



Companies and Intellectual
Property Commission

a member of **the dtic** group


CIPC


FOURTH QUARTER

PERFORMANCE REPORT

2024/25

Approval of the Report

Endorsement of Support by the Audit Committee
I hereby support the endorsement of the report.
Signature: 
Name: <u>JEN KOWAR</u>
Rank: <u>CHAIRPERSON: AUDIT COMMITTEE</u>
Date: <u>30 April 2024</u> 2025

Endorsement by the Accounting Authority
I hereby support the endorsement of the report.

Signature: _____
Name: <u>Adv Rory Voller</u>
Rank: <u>Commissioner</u>
Date: <u>30/04/2025</u>

NB: For the purpose of this Report, **Accounting Officer** = the person responsible for the daily operations of the entity (e.g., CEO) and **Accounting Authority** = a person representing a body that provides oversight over the entity (e.g., Board / Tribunal Chairperson) and / or Minister's direct Reportee (e.g., Commissioner / CEO)

Acronyms and Abbreviations

Abbreviations	Description
AfCFTA	African Continental Free Trade Area
AG	Auditor-General
AGOA	African Growth and Opportunity Act
AGSA	Auditor-General South Africa
AI	Artificial Intelligence
AML	Anti-Money Laundering
AOP	Annual Operational Plan
APP	Annual Performance Plan
ATAT	Average Turn Around Time
BBBEE	Broad Based Black Economic Empowerment
BCM	Business Continuity Management
BISG	Business Intelligent Services Group
BRICS	Britain, Russia, India, China, South Africa
CC	Close Corporation
CCDR	Corporate Compliance and Disclosure Regulation
CEO	Chief Executive Officer
CFT	Combating Financing of Terrorism
CGSE	Corporate Governance, Surveillance and Enforcement
CIPC	Companies Intellectual Property Commission
the dtic	Department of Trade Industry and Competition
ELP	Experiential Learning Programme
EMIA	Export Marketing and Investment Assistance
EPO	European Patent Office
ESG	Environmental, Social, and Governance
EU	European Union
FATF	Financial Action Task Force
FDI	Foreign Direct Investment
GNU	Government of National Unity
GRC	Governance Risk and Compliance
HR	Human Resources
IAP	Inventor Assistance Programme
ICT	Information and Communication Technology
INPI	Instituto Nacional da Propriedade Industrial - National Institute of Industrial Property
IP	Intellectual Property
IPO	Initial Public Offering
IT	Information Technology
JSE	Johannesburg Stock Exchange
KIPP	Khoebo Innovation Promotion Programme
KPI	Key Performance Indicator
LAN	Local Area Network
MOI	Memorandum of Incorporation
OTP	One Time Pin
PCT	Patent Cooperation Treaty
PDP	Personal Development Plan

Abbreviations	Description
PRINP	Phokwane Regional Innovation Networking Platform
QRS	Query Resolution System
SA	South African
SARS	South African Revenue Services
SDS	Service Delivery Standard
SEDFA	Small Enterprise Development and Finance Agency
SMME	Small Medium-Micro Enterprise
SSE	Substantive Search and Examination
SSSF	Spaza Shop Support Fund
TAT	Turn Around Time
VAT	Value Added Tax
WIPO	World Intellectual Property Organisation
XBRL	eXtensible Business Reporting Language

Contents

Approval of the Report	2
Acronyms and Abbreviations	3
Contents.....	5
List of Tables.....	6
List of Figures	6
1. Executive Summary	7
2. Performance Against Strategic Objectives.....	15
2.1 Programme 1: Service Delivery and Access.....	15
2.2 Programme 2: Innovation and Creativity Promotion	18
2.3 Programme 3: Business Regulation and Reputation	22
3. Operational Highlights.....	25
4.1 Operational Achievements.....	25
4.2 Significant Projects	25
4.3 Partnerships and Collaborations.....	26
4. Challenges and Mitigations	28
5 Customer and Stakeholder Engagement	31
5.1 Successes	31
5.2 Challenges.....	31
5.2 Recommendations.....	32
6. Conclusion	33
Ancillary Tables – For the purpose of gathering data.....	34
Annexure A - Governance Risk and Compliance Risk.....	41
Purpose	41
Highlights.....	41
Governance and Ethics	41
Risk Management.....	43
Progress on Implementation of Risk and Fraud Plan.....	44
Fraud Prevention	45
Compliance with GRC Policies	48
Business Continuity Risk Management	48
Resource Management	48
Focus For the Next Quarter	49
Annexure B – Internal Audit Findings.....	50
Purpose of the Report.....	50
Summary of all Unresolved Internal Audit Findings	50

Internal Audit Findings	50
Auditor General Findings 2023/24	53

List of Tables

Table 1: Programme 1 Performance Table.....	16
Table 2: Programme 2 Performance Table.....	19
Table 3: Programme 3 Performance Table.....	23
Table 4: Customer Contact: Call Centre, QRS, and social media	32
Table 5: Key Services – Volumes, Average TAT and SDS.....	34

List of Figures

Table 1: Programme 1 Performance Table.....	16
Table 2: Programme 2 Performance Table.....	19
Table 3: Programme 3 Performance Table.....	23
Table 4: Customer Contact: Call Centre, QRS, and social media	32
Table 5: Key Services – Volumes, Average TAT and SDS.....	34

1. Executive Summary

This document represents an overview of the Companies and Intellectual Property Commission's (CIPC) 2024/25 Fourth Quarter performance against its goals, objectives, and targets, as outlined in its plans, the CIPC Strategic Plan, the Annual Performance Plan (APP), and the Annual Operational Plan (AOP) for the 2024/25 reporting period. These are plans set against the legislative and policy mandate of the CIPC in terms of their contribution to broader national objectives.

The CIPC derives its mandate from the Companies Act 71 of 2008, as amended, herein after referred to as the Companies Act, 2008., It aims to align company law with the principles of South Africa's Constitution, specifically the Bill of Rights. Furthermore, the Act plays a pivotal role in fostering economic development by encouraging entrepreneurship, simplifying company formation, and promoting transparency and high corporate governance standards. It also seeks to drive innovation and investment in South African markets, reaffirm the significance of companies for economic and social benefits, and create conditions conducive to capital aggregation and risk management. Additionally, the Act supports non-profit companies, balances shareholders and director rights, and encourages the efficient and responsible management of companies, contributing to the broader goal of enhancing the country's economic welfare and competitiveness.

The CIPC's strategic intent is to contribute to the well-being of the country by expressing the purpose of the Companies Act, this is done by making it easy to do business in South Africa (SA), regulating the business and Intellectual Property (IP) environment, contributing to SA becoming an investment destination, and enabling the protection and commercialisation of innovation. In addition, the CIPC's goal is to leverage knowledge assets and networks to support third-party decision-making.

At the heart of CIPC's operations are its core values, derived from the Batho Pele principles:

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

This report represents the CIPC's move towards reporting on the regulator's impact on South Africa's economy, emphasising its dedication to significantly shaping the nation's economic landscape. The report, therefore, provides a comprehensive overview of the quarter's highlights and key achievements. It also highlights any significant changes, challenges, or opportunities that emerged during the quarter.

Significant Events in Quarter 4

The CIPC's operating environment in FY2024/25 has been shaped by several significant events, particularly in Quarter 4. These developments have direct implications for the CIPC's mandate and strategic direction.

Budget Speech 2025

On March 12, 2025, Finance Minister Enoch Godongwana presented South Africa's National Budget, proposing a 0.5 percentage point increase in Value Added Tax (VAT) for both the 2025/26 and 2026/27 fiscal years, raising the rate to 16%. This move, aimed at generating additional revenue for essential services, faced opposition from the member of parliament, which argued that it would disproportionately impact low-income citizens. The opposition sparked internal tensions within the Government of National Unity (GNU), raising concerns about political instability and heightening investor anxiety over South Africa's economic direction.

Financial Action Task Force (FATF) Greylisting Upgrade

On 21 February 2025, the Financial Action Task Force (FATF) announced the upgrade of four of the six remaining action items in South Africa's 22-point action plan, following the conclusion of its latest plenary meetings in Paris, France. This brings the total number of action items that are now largely or fully addressed to 20, reflecting continued progress in strengthening South Africa's Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) regime.

South Africa now enters its final reporting cycle, from March to June 2025, with two action items remaining. These relate to demonstrating a sustained increase in the investigation and prosecution of serious and complex money laundering cases, and the full range of terrorist financing activities in line with the country's risk profile. If these final action items are addressed within this period, South Africa could be considered for removal from the FATF greylist in October 2025.

The FATF's extension of the reporting timeline for the final two action items reflects the fact that these are the most complex and demanding requirements of any AML/CFT framework, as they require evidence of impact sustained over time. Addressing them will not only support South Africa's removal from the greylist but also strengthen its institutional capability to combat crime and corruption.

South Africa's G20 Presidency

South Africa's assumption of the G20 Presidency on 1 December 2024 marked a historic moment, placing the country at the helm of the world's most influential economic forum. Under the presidency theme "*People, Planet, and Shared Prosperity*", South Africa has strategically aligned its agenda with national and continental priorities, creating a window of unprecedented opportunity for local business sectors and public institutions.

South Africa's leadership has amplified the visibility of local enterprises in global markets, particularly in key sectors such as renewable energy, agriculture, digital services, infrastructure, and manufacturing. This presidency has facilitated the establishment of strategic partnerships and bilateral trade agreements that promote market expansion, increased Foreign Direct Investment (FDI), and technological collaboration.

The G20 Investment Roundtables held in March 2025 generated billions in new investment commitments, much of which targets green energy, fintech, and Artificial Intelligence (AI) - driven platforms—sectors that are critical for future-proofing South African businesses.

Additionally, the Business 20 (B20) engagement platform has allowed South African firms to participate in shaping global trade policy, enhancing their capacity to influence standards and practices that directly affect export competitiveness and compliance.

Importantly, the focus on digital trade, intellectual property rights, and Small Medium-Micro Enterprise (SMME) formalisation during the G20 presidency has opened the door for innovative startups and informal businesses to scale operations, access capital, and enter international value chains.

Opportunities Created for South African Enterprises

1. **Market Access and Trade Facilitation:** Through coordinated G20-led trade policy reforms, South African exporters are benefiting from reduced tariff barriers and harmonised regulatory frameworks across G20 and African markets.
2. **Sustainable Investment:** Incentives introduced under green industrial policies are enabling businesses to adopt sustainable practices while remaining competitive globally.
3. **Technology and Innovation:** G20 dialogues on digitalisation and intellectual property (IP) protection have prompted new support mechanisms for local innovators, including access to global patent systems and R&D partnerships.
4. **SMME Development:** The presidency has reinforced efforts to integrate small businesses into the global economy through funding platforms, digital literacy, and capacity-building partnerships facilitated by international development finance institutions.

Spaza Shops Registration and Funding

Mandatory Registration of Spaza Shops

On 15 November 2024, President Cyril Ramaphosa addressed the nation regarding a pressing public health crisis: recurring incidents of foodborne illnesses, which have tragically claimed the lives of children across the country. The President reported a total of 890 documented cases since September 2024, highlighting the scale and urgency of the issue.

In response, the Cabinet, led by the President, instituted a series of interventions aimed at improving food safety standards nationwide. Central to these measures was the mandatory registration of all spaza shops and food-handling facilities with their respective municipalities. Businesses failing to register or meet the requisite health standards would face closure.

