESS NAME	MANUAL ONLY	HYBRID & AUTO	COMMENTS
192	GENERIC ALL		QRS: Enterprise enquiry		1	
193	GENERIC ALL		Supplier Invoice Tracking		1	
194	GENERIC ALL		Ceding of Individual Rights		1	
195	GENERIC ALL		Transacting on behalf of clients		1	
196	GENERIC ALL		Booking System		1	

## ANNEXURE C – Output Targets within the dtic-group of Entities

### Investment

<b>Output</b>
R200 billion in investment pledges secured across the state
100 Investor facilitation and unblocking interventions provided
2 new SEZs designated and support work with provinces related to industrial parks

### Industrial production

<b>Output</b>
R40 billion in additional local output committed or achieved
R40 billion in Black Industrialist output achieved

### Exports and trade

<b>Output</b>
R700 billion in manufacturing exports
R300 billion in manufacturing exports to other African countries
R2.5 billion in exports of Global Business Services (GBS)
1 Implementation of the AfCFTA
10 High impact trade interventions completed
4 Protocols finalised under the AfCFTA

### Industrial support

<b>Output</b>
R30 billion in support programmes administered by or in partnership with the dtic group
R15 billion support programmes to enterprises in areas outside the 5 main metros
R8 billion in financial support programmes to SMMEs, and women and youth-empowered businesses
R7.5 billion in financial support programmes to enterprises in labour absorbing sectors
Promotion of a transparent and just adjudication process for incentive applications

## Transformation

<b>Output</b>
R800 Million in Equity Equivalent Investment Programme agreements agreed or administered
20 000 additional workers with shares in their companies
10 high-impact outcomes on addressing market concentration, at sector or firm level.

## Jobs

<b>Output</b>
1 million jobs supported or covered by Master Plans
100 000 jobs to be created (50 000 social economy fund part-time or temporary job opportunities and 50 000 full-time jobs)
23 000 jobs in Black Industrialists firms

## Energy

<b>Output</b>
R1.3 billion in financial support to enterprises including SMMEs to mitigate impact of load shedding through energy resilience fund
1400 Megawatts of energy from projects facilitated
550 Megawatts of energy available for the grid
1 Energy One-stop Shop operational
Expedited regulatory amendments and flexibility, to promote energy efficiency

## Green economy targets

<b>Output</b>
1 Strategy and advocacy finalised responding to green non-tariff barriers (Carbon Border Adjustment Mechanism (CBAM))
1 EV Strategy finalised
1 Finalisation of green hydrogen commercialisation framework

#### 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

#### Addressing crime

<b>Output</b>
Grey-listing: Publication of 'Know Your Shareholder' Regulations and Follow Ups
1 Metal trading system developed to identify stolen public infrastructure entering the scrap metal value-chain, export market or legitimate metal production industry

#### Red tape and state capability targets

<b>Output</b>
4 High-impact measures to improve the efficiency and/or effectiveness, of the dtic's policy or programme interventions.
10 High-impact measures to reduce red tape or improve turnaround times in administration of incentives and work of agencies
6 Impact assessments or enhancements of trade instruments or measures

#### Improving the capacity and responsiveness of the state and social partnership

<b>Output</b>
4 Pieces of priority legislation amended, tabled, or submitted to Executive Authority, Cabinet or Parliament.
7 Master Plans managed and 1 new masterplan to be finalised.
Oversight of IDC, NEF and ECIC to ensure that at least 95% of planned KPIs are achieved

<b>Output</b>
Oversight of other entities to ensure that at least 95% of planned KPIs are achieved
50 Mergers and acquisitions where public interest conditions have been incorporated