The registration process required applicants to submit a comprehensive set of documents, including a correctly filled-in application form that provides personal and business details; a certified and valid copy of a South African ID; proof of residence; business registration with the CIPC; proof of ownership or permission to utilise business premises; zoning certificate and consent use or special consent use or comment from municipal city planning; certificate of acceptability or comment from environmental health supporting the application; and the municipality determined payment before a business license may be issued.

By 18 December 2024, a total of 42,915 applications had been received, with 19,385 approved. Businesses that have received acknowledgments of registration must still complete the process to obtain their trading licenses. Minister of Cooperative Governance and Traditional Affairs, Hon. Velenkosini Hlabisa, announced an extension of the original 21-day registration deadline to 28 February 2025, providing businesses additional time to comply with the new requirements.

This development presents several key considerations for the CIPC, particularly in its role in business registration and regulatory compliance:

1. **Increased Demand for Registration Services**

The mandatory registration of spaza shops drove increased demand for the CIPC's services, particularly in processing new business registrations. This requires streamlined operations and enhanced support mechanisms to manage the surge in applications effectively.

2. **Compliance Monitoring and Collaboration**

The reliance on CIPC documentation as part of the municipal registration process underscores the need for robust collaboration with local governments. Ensuring that businesses have legitimate CIPC registrations will be critical to maintaining the integrity of the broader compliance ecosystem.

Funding of Spaza Shops

On April 8, 2025, the South African government launched the R500 million Spaza Shop Support Fund (SSSF) in Soweto, Gauteng. This initiative aims to formalise and empower the informal retail sector, particularly spaza shops and SMME's registered with the CIPC. The fund provides financial support, infrastructure upgrades, and essential business training to spaza shop owners, facilitating their integration into the formal economy.

Spaza shops are integral to South Africa's economy, contributing approximately R178 billion annually to the informal sector. They play a crucial role in job creation and local commerce, especially in underserved communities. However, the process of formalisation presents challenges. Overregulation and complex registration procedures can hinder the operations of these small businesses, potentially leading to closures and job losses

The CIPC's role is pivotal in this context. By streamlining registration processes and providing support services, the CIPC facilitates the transition of spaza shops into the formal economy. This not only enhances business legitimacy but also enables access to funding and financial services. However, it's essential to balance regulatory requirements with the practical realities of small business operations to avoid unintended economic consequences.

The SSSF represents a significant step towards economic inclusion and the empowerment of small businesses in South Africa. The collaboration between government initiatives and the CIPC's supportive role is crucial in ensuring the sustainable growth of spaza shops and their contribution to the national economy.

The Africa Growth and Opportunity Act (AGOA) Recent Policy Shifts and Economic Risks

In a major policy shift, the U.S. administration announced that it would impose 31% tariffs on specific South African exports previously covered under AGOA. These new duties apply particularly to citrus products, automotive components, and certain chemicals, which had been key contributors to the AGOA-driven trade portfolio. This development comes amid rising diplomatic tensions over labour standards, intellectual property concerns, and trade transparency.

While the 2025 tariffs have strained the AGOA framework, they present an opportunity for South Africa to:

- Accelerate **trade diversification** with the European Union (EU), China, and African Continental Free Trade Area (AfCFTA) partners,

- Strengthen **domestic value chains** to reduce export dependency;
- Promote the **formalisation of informal businesses** (like spaza shops) through CIPC to ensure broader participation in global trade.

AGOA has played a crucial role in expanding South Africa’s export capabilities, but recent geopolitical and trade developments threaten these gains. The CIPC remains central to ensuring that South African businesses—especially those in agriculture, manufacturing, and informal retail—are formalised, compliant, and equipped to participate in global markets. As South Africa navigates the uncertain future of AGOA, collaboration between the CIPC, Department of Trade Industry and Competition (**the dtic**), and private sector will be vital to mitigate the risks and capitalise on emerging trade opportunities.

Toward 3.6% Growth Plan – Measuring Our Progress

Indicator	Description	Trend	Related Pillar
Business Confidence	• RMB/BER Business Confidence Index remained unchanged from 45 (Q3) to 45 (Q4)	No Change	
Consumer Confidence	• FNB/BER Consumer Confidence Index decreased from -6 (Q3) to -20 (Q4) • The decrease in confidence may be due to the weakening of the Rand and uncertainty related to the impact of a trade/tariff war	▼	
Employment	• Total number of Formal employment increased by 12 000 (0.1%) in Q4	▲	
Investment	• Foreign Direct Investment (FDI) inflows of ZAR 7.5 billion in Q4 2024, compared to outflows of ZAR 3.2 billion in Q3	▲	
Export and Trade	• Exports increased by 2.1% in Q4 2024 • Imports increased by 2.0% in Q4 2024	▲	
Inflation	• Consumer inflation decreased from 3.8% (Q3 2024) to 3% (Q4 2024)	▲	
GDP Growth	• The gross domestic product grew by 0.4% in Q4 2024 • Agriculture was largest negative contributor due to droughts and adverse weather conditions	▲	

Jobs Created	Investment	SMME Support	Int Tourist Arrival	Work Experience	Subsistence Farming	Industrial Parks & DDM	Exports	Red Tape Reduction	Miners
--------------	------------	--------------	---------------------	-----------------	---------------------	------------------------	---------	--------------------	--------

Quarter Highlights Against Strategic Objectives

Overall, in Quarter 4 of 2024/25, the CIPC met 81% of its quarterly targets, **17 of the 21** of the Q4 targets were achieved.

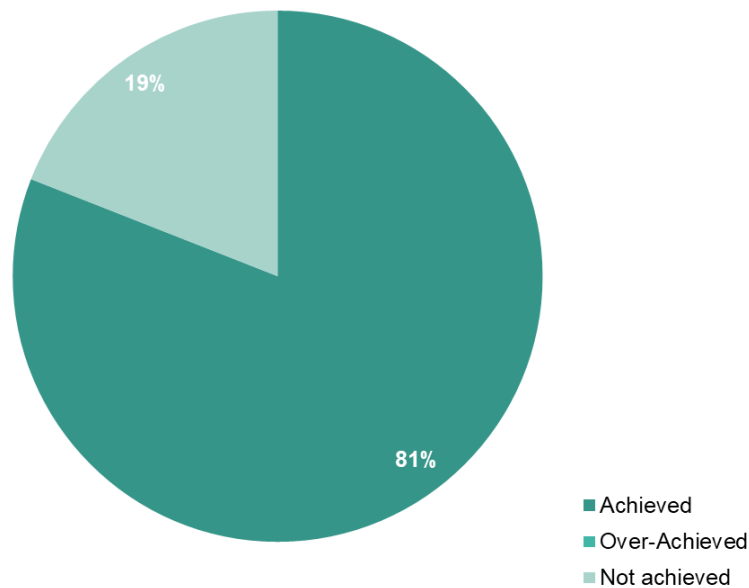


Figure 1: CIPC Overall Q4 Performance (FY2024/25)

As illustrated in Figure 2, **Programme 1 (Service Delivery and Access)** achieved **62% (5 out of 8)** of its planned targets for the quarter under review.

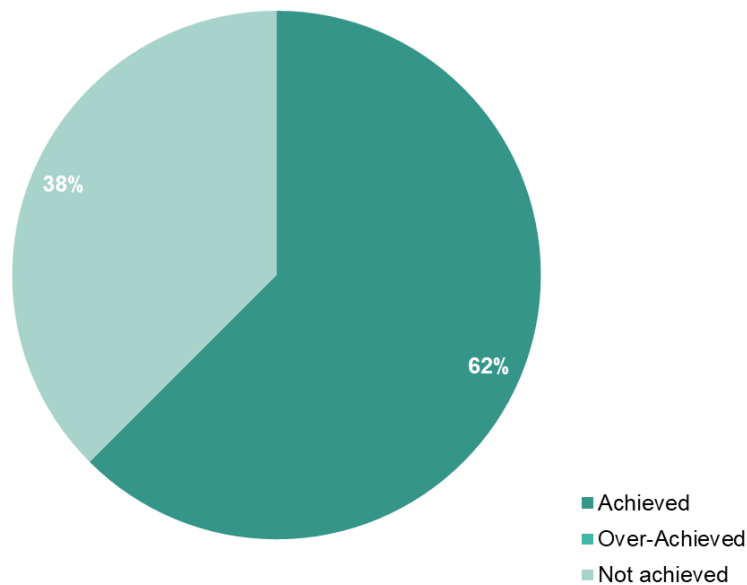


Figure 2: Programme 1 Performance, Q4 (FY2024/25)

In pursuit of **Programme 2 (Innovation and Creativity Promotion)** initiatives, the CIPC has achieved **89% (8 out of 9)** of its planned targets, as observed in Figure 3. The CIPC has continued to foster local innovation through secure registries for patents, designs, and films. Key highlights include the implementation of the Substantive Search and Examination (SSE) Experiential Learning Programme (ELP), producing six (6) non-binding work products and executing one (1) comprehensive SSE training. Moreover, the Programme has continued to implement the Inventor Assistance Programme (IAP), wherein ten (10) applications were assessed with five (5) being recommended for pairing with a *pro bono* patent attorney.

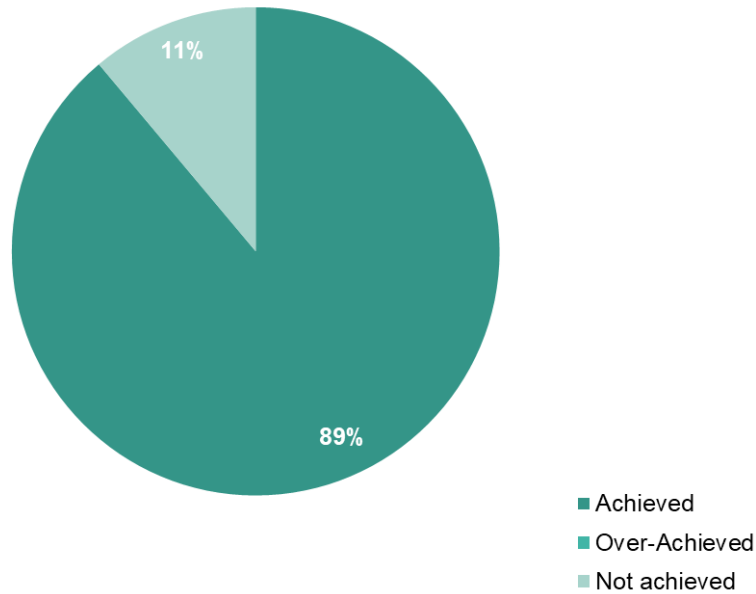


Figure 3: Programme 2 Performance, Q4 (FY2024/25)

Programme 3 (Business Regulation and Reputation) demonstrated considerable results in the quarter under review. As depicted in Figure 3, Programme 3 has achieved **100% (4 out of 4)** of its planned targets for the quarter. Key highlights of Programme 3

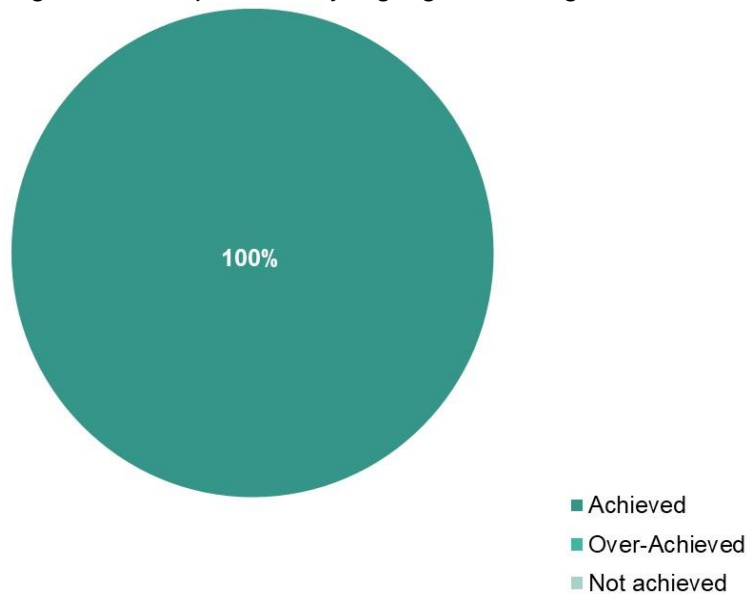


Figure 4: Programme 3 Performance, Q4 (FY2024/25)

Challenges and Mitigations

While the CIPC remained committed to delivering on its mandate, Quarter 4 presented significant challenges that tested the organisation’s capacity and operational resilience. The final deregistration process in February 2025 led to a sharp increase in reinstatement applications nearly double that of the previous quarter placing severe strain on legacy systems and limited human resources, which impacted turnaround times and annual return filings. Concurrently, a rise in new company registrations, particularly from informal sector entities such as Spaza Shops, caused increased demand in services like name reservations and the Foreigner Assurance Service, resulting in delays exacerbated by the December–January slowdown.

Emergency staff onboarding helped alleviate backlogs, but it also posed quality risks and diverted senior staff from focusing on strategic initiatives. Ongoing legacy system issues, including overloads, infrastructure failures, and data migration errors, continued to impact reliability and operational efficiency, underscoring the urgent need for long-term system upgrades. The call centre faced unprecedented pressure from the deregistration process and the implementation of the Beneficial Ownership hard stop. Additionally, staff attrition, particularly due to retirements, delayed critical automation projects and reduced the capacity for innovation, as attention shifted to managing immediate operational challenges. Despite these difficulties, BizPortal reached a significant milestone by surpassing e-Services in new company registrations, highlighting the Commission's progress in digital transformation.

Customer and Stakeholder Engagement

The CIPC continues to strengthen its reputation through proactive media engagement, consistent stakeholder communication, and targeted marketing efforts. Notable achievements this quarter included prominent participation in events such as the IP Colloquium and Proudly SA Expo, as well as successful execution of the CIPC IP Youth Awards, significantly boosting brand visibility and stakeholder relations.

However, the quarter presented challenges due to substantial increases in call volumes, primarily driven by the deregistration of over 700,000 entities and the implementation of Beneficial Ownership requirements, leading to operational backlogs. To mitigate these pressures, 11 new call center staff have been appointed, expected to begin service in May 2025.

Strategic initiatives underway include an independent review of the call centre's processes, structure, and technology, coupled with a customer segmentation analysis to enhance efficiency, operational effectiveness, and overall customer satisfaction.

The CIPC's performance in Quarter 4 of 2024/25 demonstrates its commitment to enhancing the business environment and supporting economic growth in South Africa. By addressing challenges and leveraging opportunities for improvement, the CIPC continues to align with its strategic objectives and uphold values of transparency, accountability, and excellence. As the CIPC moves into the next quarter, it remains focused on fostering a compliant, competitive, and innovative business environment for the benefit of all South Africans.

2. Performance Against Strategic Objectives

This section of the report provides a comprehensive overview of the CIPC's progress, focusing on the specific metrics and key performance indicators (KPIs) that demonstrate its achievements. The section highlights not only the strategic goals that were successfully met but also those that were exceeded, showcasing the CIPC's dedication to fulfilling its commitments. Furthermore, it emphasises the contributions made towards addressing the strategic imperatives, emphasising the pivotal role the CIPC's initiatives play in driving the organisation forward in line with its broader mission and vision.

The CIPC's strategic objectives are designed to promote economic growth and development through the efficient and effective regulation of businesses and the intellectual property system.

2.1 Programme 1: Service Delivery and Access

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

Achievements

In Quarter 4, the CIPC continued to successfully implement its Workplace Skills plan. As of Q4, 429 employees participated in developmental initiatives, as indicated by the attendance registers and bursary agreements. This is inclusive of employees who had not initially submitted their Personal Development Plans (PDPs) initially but were later included in place those who were unavailable to attend the training, ensuring there was no wasteful expenditure.

Furthermore, a significant milestone is the approval of data policies marking a significant advancement in enhancing data governance and transparency. These policies establish clear standards and procedures for data collection, management, and sharing, ensuring consistency, compliance, and accountability across the organisation. By formalising these guidelines, the CIPC has strengthened its capacity to protect sensitive information, promote informed decision-making, and foster trust among stakeholders, ultimately contributing to more efficient and effective organisational practices.

Moreover, during the financial year was the successful automation of 13 key processes. This strategic move forms part of CIPC's broader digital transformation agenda aimed at enhancing operational efficiency, reducing turnaround times, and improving overall client experience. By automating these processes, the Commission has streamlined internal workflows and minimised manual intervention, thereby enabling quicker, more seamless service delivery. This milestone not only supports the organisation's commitment to innovation and service excellence but also positions the CIPC as a progressive regulator in the digital era.

Shortcomings

In the quarter under review, the overall customer and stakeholder satisfaction rating dropped from 80% in 2022 to 77% in 2024, indicating the need for strategic intervention, especially when it comes to systems and processes related issues. The declining satisfaction ratings indicate the need for operational improvements, more effective communication, and enhanced service efficiency.

Table 1: Programme 1 Performance Table

Output	Performance Indicator/Measure	Baseline	Annual Target 2024/2025	4th Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Impact Statement #1: A world-class modern regulator							
Skills and training plan developed and implemented	Percentage employee completion of training	New Indicator	50%	25%	35%	A greater number of employees attended training	N/A
Implementation of the CIPC internship programme	Number of interns in the employ of the CIPC	New Indicator	50	50	54	Higher-than-Expected Demand from Business Units	N/A
Clean audit achieved	Number of AGSA Audit outcome reports	Clean Audit	Clean audit	1 (AGSA audit report issued with no findings)	Not Measured	N/A	N/A
Implementation of stakeholder and customer satisfaction report recommendations	Percentage overall customer and stakeholder satisfaction	8 (equivalent to 80%)	Not measured	80%	77%	Not provided	N/A
Case studies of firms, workers, entrepreneurs, professionals or communities impacted by CIPC activities	Number of Case Studies demonstrating the impact of CIPC activities on business and society	New indicator	30	20	10	Not provided	N/A
Timely payment of suppliers	Percentage of invoices paid within 20 days	New indicator	80%	80%	81%	N/A	N/A
Procurement from SA-based, B-BBEE compliant suppliers	Percentage of B-BBEE compliant suppliers (procurement above R 30000 and SA based companies)	New indicator	100%	100%	Not Achieved	Performance Information was not provided in time for verification	N/A
Automation of CIPC processes	Number of CIPC Processes Automated	New indicator	10	10	13	Additional automation initiatives were requested and	N/A

Output	Performance Indicator/Measure	Baseline	Annual Target 2024/2025	4th Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
						implemented during the financial year	
CIPC Data Strategy Developed	Number of drafts of the CIPC Data Strategy developed	New Indicator	1	Not Measured	N/A	N/A	N/A
CIPC Data Policies developed	Number of quarterly progress reports indicating the stage of development of the data policies	New Indicator	4	1	1	N/A	N/A

2.2 Programme 2: Innovation and Creativity Promotion

Programme 2: Innovation and Creativity Promotion at the CIPC facilitates and encourages local innovation and creativity by managing accurate and secure registries for patents, designs, and cinematograph films. This involves maintaining up-to-date information on companies, foreign companies, and other juristic persons as per the Companies Act. The programme oversees the regulation of royalty distribution by accredited collecting agencies and plays a significant role in the enforcement of intellectual property (IP) laws, collaborating with law enforcement agencies when necessary. Additionally, the programme focuses on educating the public about the benefits of IP registration, available remedies, and opportunities for commercialisation and industrial advancement. It conducts in-depth research to identify gaps and assess the impact of IP rights, contributing valuable insights for future policy recommendations.

Achievements

In pursuit of these objectives, Programme 2 has made notable strides in fostering innovation and enhancing its service delivery through the successful implementation of the SSE Experiential Learning Programme. A key highlight of this initiative was the production of six (6) non-binding work products per examiner, including intern examiners, alongside the execution of one (1) comprehensive SSE training initiative. These non-binding work products, comprising Written Opinions and Search Reports on patentability, play a crucial role in the experiential learning process, offering a practical glimpse into the patent examination procedure and interaction with patent attorneys, all under the adept guidance of the European Patent Office (EPO).

The CIPC further demonstrated its ongoing commitment to transforming the economy and promoting innovation through the continued implementation of its Inventor Assistance Programme (IAP). In this regard an IAP Review Committee hearing was convened. This session was dedicated to meticulously screening applications, ensuring that only those with the potential for significant impact and alignment with the programme's objectives were advanced. Ten (10) applications were assessed in the meeting of which five (5) were recommended for pairing with a *pro bono* patent attorney. Notably, four (4) of the five (5) recommended applications involved patents, while one (1) pertained to functional designs.

Table 2: Programme 2 Performance Table

Output	Performance Indicator/Measure	Baseline	Annual Target 2024/2025	4 th Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Impact Statement #1: A world-class modern regulator							
Implementation of Experiential Learning Project (ELP) with the SSE team	Number of non-binding work products issued per examiner ¹ in line with SSE Experiential Learning	24	24	6	6	N/A	N/A
	Number of SSE Training initiatives	4	1	1	1	N/A	N/A
	Number of SSE training programmes developed	New Indicator	1	1	1	N/A	N/A
Sustainable job creation through implementation of Experiential Learning Project (ELP)	Number of new sustainable permanent jobs created through implementation of the Experiential Learning Project (ELP) of the SSE Programme	N/A	Not Measured	Not Measured	N/A	N/A	N/A

¹ Work product includes Search Report and a Written Opinion on patentability such a work product will in future be issued to an applicant

Output	Performance Indicator/Measure	Baseline	Annual Target 2024/2025	4 th Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
via the SSE programme	Number of new permanent positions created through implementation of ELP the SSE Programme advertised	N/A	20	20	25	Not provided	N/A
Inventor Assistance Programme (IAP) implemented	Number of IAP Review Committee meetings to screen applications	4	4	1	1	N/A	N/A
	Number of Annual Status Reports tracking the status of ² paired applications ³	1	1	1	1	N/A	N/A
Impact Statement #3: Investor confidence in SA businesses and innovations							
Compliance with Regulations by Accredited Collecting Societies	Number of annual audit reports on promoting compliance with regulations by Collecting Societies conducted by the CIPC	1	1	1	0	Not provided	N/A

Number of Annual Status Reports¹ tracking the status of paired applications³

Output	Performance Indicator/Measure	Baseline	Annual Target 2024/2025	4 th Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Efficient and Effective collection and distribution of royalties for the benefit of local musicians	Rm Royalties distributed by Collecting Societies to local musicians	New Indicator	R100m	R100m	R105.8m	Not Provided	N/A
Increase IP regulatory compliance monitoring capacity within Law Enforcement to enhance their capacity to deal with IP Crimes with the goal of creating a conducive environment for investment	Number of IP Enforcement Operations Report which specifies the impact on jobs and the investment environment	1	1	1	1	N/A	N/A

2.3 Programme 3: Business Regulation and Reputation

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

Achievements

In its quest to achieve its objectives, Programme 3 has met and exceeded its corporate education and awareness target. The persistent focus on public education and awareness regarding regulatory compliance and the array of services offered by the CIPC has the potential to empower both the public and CIPC stakeholders, fostering a culture of understanding and adherence to legal frameworks essential for conducting business.

Through the analysis of compliance checklist data, the Corporate Surveillance and Enforcement unit identified and targeted areas of non-compliance, utilising data insights to proactively drive investigations. This approach has enabled the team to remain agile, enhancing business intelligence to support timely, informed decisions on compliance enforcement, leading to the unit overachieving on the annual target four times over.

Table 3: Programme 3 Performance Table

Output	Performance Indicator /Measure	Baseline	Annual Target 2024/2025	4 th Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Impact statement #2: Ease of doing business							
Awareness initiatives aimed at SMMEs	Number of corporate education and awareness initiatives conducted	30	40	6	28	Due to influx of invitations to webinars and events, as well as requests from CIPC business units to host webinars on specific subjects.	N/A
Impact Statement #3: Investor confidence in SA businesses and innovations							
Pro-active Investigations in response to contraventions of Companies Act No 71 of 2008 on Companies identified on State Capture Commission Report	Number of Pro-Active Investigations in response to contraventions of the Companies Act No 71 of 2008 by Companies identified in the State Capture Report	3	4	1	Annual Target Achieved in Q1 (9)	Investigations focused on director delinquency investigations; 9 directors investigated for director delinquency	N/A
Targeted proactive pre-investigations	Number of targeted proactive pre-investigations	7	4	1	Annual Target Achieved in Q2 (16)	The team leveraged on the use of data analysis on the Compliance Checklist filings to detect the non-compliance	N/A
Reports on Tracked Capital Raised through IPOs to promote regular tracking of investments	Number of Prospectus Reports (Quarterly monitoring and Annual Reporting of Capital Raised)	Quarterly and Annual Reports on Capital Raised through IPO's	4	1	1 (4 quarterly reports and 1 annual report)	1 (1 Quarterly report and 1 annual report)	N/A

Output	Performance Indicator /Measure	Baseline	Annual Target 2024/2025	4 th Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Incorporate ESG Taxonomy into our CIPC Base Taxonomy as an initiative to address climate change	Updated CIPC XBRL Taxonomy aligned with government initiatives to address climate change (Gap Analysis Report on adoption of ESG)	Phased Implementation of ESG reporting, 2-3 multi-year implementation	Approved Report confirming CIPC Position to adopt ESG standards	Not Measured	N/A	N/A	N/A

3. Operational Highlights

This section of the quarterly report provides an overview of the CIPC's operational achievements, key activities, and service delivery highlights. It delves into the efforts to improve processes, including the significant strides made in automating key processes. Additionally, this section shines a spotlight on the CIPC's new partnerships, contracts, and noteworthy projects and how the organisation has leveraged existing partnerships, all contributing to the commission's continued growth and development.

The information represented in this section was gathered from the following units:

- (i) Corporate Compliance and Disclosure Regulation
- (ii) Directors, Members and Practitioners
- (iii) Innovation, Policy, and Outreach
- (iv) Patents and Design

4.1 Operational Achievements

The CIPC's dedicated units have demonstrated significant strides in enforcement, technological advancements, and support systems aimed at fostering economic development and compliance.

Business Rescue

During the quarter under review, notable progress was achieved in implementing key operational interventions within the Business Rescue domain. A significant improvement was observed in the quality of reports submitted by Business Rescue Practitioners, which has enhanced the accuracy of performance evaluations and progress tracking. This development is a direct outcome of the ongoing automation initiative, reinforcing the organisation's capacity to deliver data-driven insights into the efficacy and challenges of Business Rescue proceedings.

Looking ahead, the organisation is in the process of developing online training material aimed at capacitating directors and members of companies and close corporations on Business Rescue processes. Furthermore, the collaboration with **the dtic**, has intensified advocacy efforts. This includes hosting a joint webinar in partnership with Werksmans Attorneys which is aimed at raising awareness and strengthening the impact of Business Rescue as a critical mechanism for corporate recovery.

4.2 Significant Projects

Beneficial Ownership Register Enhancement

During Q4, significant progress was made on the ongoing development and enhancement of the beneficial ownership register and its automated functionalities. The most notable achievements included comprehensive education and awareness initiatives conducted to support stakeholders, substantial improvements in the back-office workflow system, successful integration with STRATE and other critical stakeholders, and facilitating law enforcement agency (LEA) access to the register. Despite these advancements, several challenges persisted. Key among these were technical issues impacting system stability, difficulties in validating identities through the Department of Home Affairs, and ongoing challenges related to establishing effective agreements for validation or discrepancy reporting with key stakeholders, notably the Banking Association of South Africa (BASA). Continued efforts are required to address these concerns moving forward.

IP BRICS

CIPC participated in a meeting hosted by National Institute of Industrial Property (INPI) Brazil on a project evaluating AI-assisted prior art searches in patent examination, conducted from

2023 to 2024. The study revealed that AI tools enhanced search speed and efficiency but faced accuracy challenges, with examiner oversight improving results. Manual searches remained more reliable in certain instances. INPI Brazil created a questionnaire to assess AI's impact, which will incorporate Britain, Russia, India, China, South Africa (BRICS) input before release, though no completion date was given. During the quarter under review, CIPC reviewed the IP BRICS Horizon project publication, submitting feedback to the BRICS focal point.

4.3 Partnerships and Collaborations

Effective partnerships and collaborations, both local and international, are essential for enhancing efficiency, harnessing the resources of its valued partners, and facilitating the sharing of information and resources where relevant. This association involves sharing best practices, engaging in collaborative efforts, targeted capacity-building programmes, and initiatives to raise awareness about intellectual property. It also entails keeping abreast of international developments to support the modernisation of IP legislation and regulations, ultimately leading to improved efficiency and service delivery.

Collaboration empowers the CIPC and CIPC partners to work harmoniously, pooling knowledge, expertise, and resources towards shared objectives. This cooperative spirit yields benefits such as heightened productivity, enhanced efficiency, improved communication, cost savings, a culture of innovation, and the nurturing of stronger business relationships.

Business collaboration at the CIPC takes various forms, with options including strategic alliances and joint ventures. In the current quarter, CIPC has diligently cultivated and leveraged partnerships in alignment with its mandate to become a world-class regulator, thereby enhancing the ease of doing business in South Africa.

Platinum Incubator

The MoU between the Platinum Incubator and CIPC was concluded, next steps as per this cooperation agreement are being explored. As a first step, the process of CIPC assisting the incubator to formulate their IP policy is currently underway.

Additionally, inputs from the Incubator on the draft IP policy were received on in February and incorporated into the document. The document was sent back to the Incubator for a final review. A meeting with the incubator is envisaged for the first quarter of the new financial year 2025/26, to finalise this policy document.

Investor Assistance Programme (IAP) Roadshow

During the quarter under review, CIPC leveraged its partnership with World Intellectual Property Organisation (WIPO) through the co-implementation of the Inventor Assistance Programme (IAP) at the Platinum Incubator. CIPC also collaborated with **the dtic**, the Northern Cape Department of Economic Development and Tourism, Small Enterprise Development and Finance Agency (SEDFA), and Phokwane Regional Innovation Networking Platform (PRINP) to conduct a roadshow aimed at bringing essential business and Intellectual Property (IP) services closer to entrepreneurs and innovators in the Northern Cape.

The outreach workshops attracted over 100 participants per day, featuring presentations from key stakeholders, including South African Revenue Services (SARS) and the Technology Transfer Office of Sol Plaatje University. Various support programmes such as Support Programme for Industrial Innovation (SPII), Export Marketing and Investment Assistance (EMIA), Khoebo Innovation Promotion Programme (KIPP), and the Inventor's Assistance Programme were shared with attendees.

Efforts were made to tailor presentations to a diverse audience, including the elderly and youth, with the use of Setswana in some sessions to enhance accessibility. The initiative highlighted a critical gap in public awareness of intellectual property, underscoring the need for continued outreach, simplified communication, and inclusive IP education to empower communities and foster local innovation.

4. Challenges and Mitigations

Reflecting upon the dynamic nature of the CIPC's operational environment, ongoing examination of the challenges, obstacles, and lessons learned is essential to facilitating continuous improvement. These challenges not only demonstrate our commitment to addressing complex issues but also highlight our dedication to driving progress. The CIPC firmly believes that a candid assessment of these obstacles is essential for a genuine appreciation of the progress achieved in our endeavours.

The following section focuses on the challenges encountered during Quarter 4 of the 2024/25 financial year. Acknowledging and addressing these obstacles directly is crucial, as they provide valuable opportunities for growth and innovation.

This section will interpret not only the challenges that have arisen but also the proactive yet to mitigate their impact. It will examine how the various divisions and units identified these challenges and harnessed their collective expertise to mitigate them, or lack thereof. It will also explore the lessons learned in the process and the improvements that have been implemented to strengthen the CIPC's approach.

The information represented herein was gathered from the following divisions:

- i) Applications and Architecture
- ii) Client Engagement
- iii) Companies and Closed Corporations
- iv) Corporate Compliance and Disclosure Regulation (CCDR)
- v) Corporate Governance, Surveillance and Enforcement (CGSE)
- vi) Directors, Practitioners and Members
- vii) Innovation, Policy and Outreach
- viii) IP Enforcement

Decline in Annual Returns Filing and reinstatement

In Quarter 4, the CIPC experienced a substantial surge in reinstatement applications due to the 2025 final deregistration process. This influx significantly strained the organisation's systems and capacity, particularly given the continued reliance on legacy infrastructure and constrained human resources. The pressure from this volume permeated across multiple operational areas, impacting turnaround times and internal efficiencies. Comparative analysis indicates that the volume of reinstatement applications nearly doubled from Quarter 3, which subsequently led to an increase in annual return filings, as these are prerequisites for the completion of the reinstatement process.

Additionally, a continued uptick in new company registrations driven in part by informal sector entities such as Spaza Shops placed further pressure on services such as name reservations and the Foreigner Assurance Service. These functions experienced delays due to exceptionally high volumes, limited staffing, and the operational slowdown during the December January leave period.

To manage the increased demand, additional resources were deployed however, the rapid onboarding process necessitated emergency training, which presented quality assurance risks. The involvement of senior staff and management in training and administrative duties further diverted attention from strategic oversight and routine operational functions. This was particularly evident as the rate of reinstatements relative to final deregistration rose markedly from 2% in the previous quarter to 5% primarily driven by companies registered within the past two years.

This heightened activity significantly stretched management capacity, reducing availability for collaboration and the advancement of new projects and innovations. Notably, however, BizPortal recorded a milestone achievement during this period: for the first time since its launch, the volume of new company registrations through BizPortal surpassed those via e-Services, marking a significant shift in user adoption and system efficiency.

A further challenge in Quarter 4 involved staff attrition, particularly due to retirement, without the timely recruitment of replacements. This posed risks to both production capacity and leadership continuity within the Companies Division. To mitigate this, key interventions have been initiated, including the recruitment of team leader positions and the acceleration of automation projects. Fast-tracked union engagements concerning the filling of critical vacancies took place in December 2024 and are expected to continue into the 2025/2026 financial year.

Data Integrity and Migration Issues

In Quarter 4, significant data integrity issues emerged due to complications during the data migration process. Errors in the migration scripts led to the incorrect display of key information, undermining the reliability of operational data. These challenges were escalated to the relevant technical teams within the Business Information Systems Group for detailed investigation and resolution. A backlog register was established to track incidents, and an interim solution was implemented to manage immediate concerns. However, the reliance on short-term fixes underscored the urgent need for a more sustainable, long-term resolution to avoid similar disruptions in the future.

Call Centre Capacity and Operational Strain

In Quarter 4, the call centre experienced significant operational strain due to an unprecedented increase in call volumes. This surge was primarily driven by the deregistration of over 700,000 entities and the implementation of the Beneficial Ownership hard stop, both of which impacted the reinstatement process. The resulting backlog placed considerable pressure on available resources. In response, 11 new staff members have been recruited and are scheduled to commence in May 2025, providing additional capacity once training is completed. Furthermore, measures are being implemented to support long-term efficiency, including an independent review of call centre operations and a customer segmentation initiative in partnership with the Innovation and Collaboration Unit.

System Overload and Legacy Infrastructure Limitations

In Quarter 4, the organisation faced several challenges that impacted operations and delivery timelines. A significant surge in company de-registrations placed unexpected strain on the legacy reinstatement system, resulting in performance issues and processing delays. While urgent stabilisation efforts were undertaken, the scale of the issue highlighted the system's limitations and accelerated the need for a long-term automated solution.

Additionally, resource constraints and shifting organisational priorities led to delays in scheduled projects, most notably the external company registration process. These delays underscored the ongoing challenge of balancing planned initiatives with emergent operational demands.

System Challenges and Legacy Systems

The persistence of legacy systems continues to present a significant barrier to operational efficiency. Various Information and Communication Technology (ICT) related challenges, including server capacity issues, missing images, and broken Local Area Network (LAN) points, have affected various units. These challenges, particularly those linked to disk space

and system infrastructure, have resulted in delays, including the production of blank applications.

Outdated systems have contributed to delays in production. Although processes are in place to address these issues, legacy systems remain a persistent challenge. These systems are prone to errors and require ongoing support from the Business Intelligent Services Group (BISG) to mitigate further delays and disruptions. To address these system limitations, the CIPC is actively working on fast-tracking the transition away from legacy platforms and implementing modernised solutions to streamline operations. However, the reliance on older systems continues to impact day-to-day operations and service delivery.

Staffing Pressures and Impact on Strategic Delivery

In Quarter 4, staff attrition particularly due to retirements created additional strain on already limited resources. The absence of immediate replacements further intensified the challenge, leaving key operational areas under-resourced. As a result, several critical automation projects were delayed and deferred to the 2025/26 period. In response, management had to shift focus from strategic initiatives to managing short-term operational issues, reducing the unit's overall capacity to drive long-term improvements and innovation.

5 Customer and Stakeholder Engagement

The information represented herein was gathered from the following divisions:

- (i) Client Engagement
- (ii) E-Communications
- (iii) Strategic Communications

The CIPC has been making efforts to build and maintain its reputation as a credible and reputable registrar and regulator of companies. Efforts to build and protect its reputation are related not only to media management but also to the way in which CIPC interacts with its customers and stakeholders.

The CIPC leverages opportunities to receive free publicity through engaging media on highlights and milestones that the CIPC achieves. Some of the engagements are to state the CIPC's position on matters that impact on our reputation. Additionally, media coverage is regularly monitored to track CIPC's reputation, track the effectiveness of media releases, and gauge media sentiments on the coverage of CIPC stories, and to identify matters that are likely to become issues and take corrective action.

5.1 Successes

In the quarter under review, the CIPC has made great strides in its marketing and communication partnership that greatly strengthened CIPC's collaborative efforts. This alliance allowed for the pooling of marketing and media resources, creating a unified and impactful presence at events. Key achievements included CIPC's participation in the IP Colloquium at the Heartfelt Arena, where the brand was prominently featured through branded items. Additionally, providing CIPC-branded gifts to scholars, further enhancing the partnership and promoting intellectual property awareness.

Additionally, CIPC attended the Proudly SA Expo at the Sandton Convention Centre to raise awareness of its services, with CIPC representatives providing onsite support and information to attendees. Another significant milestone was CIPC IP Youth Awards, an event that underscored the organisation's commitment to empowering youth through intellectual property education. The team curated and distributed branded gift packages to judges and award recipients, reinforcing consistent brand visibility and stakeholder appreciation.

5.2 Challenges

A critical challenge, during the quarter was an exceptionally high volume of calls received by the client engagement team. This marked a notable increase compared to both the preceding quarter and the same period last year. A significant contributor to this surge was the deregistration of more than 700,000 entities, leading to an increased demand for assistance from affected clients.

Additionally, the implementation of the Beneficial Ownership requirement had a major impact on call volumes. Entities seeking to reinstate their registrations were obligated to submit their Beneficial Ownership details prior to reinstatement, resulting in considerable backlogs and elevated call traffic as clients navigated this new process.

To address these challenges, recruitment efforts have successfully concluded with the onboarding of 11 new call centre staff members, scheduled to commence on 1 May 2025. The expanded capacity is anticipated to significantly alleviate call volumes once the new personnel have completed their training and are fully equipped to manage client engagements effectively.

5.2 Recommendations

In response to the client engagement challenges identified during Q4, several strategic initiatives have been proposed. A tender is currently being advertised to conduct an independent review focusing comprehensively on the call centre structure, employee wellness, internal processes, and technological resources. Additionally, a collaborative project has been initiated with the Innovation and Collaboration Unit aimed at performing an in-depth customer segmentation analysis. A critical component of this initiative involves enhancing the efficiency of the call centre operations, particularly by fostering stronger collaboration between the call centre and back-office functions. These combined efforts are designed to streamline interactions, improve operational effectiveness, and ultimately enhance customer experience and satisfaction.

The table below demonstrates the overall performance of the CIPC's customer contact platforms

Table 4: Customer Contact: Call Centre, QRS, and social media

Platform	Number	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Call centre	Calls received	95459	93018	81307	114665
	Calls answered	46799	45125	40636	44830
	Calls abandoned	48445	47696	40443	69411
	Lost calls	215	197	228	424
	% calls answered	50%	48,4%	50%	39%
Query Resolution System	Queries received	N/A ⁴	N/A	N/A	N/A
	Queries closed	N/A ³	N/A	N/A	N/A
	Queries closed within 10 days	N/A ³	N/A	N/A	N/A
	Average Turnaround Time (ATAT)	N/A ³	N/A	N/A	N/A
Facebook	Queries received	17566	11471	10598	15039
	Queries resolved (%)	16357	10678	10494	14877
	Average Turnaround Time (ATAT)	2H10m11s	4h2m4s	1h4m41s	1h1m37s
	SDS (24 hrs)	98%	95.70%	99%	99%
X (formerly Twitter)	Queries received	4370	3437	2465	6093
	Queries resolved (%)	4252	3225	2461	6040
	Average Turnaround Time (ATAT)	2h15m13s	4h23m17s	1h3m38s	55m16s
	SDS (24 hrs)	98%	95.70%	99.8%	99%

⁴ Due to the deactivation of the QRS in Quarter 4 FY23/24, system data is unavailable

6. Conclusion

This report outlines the CIPC's 2024/25 Quarter 4 performance against its goals, objectives, and targets, as outlined in its plans, the CIPC Strategic Plan, the Annual Performance Plan (APP). For the quarter in review, the CIPC has made significant strides towards achieving its strategic goals and objectives. In pursuit of its objectives, the CIPC has achieved 16 out of 21 of its strategic milestones for Quarter 4.

Despite notable achievements in Quarter 4, several operational challenges were encountered. The call centre experienced an overwhelming surge in call volumes, largely due to the deregistration of over 700,000 entities and the enforcement of the Beneficial Ownership hard stop, resulting in significant backlogs. Concurrently, data integrity issues emerged from migration script errors, undermining the reliability of key information and necessitating interim fixes while long-term solutions were pursued. The sharp increase in reinstatement applications further strained legacy infrastructure, leading to system slowdowns and quality concerns due to the emergency onboarding of inadequately trained personnel. Additionally, staff attrition, particularly through retirements, exacerbated resource constraints, delaying critical automation projects and shifting management focus away from strategic initiatives. Lastly, competing priorities forced the deferral of key system development efforts, including those related to external company registration and voluntary deregistration, thereby impacting the timely delivery of long-term organisational improvements.

Stakeholder and customer engagement have been pivotal in enhancing the CIPC's public perception and service delivery. Roadshows and digital communication initiatives have amplified awareness of CIPC's efforts, with high satisfaction rates in the call centre and social media platforms evidencing a customer-centric approach.

As South Africa approaches its G20 presidency in 2025, the CIPC is well-positioned to support national priorities through enhanced compliance frameworks, investor confidence initiatives, and automation. These strategic alignments ensure the CIPC not only meets immediate objectives but also contributes meaningfully to the country's long-term socio-economic goals.

The CIPC's performance in Quarter 4 has had a tangible impact on the everyday lives of South African citizens. By streamlining business processes, promoting innovation, and ensuring robust regulatory compliance, the CIPC has contributed to job creation, economic growth, and improved service delivery. The integration of intellectual property education into the national curriculum and the support for small businesses and inventors underscore the CIPC's role in fostering a culture of innovation and entrepreneurship, which is vital for the country's socio-economic development.

As the CIPC moves forward, it remains dedicated to its mission of creating a compliant, competitive, and innovative business environment. The achievements and lessons learned from this quarter provide a solid foundation for continuous improvement, ensuring that the CIPC continues to make a positive impact on both the business environment and the lives of South African citizens.

Ancillary Tables – For the purpose of gathering data

The table below illustrates performance in key service areas in terms of volume, average Turnaround Time (TAT), and percentage of transactions processed in line with Service Delivery Standards (SDS).

Based on the below, it is worth noting:

- The applications and registration volumes indicated herein may be used as an indicative measure, but the value lies in the indication of the economic and social contribution post-engagements with the CIPC. Therefore, the volumes serve as indicators of the efficiency of the CIPC in executing its mandate.

Demand for Services

Table 5: Key Services – Volumes, Average TAT and SDS

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Patent applications	Number (Local)	351	354	409	425
	Number (Foreign)	2265	1998	2150	2351
	Number (Total)	2616	2352	2559	2776
	ATAT	2	2	2	2
	SDS (2 working days)	99.53%	99.83%	100%	99.74%
Patent Application Types	Provisional Applications	272	276	328	328
	Complete Applications	391	382	435	620
	Convention Applications	416	401	534	495
	Patent Cooperation Treaty (PCT) Application	1527	1293	1251	1333
Patent Certificate	Number	1527	1306	1790	1497
	ATAT	19	19	21	19
	SDS (44 working days)	100%	100%	100%	100%
Patents Renewal	Number (Manual)	8208	7351	7187	5133
	Number (Online)	5680	4629	4448	5118
	Number (Total)	13888	11980	11635	10251
	ATAT	1	1	1	1
	SDS (3 working days)	98.37%	99.07%	99.53%	98.74%
Design Application	Number (Local)	157	102	183	129
	Number (Foreign)	192	240	215	225
	Number (Total)	349	342	398	354
	ATAT	2	2	2	2
	SDS (2 working days)	97.12%	100%	100%	100%
Designs Certificates	Number	334	312	431	296

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	ATAT	13	14	17	15
	SDS (3 working days)	100%	100%	100%	100%
Designs Renewals	Number (Manuals)	1060	834	775	1156
	Number (Online)	940	1075	992	1123
	Number (Total)	2000	1909	1767	2279
	ATAT	2	2	2	2
	SDS (3 working day)	98.7%	98.17%	99.49%	98.95%
Copyright in film applications	Number	0	0	2	6
	ATAT	1	1	1	Not available at the time of reporting
	SDS (44 working day)	100%	100%	100%	100%
Copyright in film registrations	Number	1	1	1	1
	ATAT	0	Not available at the time of reporting	Not available at the time of reporting	Not available at the time of reporting
	SDS (22 working days)	100%	100%	100%	100%
Trademark applications	Number	11003	11378	Not available at the time of reporting	9257
	ATAT	3	2	Not available at the time of reporting	3
	SDS (3 working days)	93%	94%	Not available at the time of reporting	93%
Trademark registrations	Number	7462	5308	Not available at the time of reporting	8065
	ATAT	180	180	Not available at the time of reporting	180
	SDS (90 days + 90 days)	88%	94%	Not available at the time of reporting	96%
Trademark Official Action	Number	8868	8573	Not available at the time of reporting	7744

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	ATAT	10 Months	10 Months	Not available at the time of reporting	10 months
	SDS (10 months/304 days)	88%	96%	Not available at the time of reporting	96%
Trademark Renewals	Number	7664	6503	Not available at the time of reporting	7907
	ATAT	3 Days	2	Not available at the time of reporting	3
	SDS (3 working days)	92%	96%	Not available at the time of reporting	94%
Name reservations	Number	133331	149823	173737	192462
	ATAT	1.6	1.63	1.61	1.53
	SDS	43%	64%	49%	41%
Companies Registrations	Number	117592	102182	117592	150989
	ATAT	1.17	1.01	1.17	1
	SDS	86%	100%	100%	100%
B-BBEE Certificates	Number	106670	104240	82467	Not available at the time of reporting
	ATAT	Immediate	Immediate	Immediate	Not available at the time of reporting
	SDS	100%	100%	100%	Not available at the time of reporting
Company Name Changes	Number	Not available at the time of reporting	14879	12811	15945
	ATAT	Not available at the time of reporting	0.01	1	1
	SDS	Not available at the time of reporting	87%	83%	82%
Short Standard Private and Non-Profit without	Number (e-services)	117141	101310	117141	150312
	ATAT	1	1	1	1

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
members (CoR15.1A and CoR15.1C)	Percentage within SDS (2 working days)	86%	100%	86%	100%
Private Company and Non-Profit Company with customised MOI, Public Company, State Owned Company and Incorporated Company (CoR15.1B, D and E)	Number	238	872	234	346
	ATAT	2	2	2	1
	Percentage within SDS (5 working days)	81%	88%	81%	100%
Close Corporation to Company Conversions (CoR18.1)	Number	180	503	180	327
	ATAT	2	2	2	1
	Percentage within SDS (5 working days)	88%	95%	88%	100%
Mergers or Amalgamation (CoR89)	Number	18	21	18	9
	ATAT	1	1	1	1
	Percentage within SDS (5 working days)	100%	100%	100%	100%
External Company Registration (CoR20.1)	Number	37	41	37	4
	ATAT	3	3	3	1
	Percentage within SDS (5 working days)	86%	79%	86%	100%
MOI amendments for JSE applications (CoR15.2)	Number	16	Report not Available	21	103
	ATAT	4	Report not Available.	3	4
	Percentage within SDS	63%	Report not Available	67%	14%
MOI amendments on shares (CoR15.2)	Number	428	603	230	739
	ATAT	1	1	1	1
	Percentage within SDS (5 working days)	100%	100%	100%	100%
Company address (CoR21.1)	Number	26442	31485	2226	32020
	ATAT	1	1	1	1
	Percentage within SDS	96%	96%	98%	100%

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Company financial year end (CoR25)	Number	1122	1265	1527	1670
	ATAT	1	1	1	1
	Percentage within SDS	100%	88%	85%	99%
Location of company records (CoR22)	Number	809	485	335	474
	ATAT	3	3	4	7
	Percentage within SDS	70%	85%	67%	62%
Company and Close corporation voluntary Deregistration	Number	4350	3756	2723	3560
	ATAT	4	4	2	3
	Percentage within SDS (5 working days)	62%	55%	93%	85%
Company and Close Corporation Solvent (CoR40.1) and Insolvent Liquidation (CM26Liq)	Number	890	1003	878	896
	ATAT	1	1	5	2
	Percentage within SDS (3 working days)	96%	97%	97%	97%
Amendments - Manual MOI (CoR15.2)	Number	382	427	309	1
	ATAT	4	4	1	1
	Percentage within SDS (5 working days)	87%	90%	100%	100%
Company and CC reinstatements	Number	10198	8669	7653	14621
	ATAT	7	5	4	8
	Percentage within SDS (3 working days)	23%	31%	49%	19%
Annual Returns (Service Delivery Standards)	Annual	367310	597346	969131	Not available at the time of reporting
	ATAT	N/A	N/A	N/A	Not available at the time of reporting
	Percentage within SDS (3 working days)	Immediate	Immediate	Immediate	Not available at the time of reporting

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Company and Close Corporation Annual Return Final Deregistration	Number	None	None	8610	669334
Annual Returns	Annual Returns Due	664217	1305080	1537347	Not available at the time of reporting
	Annual Returns Filed	136756	275601	501693	Not available at the time of reporting
Co-operative Registrations	Number	893	1877	1534	1318
	ATAT	1	1	1	17
	SDS (3 days)	1	1	1	1
Director Amendments	Number (Electronic/OTP)	51479	51859	48077	53734
	Number (Manual/Back Office)	1457	1531	1345	1539
	ATAT (Electronic/OTP)	Instant	Instant	Instant	instant
	ATAT (Manual/Back Office)	2	2	1	1
	Percentage within SDS (OTP)	100%	100%	100%	100%
	Percentage within SDS (Back Office)	100%	98%	80%	99%
Member Amendments	Number (Electronic/OTP)	4193	3710	3734	3634
	Number (Manual/Back Office)	1192	1712	1664	1662
	ATAT	1	1	1	1
	ATAT (Manual/Back Office)	1	1	1	1
	Percentage within SDS	99%	99%	99.98%	100%
	Percentage within SDS (Back Office)	99%	99%	99%	100%
Business Rescue Cases Registered (New)	Number	89	42	66	78
	ATAT	2	2	2	2
	SDS	2	2	2	2
Business Rescue Practitioners Registrations/Licensing	Number	85 license applications & 42 were approved	45 licenses were issued	26 Licenses issued & 73 Appointment	38 Licenses issued & 75 Appointments

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	ATAT	2	2	2	2
	SDS	2	2	2	2
Disclosures: Paper Based	Number	4290	4215	4163	4280
	ATAT	12 days	9 days	6 days	7 days
	SDS	89%	89%	89%	87%
	Revenue Collected	13.3%	60%	63%	71%
	Expenditure/Cost	R97 979.69	R114 166.72	R114 850.90	R131825.60
State Department	Number of Requests Received	2477	2424	2672	2477
	ATAT	3 Days	8 days	8 days	9 days
	Inside TAT	100%	65%	70%	70%
	Outside TAT	0%	35%	30%	30%
Mailroom	Mail received from Post Office	250	2197	210	112
	Mail collected from Divisions	3777	4141	9305	93
	Revenue Collected	R26 768.25	R23 299.32	R52 044.45	R3 359.18
Disclosure Billing: Paper Base	Disclosure Request received	4290	4215	4163	4280
	Disclosure request completed	3791	3812	3567	3687
	Outstanding ticket	499	403	596	593
	Disclosure request billed	2027	670	2767	2892
Disclosure Billing: State Department	Disclosure Request received	2563	2424	2672	2444
	Disclosure Requests completed	2380	2326	1985	2403
	Duplicate requests	183	8	0	10
	Outstanding	0	1077	687	56

Annexure A - Governance Risk and Compliance Risk

Purpose

This report provides a summary of the work carried out by the GRC division during quarter 4 of the 2024/2025 financial year.

Highlights

Summary of achievements for the quarter.

- Annual ethics awareness campaign
- Reviewed strategic risk register and risk appetite Framework
- Reviewed Risk Management and Fraud Prevention Policy

Governance and Ethics

Governance Framework

Implementation of the approved governance framework is ongoing. The alignment of the governance committees' responsibilities will follow the ongoing benchmark and review.

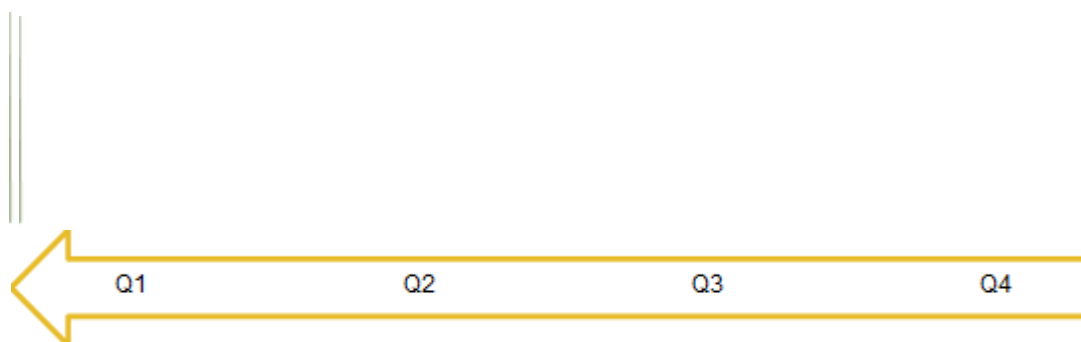
Ethics

Following the successful ethics campaign in Q3, the GRC team reviewed and analysed the feedback gathered during the sessions. The insights revealed that employees showed a strong interest in receiving ongoing ethics education and awareness on key focus areas. While developing the 2025/2026 plan, the team carefully considered the most effective strategy to ensure continuous awareness rather than once-off events. In pursuit of efficiency, the team engaged with the National School of Governance, which responded positively to potential collaborative training initiatives.

Declaration of Interest

As of 31 March 2025, compliance stood at 99%, 1% down from the same period last year.

Compliance Status Timeline 2024/2025



99%

97%

74%

99%

Key risks

- Failure to declare conflict of interest
- Incomplete and inaccurate declarations
- Impact of perceived bias by decision makers
- Inability to detect conflict of interest – inadequate or lack of process, people and technology.

The ongoing verification of form indicates deficiencies in:

- Submission and processing of declarations
- Directorship declarations
- Discrepancies in property declarations

Recommended interventions to address the weaknesses

- Education and awareness
- Automate the declaration process: In partnership with ICT, we have begun to benchmark with other entities.

Status of Policies - 31 March 2025

Comparison	No of policies	Up to date	Due for review	New Policies	In progress
Division	No of policies	Up to date	Due for review	New policies	In progress
HR	16	1	11	1	3
BISG	15	12	2	1	2
Finance	9	9	0	0	0
Facilities and security	4	4	0	0	0
Client engagement	1	1	0	0	0
GRC	7	7	0	0	0
Strategy	4	0	2	2	0
TOTAL	56	34	15	4	3

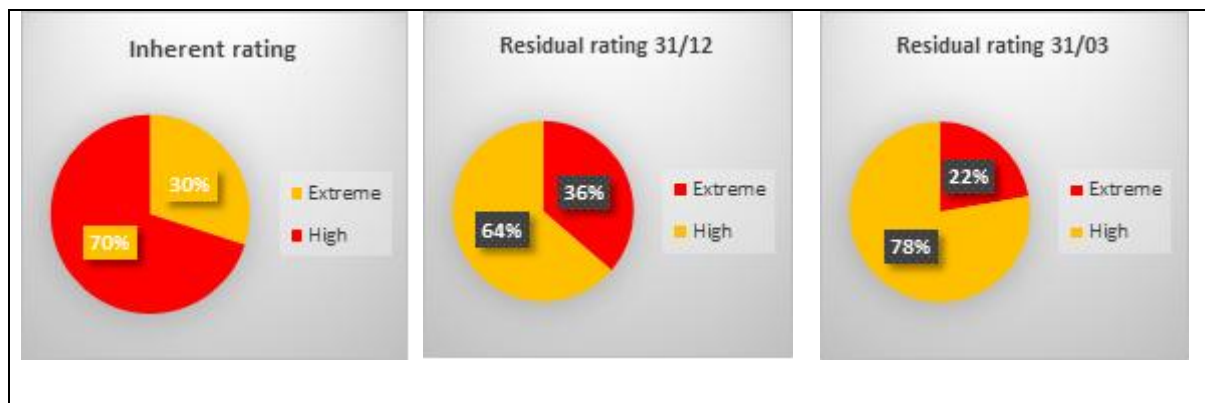
Most Human Resource (HR) Policies are undergoing review to align with the revised Policy Review Standard.

Risk Management

Overview

This section provides progress on the management of strategic risks during the reporting period. Implementation of strategic mitigating actions for Q4 is summarised

Strategic Risk Dashboard



Risk Movement dashboard

Risk Name	Residual rating	Residual rating Q3	Residual rating Q2	Residual rating Q1	
	31/03/25	31/12	30/09	30/06	01/04/24
1. Dissatisfaction with services offered from various functions organisation-wide	High	High	High	High	High
2. Non-availability and non-accessibility of ICT services	High	High	High	High	High
3. Non-professional organisational culture	High	High	High	High	High
4. Non-optimal organisational performance	High	High	High	High	High
5. Non-compliance and pro-longed approval of legislation	High	High	High	High	High
6. Organisational structure deficiencies	High	High	High	High	High
7. Technology shortfalls in enabling effective third-party collaboration	High	High	High	High	High
8. Potential events adversely affecting the implementation of CIPC strategy and implementation of projects.	High	High	High	High	High
9. Impact of Artificial Intelligence on CIPC strategy and operations	High	High	High	High	High
10. Legislation supporting implementation of IP strategy (legislative inadequacies)	High	High	High	High	High
11. Cyber security Threats	High	High	High	High	High

Materialised Risk

No materialised risks were identified or reported during the period.

Emerging Risk

To be discussed in the meeting.

Progress on Implementation of Risk and Fraud Plan

This section highlights progress made on each of the planned activities for the quarter.

Activity		2024/25	Q3 Status
1. Risk Management			
1.1	Risk management plan development and approval	□□	
1.2	Strategic risk register review	□□	
1.3	Risk appetite statement and tolerance levels review	□□	
1.6	Strategic and operational root cause analysis	□□	
1.7	Strategic and operational risk quarterly review and monitoring.	□□	
1.8	Operational and fraud risk review for all divisions	□□	
1.9	Implementation of third-party framework	□	
1.9	Conduct risk management awareness	□□	
1.10	BCM Implementation	□□	ToR not successful. Re-issue
1.11	BCM risk register review	□□	
2. Fraud Prevention Plan			
2.1	Fraud prevention plan review and approval for 2025/26	□□	
2.2	Fraud risk register review	□□	
2.3	Review and implement ethics plan	□□	
2.4	Fraud data analysis and reporting	□□	
2.5	Fraud awareness and education	□□	
2.6	Declaration of interest process facilitation	□□	
2.7	Maintain an effective fraud complaints case database	□□	
2.8	Conduct investigations	□□	
2.9	Fraud prevention progress quarterly report –	□□	

Key:

Complete	In progress	Not done	Not planned for the period
----------	-------------	----------	----------------------------

The overall performance at the end of the financial year stands at 95%. This reflects a strong outcome for the period under review despite the operational challenges faced by the division.

Fraud Prevention

This section provides information and progress on the implementation of fraud prevention initiatives. It further outlines fraud cases statistics for the reporting period.

Complaints received

01/01 – 31/03

Balance 31/12	Adjustment (cold cases)	Calls logged	Feedback Requests	Resolved	Balance 31/03
139	(76)	147	(5)	(76)	129

The number of complaints increased by a whopping 43% from last quarter. The increase may be partially attributed to the following factors:

- The hotline service provider experienced some challenges in allocating cases resulting in some delays in forwarding to the CIPC.
- Non availability of the Query Resolution System
- Heightened awareness and reporting by customers
- Automation of processes

The resolution rate is up by a massive 65% compared to the previous quarter, indicating efficiency in handling complaints, enhanced processes, improved management of resources.

Status of Open Cases- 31/03

Total	Under investigation	Pending investigation
129	(66)	63

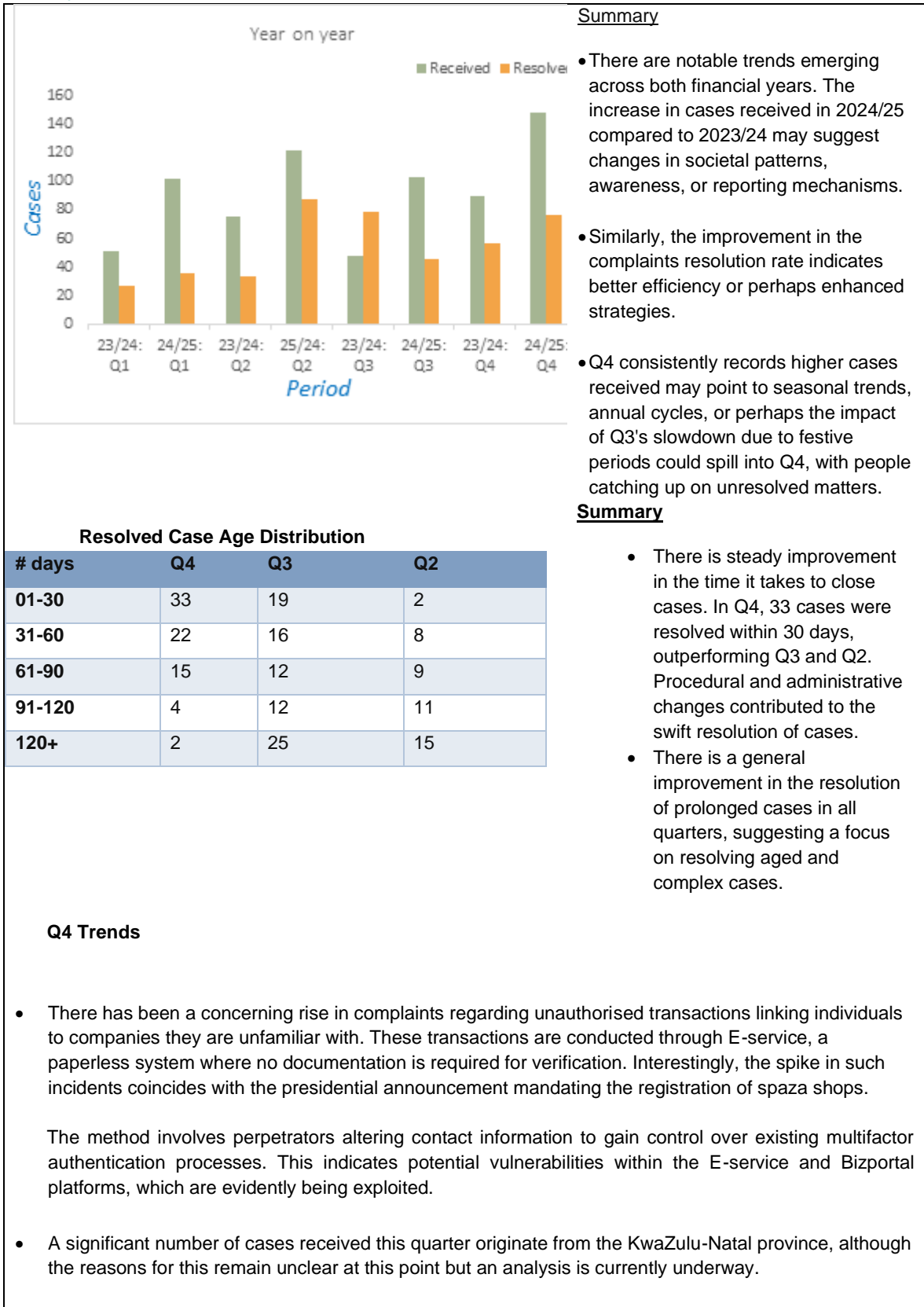
Summary – Reporting Channels

#	Channel	Received Cases
1	Hotline	134
2	Emails	13
Total		147

Summary - Nature of Cases

#	Types of cases	Q1		Q2		Q3		Q4	
		No. of cases	%	No. of cases	%	No. of cases	%	No. of cases	%
1.	Fraudulent removal or addition of directors	57	56%	56	46%	45	44%	80	54%
2.	Misuse of clients' accounts	06	6%	10	8%	22	21%	16	11%
3.	Fraudulent use of customer details to register a company	06	6%	20	17%	20	19%	5	3%
4.	Implicating CIPC employees	02	1%	00	0%	00	0%	1	1%
5.	Other- Not related to fraud	22	22%	21	17%	00	00%	28	19
6.	Other: Feedback request/ additional information	09	9%	14	12%	16	16%	17	12
Total		101	100%	121	100%	103	100%	147	100%

Trend Analysis



Key areas of Improvement

To further improve overall efficiency, the team’s focus is directed at:

- expediting the resolution of older cases
- investigating the reasons for and addressing longer duration cases.
- improving the rate of resolution
- case administration
- and strengthening education and awareness as well as customer engagement.

Compliance Management

Legislative Compliance

To strengthen the compliance landscape, a review of the compliance framework and universe is underway. This risk-based process is aimed at ensuring alignment with evolving legislation and proactively addressing potential risks.

At the time of reporting, no instances of non-compliance were identified or raised.

Compliance with GRC Policies

There are no reported incidents of non-compliance with GRC policies for the period.

Business Continuity Risk Management

A third-party risk assessment session was conducted with the BISG team to identify areas of third-party risk exposure. A risk register with recommended action plans was developed for management and monitoring.

The sourcing of a service provider to review the Business Continuity Management (BCM) processes was not successful due to pricing issues. As a result, the process has been restarted.

Resource Management

The process to appoint additional resources to manage complaints and conduct investigations is underway. The GRC implemented a four-pillar strategy to ensure optimal utilisation of resources.

No.	Pillar	Ongoing solutions
1.	Permanent resources	<ul style="list-style-type: none"> • Performance Management • Job enrichment • Job rotation of staff. • In-house knowledge sharing
2.	Secondments	<ul style="list-style-type: none"> • Suitable employees from other business units on voluntary basis. • In house training and upskilling • Performance management
3.	Interns	<ul style="list-style-type: none"> • Implementation of intense internship program • Ongoing assessments

4.

External Resources

- Usage of external service providers

Focus For the Next Quarter

- Finalise the compliance assessment
- Revision of the complaints handling process.
- Finalise the declaration of Interest.
- Review and enhance the ombud strategy and processes
- Streamline case management and resolution

Annexure B – Internal Audit Findings

Audit findings tracking summary report for the Quarter

Purpose of the Report

This report provides a high-level summary of progress made with regard to the implementation of corrective actions to address previously reported audit findings. The report covers findings emanating from the audit conducted by the Auditor General (AG) for the 2023/24 financial year as well as findings and observations from internal audits conducted in the 2020/2021, 2021/2022, 2022/23 and 2023/24 financial years. Details of progress are contained in the respective registers attached to this report.

Summary of all Unresolved Internal Audit Findings

Audits assignment involved = **18**

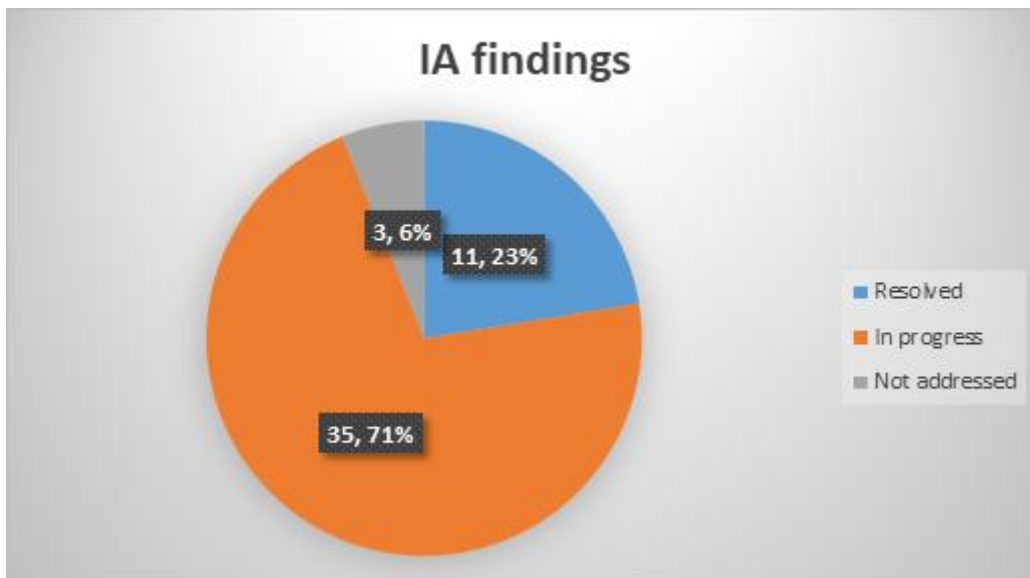
Total findings at the beginning of Q4 of 2024/2025 = 49

Total findings resolved/addressed/ Risk accepted = 11 (23%)

Total findings in progress/Partially addressed = 35 (74%)

Total findings not addressed = 3 (6%)

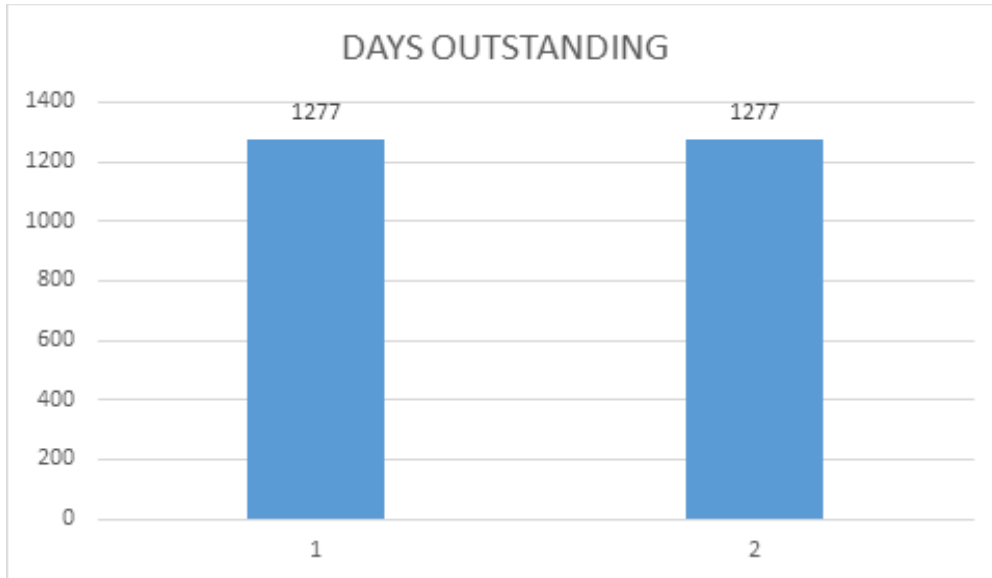
The graph below depicts the percentage of action taken by management to address Internal Audit findings which were previously reported:



Internal Audit Findings

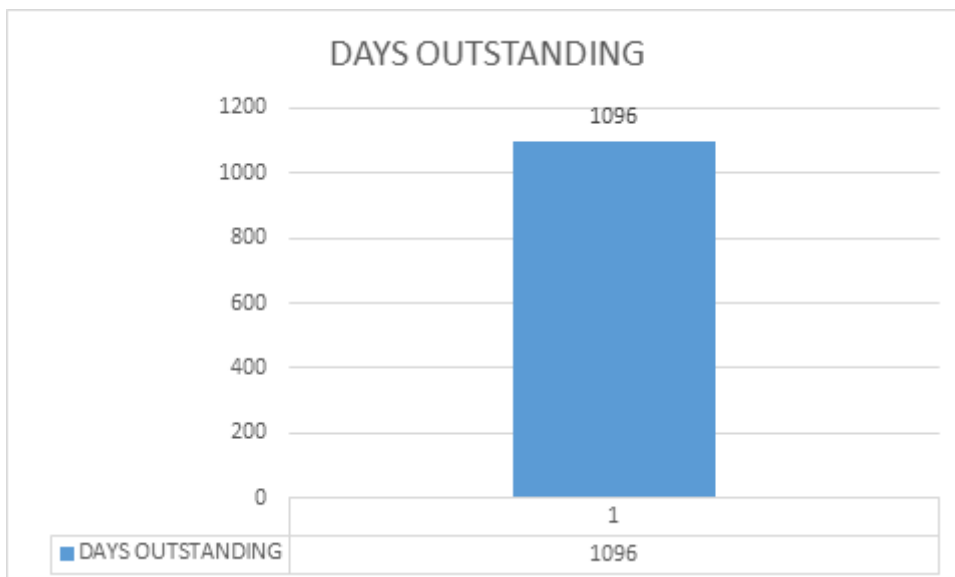
2020/2021

Audit Assignment	Total outstanding findings at beginning of Q4 2024/2025	Addressed and risk accepted - Total	In Progress	Not Addressed - Total
Training	2	0	2	0
TOTAL	2	0	2	0
%	100%	0%	100%	0%



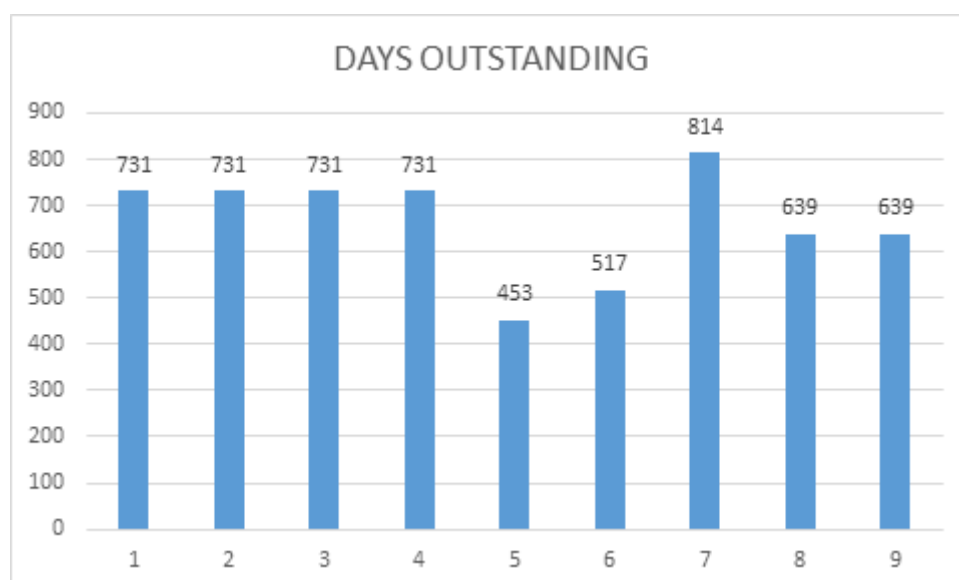
2021/2022

Audit Assignment	Total outstanding findings at beginning of Q4 2024/2025	Addressed and risk accepted - Total	In Progress	Not Addressed - Total
Recruitment	1	0	1	0
TOTAL	1	0	1	0
%	100%	0%	100%	0%



2022/2023

Audit Assignment	Total outstanding findings at beginning of Q4 2024/2025	Addressed and risk accepted - Total	In Progress	Not Addressed - Total
Labour Relations	2	0	1	1
Facilities	1	0	1	0
Cyber Security	1	0	1	0
Disaster Recovery	2	0	2	0
Call Logging & Incident Management	3	0	3	0
TOTAL	9	0	8	1
%	100%	0%	89%	11%

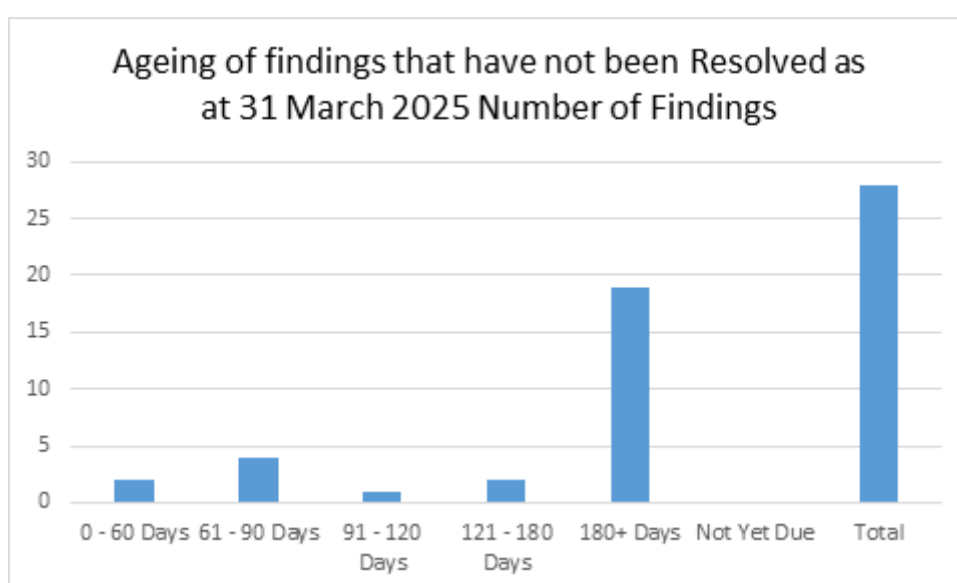


2023/2024

Executive Summary - Internal Audit Findings 2023/2024

Audit Assignment	Total outstanding findings at beginning of Q4 2024/2025	Addressed and risk accepted - Total	Partially Addressed	Not Addressed - Total
Ethics	2	2	0	0
Staff Establishment	4	0	4	0
CGSE	3	0	3	0
Service Delivery Standards	1	0	1	0
Substantive Search Examination	5	2	3	0

Training & Development	1	0	1	0
Trade Marks	2	0	1	1
BCM (Non-IT)	5	0	5	0
ICT Project Management	8	5	3	0
Application Controls on eServices	2	0	2	0
IT General Controls Review	4	0	4	0
TOTAL	37	9	27	1
	100%	24%	73%	3%



Auditor General Findings 2023/24

Opening findings balance at beginning of Q4 2024/2025 = 14

Addressed and risk accepted in Q4 of 2024/2025 = 3

In progress = 11

Not addressed = 0

Audit Assignment	Q4 2023/2024 opening balance	Addressed and risk accepted in Q4 of 2023/2024	In progress	Not Addressed
AG: Management report findings	14	3	11	0
% Total	100%	21%	79%	0

The graph below depicts the percentage of action taken by management to address AG findings which were previously reported:

