



Companies and Intellectual  
Property Commission

a member of **the dtic** group

**CIPC**

**SECOND QUARTER**

**PERFORMANCE REPORT**

**2025/26**

## Approval of the Report

### Endorsement of Support by the Audit Committee

I hereby support the endorsement of the report.

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

Name: IAN KOWAR

Rank: CHAIRPERSON: AUDIT COMMITTEE

Date: 29 October 2025

### Endorsement by the Accounting Authority

I hereby support the endorsement of the report.

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

Name: Advocate Rory Voller

Rank: Commissioner

Date: 29 October 2025

**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

Abbreviation	Description
<b>AGSA</b>	Auditor-General of South Africa
<b>AML</b>	Anti-Money Laundering
<b>AOP</b>	Annual Operational Plan
<b>APP</b>	Annual Performance Plan
<b>ATAT</b>	Average Turnaround Time
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>BO</b>	Beneficial Ownership
<b>CC</b>	Close Corporation
<b>CEO</b>	Chief Executive Officer
<b>CFT</b>	Combating the Financing of Terrorism
<b>CIPC</b>	Companies and Intellectual Property Commission
<i>the dtic</i>	Department of Trade, Industry and Competition
<b>ELP</b>	Experiential Learning Programme
<b>FATF</b>	Financial Action Task Force
<b>FY</b>	Financial Year
<b>GYI</b>	Gauteng Youth Innovation
<b>IAP</b>	Investor Assistance Programme
<b>ICT</b>	Information and Communications Technology
<b>IDC</b>	Industrial Development Corporation
<b>IP</b>	Intellectual Property
<b>IPO</b>	Initial Public Offering
<b>IT</b>	Information Technology
<b>JPO</b>	Japan Patent Office
<b>JSE</b>	Johannesburg Stock Exchange
<b>KPI</b>	Key Performance Indicator
<b>MOU</b>	Memorandum of Incorporation
<b>NPA</b>	National Prosecuting Authority
<b>PCT</b>	Patent Cooperation Treaty
<b>PFMA</b>	Public Finance Management Act
<b>POPIA</b>	Protection of Personal Information Act
<b>QRS</b>	Query Resolution System
<b>SA</b>	South Africa
<b>SDS</b>	Service Delivery Standards
<b>SLA</b>	Service Level Agreement
<b>SMME</b>	Small, Medium and Micro Enterprises
<b>SSC</b>	Self-Service Centre
<b>SSE</b>	Substantive Search and Examination
<b>TAT</b>	Turnaround Time
<b>WIPO</b>	World Intellectual Property Organisation

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# 1. Executive Summary

This document represents an overview of the Companies and Intellectual Property Commission’s (CIPC) 2025/26 Second 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 2025/26 reporting period. These are plans set against the legislative and policy mandate of the CIPC in terms of their contribution to broader national objectives, as well as the CIPC Vision 2030 and Beyond Strategy (V30B) Strategy. Figure 1 depicts the policy and legislative mandates that inform the CIPC’s strategic direction.

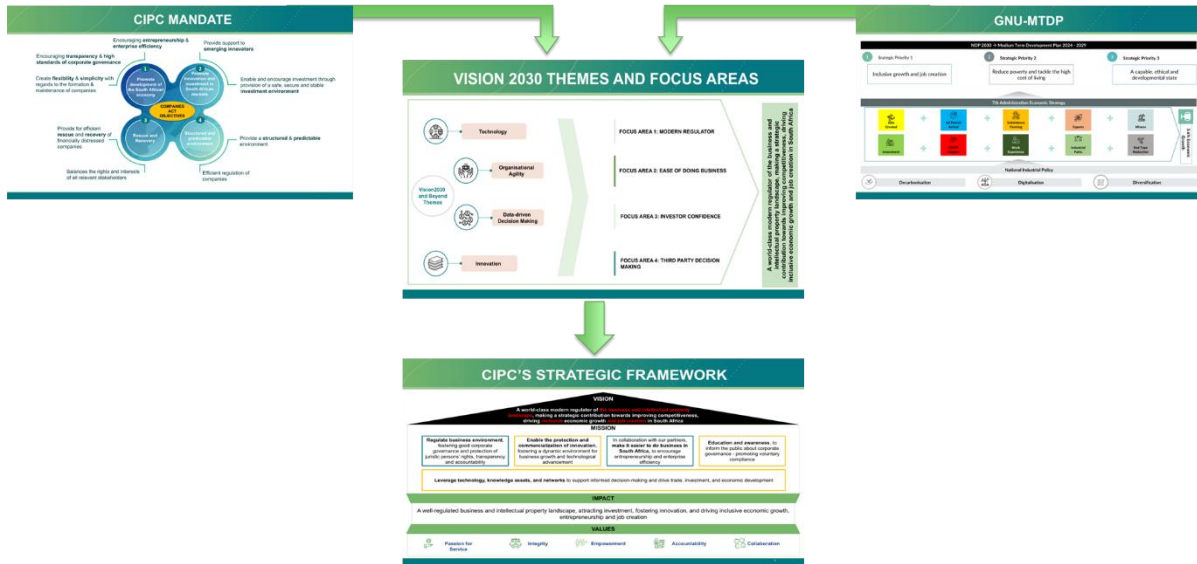


Figure 1: CIPC Government & Policy Direction and CIPC Strategy

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 provides key highlights, achievements, and challenges, an overview of the external and external service delivery environment, progress on the five-year strategic objectives, legislative developments, programmatic performance (KPIs), including performance highlights, achievements and challenges. The report also includes audit, governance, compliance and risk management reports, human resource and financial management reports.

## 2. Introduction and Background

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.

### 3. Performance Against Strategic Objectives

Overall, in Quarter 2 of 2025/26, the CIPC met 85% of its quarterly targets, 11 of the 13 of the Q2 targets were achieved, as depicted in Figure 2. Out of the 11 achieved, only 9 were planned for the quarter, however, 2 targets were achieved ahead of schedule.

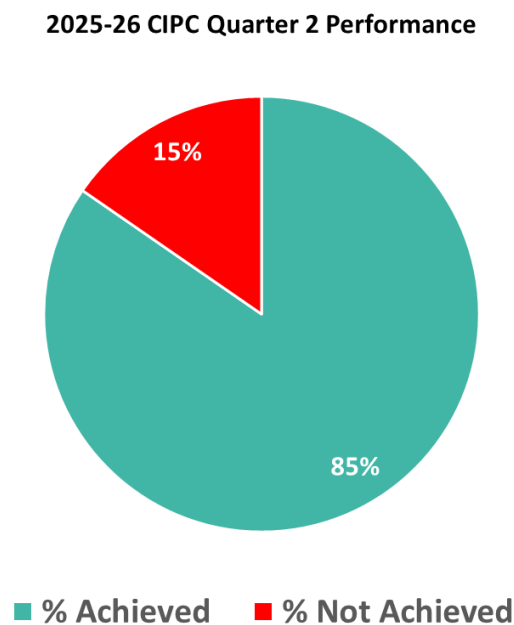


Figure 2: CIPC Overall Q2 Performance (FY2025/26)

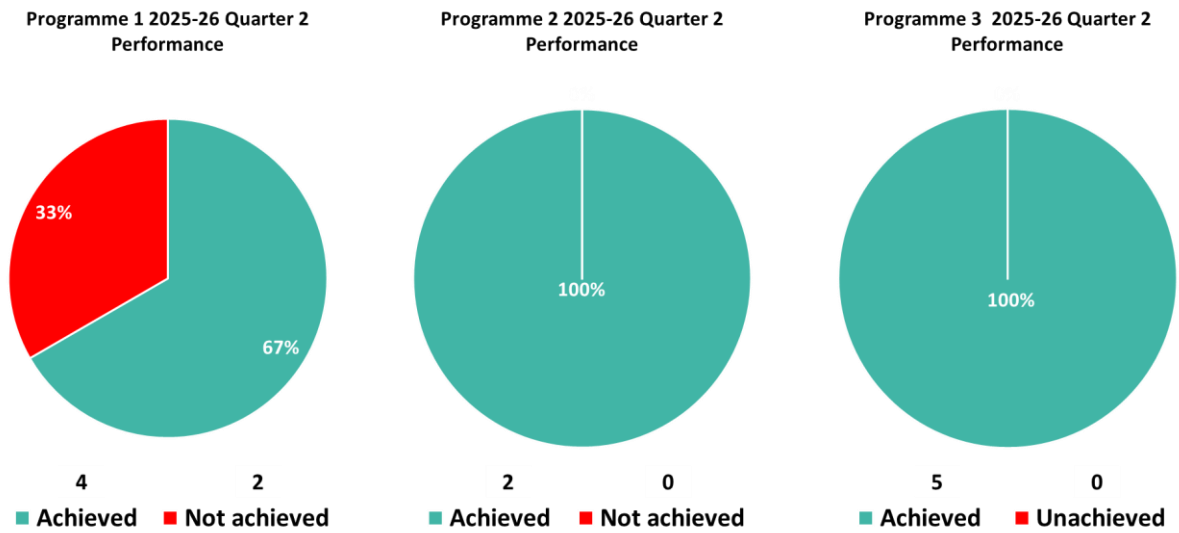


Figure 3: Programme Performance, Q2 (FY2025/26)

As illustrated in **Figure 3: Programme Performance, Q2 (FY2025/26)**, the programme performance is as follows:

- Programme 1 (Service Delivery and Access) achieved **67% (4 out of 6)** of its planned targets for the quarter under review.
- Programme 2 (Innovation and Creativity Promotion) initiatives, the CIPC has achieved **100% (2 out of 2)** of its planned targets.
- Programme 3 (Business Regulation and Reputation) has achieved **100% (5 out of 5)** of its planned targets for the quarter.

See **Annexure C – Performance Against Strategic Objectives** for detailed performance information.

## 4. Service Delivery Environment (Highlights)

The CIPC's operating environment is defined by external environmental shifts as well as internal organisational dynamics. See **Annexure A – Service Delivery Statistics** for detailed service delivery information.

### 4.1 External Environment

#### South Africa's Progress on FATF Greylisting

The Financial Action Task Force (FATF) Africa Joint Group concluded its on-site assessment visit to South Africa in Pretoria on 29-30 July 2025. This visit represents the final procedural step before the FATF Plenary in October 2025 considers South Africa's removal from the greylist.

This on-site assessment was initiated following the June 2025 FATF Plenary, which determined that South Africa had substantially completed all 22 action items from its original 2023 Action Plan. In recognition of this progress, the Plenary mandated the on-site visit to verify the sustained implementation of critical Anti-Money Laundering and Counter-Financing of Terrorism (AML/CFT) reforms and the enduring political commitment to these measures.

The CIPC played a pivotal role in achieving this milestone, directly enabling the country to meet its most challenging action items. The CIPC's implementation of a national Beneficial Ownership (BO) Register, coupled with mandatory disclosure requirements for companies and close corporations, constituted a fundamental reform of the national compliance architecture. Additionally, the Commission participated in the Onsite Assessment on the 28<sup>th</sup> of July 2025 to defend the IO5 deliverables which require:

1. South Africa to demonstrate that competent authorities have timely access to adequate, accurate and up to date beneficial ownership information of legal persons and arrangements
2. South Africa should apply remedial actions and/or dissuasive and proportionate sanctions for violations of the transparency obligations applicable to legal persons.

These specific interventions by the CIPC directly addressed critical FATF recommendations by:

- Enhancing Corporate Transparency: Providing competent authorities with immediate access to reliable beneficial ownership data.
- Mitigating Systemic Risk: Tackling the misuse of legal persons for illicit finance, thereby strengthening the integrity of the corporate and financial sectors.

The successful deployment and maintenance of the BO Register were instrumental in fulfilling the final, most demanding action items of the FATF Action Plan, underscoring the CIPC's central role in the national strategic response.

The FATF Africa Joint Group will now submit its report to the October 2025 Plenary. A positive outcome, leading to South Africa's delisting, will be a direct testament to the efficacy of the systemic reforms implemented, with the CIPC's enhanced regulatory framework forming a cornerstone of the country's sustained AML/CFT regime.

## Intellectual Property (Patents and Designs) Amendment Bills

South Africa's intellectual property (IP) framework is poised for its most significant reform in decades, driven by the forthcoming Patents and Designs Amendment Bills. This legislative shift moves the national IP system from a historically passive registry towards a dynamic, examinatory regime aligned with global standards. The implementation of these reforms will fundamentally redefine the operational mandate and strategic objectives of the CIPC.

Key legislative changes and their direct implications for the CIPC include:

### 1. Transition to a Substantive Search and Examination (SSE) System

The departure from a deposit-based system to a phased SSE model represents a profound operational transformation for the CIPC. The initial focus on chemistry, biochemistry, Information and Communications Technology (ICT), physics, and engineering necessitates the immediate development of new internal capabilities. This includes the urgent recruitment, training, and upskilling of a cadre of patent examiners with specialised technical expertise. Furthermore, the CIPC must establish robust examination guidelines, invest in advanced search databases and tools, and define a clear, scalable roadmap to extend SSE to all technology fields. The Commission's capacity to manage this transition effectively will be critical to maintaining the integrity and international credibility of the South African patent system.

### 2. Introduction of Novelty Grace Periods and Utility Models

The introduction of a novelty grace period and a new utility model system creates both an opportunity and an administrative challenge. The CIPC will be tasked with developing clear public guidelines to educate inventors, particularly SMMEs, on the strategic use of these new mechanisms to avoid inadvertently invalidating their own rights. The utility model system, designed to protect incremental innovation, requires the CIPC to establish distinct registration procedures and examination criteria that differ from those of standard patents. This directly supports the CIPC's mandate to make the IP system more accessible and equitable for local innovators.

### 3. Adherence to International IP Frameworks

The Bills' incorporation of provisions from the World Intellectual Property Organisation (WIPO) Treaty on Genetic Resources and Associated Traditional Knowledge (GRATK) and the African Continental Free Trade Area (AfCFTA) IP protocols elevates the CIPC's role in international compliance. Operationally, this will require the implementation of new disclosure requirements for patent applications concerning genetic resources. The CIPC will need to act as a liaison with national databases and traditional knowledge holders, ensuring that South Africa meets its obligations under these treaties and that the commercial use of its genetic heritage is properly regulated and documented.

### 4. Establishment of Post-Grant Opposition Procedures

The creation of formal post-grant opposition mechanisms introduces a quasi-judicial function to the CIPC's responsibilities. This necessitates the development of entirely new procedural rules, strict statutory timelines for submissions and responses, and the training of staff to adjudicate complex inter-party disputes. Managing this process efficiently will be essential to providing legal certainty for patent holders while offering third parties a viable path to challenge questionable patents, thereby strengthening the overall quality of the patent register the CIPC maintains.

The new legislation transforms the CIPC from a primarily administrative registry into a full-fledged, examinatory IP office. Its successful implementation will depend on the

Commission's ability to secure necessary resources, build significant new human and technical capital, and guide its stakeholders through a period of substantial change.

## 4.2 Internal Environment (Organisational Highlights)

### 4.2.1 Significant Projects

#### Launch of Optimised Beneficial Ownership (BO) Declaration Functionality

On 22 August 2025, the CIPC launched its Optimised BO Declaration Functionality. This initiative was designed to streamline the BO filing process, enhancing its efficiency and user-friendliness. A core objective of the project was to elevate the ease of doing business in South Africa by reducing administrative burdens, particularly for smaller entities. It is important to note that this optimisation did not introduce any changes to the underlying legislative or internal CIPC requirements; rather, it refined the process of meeting those existing obligations.

The optimised system specifically addresses the needs of diverse corporate vehicles including companies, external companies, and close corporations registered with the CIPC. These entities are mandated to submit their beneficial ownership information annually or whenever changes occur. A key innovation of the new functionality is its accommodation of non-affected entities that have no beneficial owners to declare. It allows them to comply with the legislative requirement to submit a securities or members register as quickly and easily as possible, thereby significantly reducing red tape for small profit companies, non-profit companies, and close corporations with zero additional ownership, influence, or control.

To ensure the successful adoption of the new system, the CIPC implemented a comprehensive support strategy. This included:

- The drafting and publication of detailed Step-by-Step Guides for the BO declaration process.
- General training and awareness campaigns conducted through webinars, virtual meetings, and face-to-face engagements.

The results of this project have been demonstrably positive. Since its launch, the CIPC has received over 23,000 declarations using the simplified functionality, a clear testament to its efficacy and user acceptance. Furthermore, the project has had a measurable, positive influence on the overall compliance rate for annual return, underscoring the success of this simplification effort.

#### Launch of Automated Re-instatements Process

On the 11th of August 2025, the CIPC launched automation of the Application for Reinstatement of Deregistered Companies (Form CoR40.5). The new automated service enables users to electronically capture the required information. This service will be a fully automated service with no need to upload supporting documents unless it is a court order.

Only companies and close corporations which were in business at the time of deregistration may apply for reinstatement and directors and members, must keep such evidence. The service will be available on:

- e-Services
- BizPortal
- Self Service Terminal

Preliminary observations since the launch indicate that this initiative is already demonstrating a positive effect on regulatory compliance, particularly in the filing of Annual Returns, due to the reintroduction of previously non-compliant entities into the formal economy.

## Corporate Surveillance Through Media Monitoring

The shift from a reactive to a proactive compliance model has emerged as a key strategic priority, and the CIPC's media surveillance initiative is central to this effort. This function allows us to identify non-compliance and discern critical patterns at their earliest stages, facilitating a more efficient and timely response than traditional methods.

The effectiveness of this approach is demonstrated by the fact that it has been the sole source of all proactive investigations undertaken thus far. Capitalising on this success, the Commission will enhance its monitoring capabilities by adopting real-time media alert systems. This strategic investment will empower us to intervene more swiftly, preventing potential non-compliance issues from escalating and solidifying our proactive posture.

## IP BRICS

The 17th BRICS Heads of Intellectual Property Offices (HIPO) Meeting was held in Rio de Janeiro, Brazil, on 21–22 September 2025. The CIPC delegation was led by Commissioner Voller, with the meeting chaired by Brazil's National Institute of Industrial Property (INPI).

The 2025 HIPO meeting served as a strategic platform for:

- Deliberating on a wide range of IP related activities, programmes, and events
- Reviewing progress across established workstreams
- Presenting completed projects for adoption, providing updates on ongoing initiatives, and introducing new proposals under existing workstreams
- Engaging on topical and emerging issues within the global IP landscape
- Concluding key decisions and preparing announcements for the transition to the incoming presidency.

Within the broader framework of BRICS cooperation, the meeting represented a significant milestone in advancing shared objectives and reaffirming the collective commitment of BRICS member states to fostering innovation, sustainable development, and inclusive growth through intellectual property.

### 4.2.2 Other Highlights

#### National Small Business Chamber (NSBC) Expo

On the 3rd – 4th September, the CIPC was invited to take part in the National Small Business Chamber (NSBC) show at the Sandton Convention Centre. The event is one of the premier platforms for entrepreneurs, startups, and established small-to-medium enterprises (SMEs) in South Africa to network, access resources, and gain knowledge to grow their businesses.

The CIPC participated as an exhibitor to provide on-the-ground support and education to the business community. The CIPC stand served as a critical point of contact for attendees seeking authoritative information on company registration, and crucially, on the protection of their intellectual property. The CIPC stand was manned by a team of experts who provided proactive and detailed consultations to attendees. To support these interactions, the stand offered a comprehensive suite of materials, including informational brochures on key IP topics such as trademarks, patents, copyrights, and designs.

#### Intellectual Property Partnerships

UVU Bio is an incubator specialising in the incubation of Bio-tech companies. Most of the start-up companies do not have sufficient knowledge in relation to IP and available incentives that may assist in the protection of their IP, which may emanate from their research and

innovation endeavours. On the 31st of July the CIPC management held a meeting with the management of UVU Bio regarding a potential collaboration on introducing IP to Bio-tech start-ups and SMME's. The meeting resolved that a Memorandum of Understanding (MOU) should be established for UVU BIO to become a member of the WIPO-TISC Programme, through the CIPC. Becoming a Technology and Innovation Support Centers (TISC) member will allow for UVU Bio Start-Ups to gain access to WIPO related trainings on IP and for CIPC to engage and participate in various IP awareness campaigns in collaboration with UVU Bio.

## 5. Challenges and Mitigations

Reflecting on the dynamic nature of the CIPC's operational environment, a continuous examination of challenges, obstacles, and lessons learned is essential to driving improvement. These challenges not only underscore our commitment to resolving complex issues but also demonstrate our dedication to fostering progress. The CIPC firmly believes that an honest assessment of these obstacles is critical for truly appreciating the strides made in our initiatives. By directly acknowledging and addressing these hurdles, we unlock valuable opportunities for growth and innovation. This section not only explores the challenges encountered but also highlights the proactive measures taken to mitigate their impact.

### System Integration Challenges

The Commission continues to experience data synchronisation challenges between the Informix and Oracle systems, which have affected the seamless flow of information and operational efficiency across business units. To address these challenges, a structured approach has been adopted, including systematic tracking of issues through weekly coordination meetings aimed at identifying and resolving root causes.

To resolve these challenges, the following improvements have been recommended:

- Maintain active collaboration between core business units and the Business and Intelligence Systems Group (BISG) to ensure timely identification, escalation, and resolution of data synchronisation issues.

Through structured tracking and ongoing monitoring, the Commission is committed to resolving these issues and ensuring that data integration supports timely and effective decision-making across all units.

### Human Capacity Constraints

During the second quarter, CIPC experienced ongoing resource and capacity constraints that materially affected the timely execution of both strategic initiatives and operational commitments. These challenges were widespread across multiple areas of the organisation, resulting in delayed project timelines, operational bottlenecks, and a disruption of normal workflow processes.

This challenge is particularly acute within the Corporate Legal Unit, where the nature of the work is highly specialised and demands personnel with advanced technical expertise, in-depth legal knowledge, and the ability to apply complex regulatory frameworks effectively. The nature of the work within the corporate legal unit is highly specialised, requiring personnel with specific technical skills, extensive training, and continuous guidance to perform effectively. The limited availability of suitably skilled staff has created capacity constraints that impact the timely execution of key projects. These constraints have wider implications for the Commission's ability to maintain service delivery standards, meet critical deadlines, and respond promptly to legal and regulatory matters.

To mitigate these challenges, the Commission has implemented several measures including the secondment of experienced staff from other units to provide additional support and knowledge transfer, as well as the strategic appointment of interns during the third quarter to strengthen the workforce and build a pipeline of skilled personnel. These interventions aim not only to address immediate capacity gaps but also to develop long-term human resource resilience within the unit.

### Call Centre Query Resolution System Challenges

One of the significant challenges the Commission faces relates to the ICT tender for the Query Resolution System (QRS). This posed a potential delay in implementing an effective system for managing customer queries, directly impacting the performance and efficiency of the CIPC Call Centre. The absence of an automated, integrated query management system has contributed to slower response times, increased volumes of unresolved queries, higher levels of customer complaints, and a temporary decrease in the overall efficiency and effectiveness of the Call Centre's operations. These challenges not only affect service delivery to customers but also place additional pressure on call centre staff, who are required to manage increased workloads without the support of an optimised system.

In response, the Commission has resolved to undertake the development of the system internally in collaboration with the ICT unit. This strategic decision allows the Commission to maintain control over the design, functionality, and implementation timeline of the QRS, ensuring that it aligns closely with organisational needs and operational requirements.

## 6. Conclusion

The CIPC's Second Quarter Performance Report for 2025/26 demonstrates significant progress toward achieving its strategic objectives, with 77% of quarterly targets met.

However, Challenges remain, particularly in the areas of the Call Centre Query Resolution System (QRS), human resource capacity, and system integration. To address these gaps, the Commission has implemented targeted mitigation strategies, including the internal development of the QRS, secondment of experienced staff from other units, and strengthened collaboration between core business units and the Business and Intelligence Systems Group (BISG) to enhance system integration and operational efficiency.

The CIPC remains committed to fostering a compliant, innovative, and transparent business environment, aligning with national economic goals. Moving forward, continued focus on stakeholder engagement, service delivery enhancements, and risk management will be critical to sustaining progress and overcoming operational hurdles.

Overall, the report demonstrates a solid foundation for the year, with clearly defined actions in place to ensure that the CIPC effectively delivers on its mandate and continues to strengthen service excellence for its stakeholders.

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.

## Annexure A – Service Delivery Statistics

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).

### Demand for Services

Table 1: Customer Contact: Call Centre, QRS, and social media

Platform	Number	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Call centre</b>	Calls received	82378	99016		
	Calls answered	36260	61717		
	Calls abandoned	45924	37149		
	Lost calls	194	150		
	% calls answered	44%	63%		
<b>Facebook</b>	Queries received	12723	14064		
	Queries resolved (%)	12664	13959		
	Average Turnaround Time (ATAT)	43m 57s	9m36s		
	SDS (24 hrs)	99.9%	99.90%		
<b>X (formerly Twitter)</b>	Queries received	3666	3939		
	Queries resolved (%)	3666	3939		
	Average Turnaround Time (ATAT)	43m 18s	8m55s		
	SDS (24 hrs)	100%	99.9%		

Table 2: Key Services – Volumes, Average TAT and SDS

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Patent applications</b>	Number (Local)	518	567		
	Number (Foreign)	2291	2974		
	Number (Total)	2809	2634		
	ATAT	99.36%	99.51%		
	SDS (2 working days)	2	2		
<b>Patent Application Types</b>	Provisional Applications	443	608		
	Complete Applications	500	414		
	Convention Applications	545	506		
	Patent Cooperation Treaty (PCT) Application	1321	1249		

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Patent Certificate</b>	Number	1866	1183		
	ATAT	100%	100%		
	SDS (44 working days)	24	28		
<b>Patents Renewal</b>	Number (Manual)	7183	6475		
	Number (Online)	5155	4820		
	Number (Total)	12338	11290		
	ATAT	98.31%	99.29%		
	SDS (3 working days)	1	1		
<b>Design Application</b>	Number (Local)	151	177		
	Number (Foreign)	317	161		
	Number (Total)	468	338		
	ATAT	100%	100%		
	SDS (2 working days)	2	2		
<b>Designs Certificates</b>	Number	N/A	408		
	ATAT	100	100%		
	SDS (3 working days)	11	5		
<b>Designs Renewals</b>	Number (Manuals)	950	798		
	Number (Online)	963	1009		
	Number (Total)	1913	1807		
	ATAT	99.42%	99.45%		
	SDS (3 working day)	2	2		
<b>Copyright in film applications</b>	Number	0	1		
	ATAT	N/A	1 day		
	SDS (44 working day)	N/A	100%		
<b>Copyright in film registrations</b>	Number	5	1		
	ATAT	1	1 day		
	SDS (22 working days)	100%	100%		
<b>Trademark applications</b>	Number	12,003	13 817		

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	ATAT	89%	91%		
	SDS (3 working days)	2 days	2 days		
<b>Trademark registrations</b>	Number	6,094	6033		
	ATAT	95%	95%		
	SDS (90 days + 90 days)	180 days	180 days		
<b>Trademark Official Action</b>	Number	8,492	9544		
	ATAT	87%	89%		
	SDS (10 months/304 days)	304 days	304 days		
<b>Trademark Renewals</b>	Number	8,175	6569		
	ATAT	93%	95%		
	SDS (3 working days)	2 days	2 days		
<b>Name reservations</b>	Number	Not Available on the time of reporting	182501		
	ATAT	Not Available on the time of reporting	1.2 days		
	SDS	Not Available on the time of reporting	81%		
<b>Companies Registrations</b>	Number	121198	138997		
	ATAT	1	1.02 days		
	SDS	100%	99%		

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>B-BBEE Certificates</b>	Number	Not Available on the time of reporting	8613		
	ATAT	Not Available on the time of reporting	1		
	SDS	Not Available on the time of reporting	100%		
<b>Company Name Changes</b>	Number	14296	16103		
	ATAT	83%	1		
	SDS	1	99%		
<b>Short Standard Private and Non-Profit without members (CoR15.1A and CoR15.1C)</b>	Number (e-services)	120752	137290		
	ATAT	1	1		
	Percentage within SDS (2 working days)	100%	99%		
<b>Private Company and Non-Profit Company with customised MOI, Public Company, State Owned Company and Incorporated Company (CoR15.1B, D and E)</b>	Number	918	1088		
	ATAT	3	3		
	Percentage within SDS (5 working days)	79%	78%		
<b>Close Corporation to Company Conversions (CoR18.1)</b>	Number	446	571		
	ATAT	3	2		
	Percentage within SDS (5 working days)	90%	94%		
<b>Mergers or Amalgamation (CoR89)</b>	Number	18	34		
	ATAT	1	1		
	Percentage within SDS (5 working days)	100%	1		
<b>External Company Registration (CoR20.1)</b>	Number	23	48		
	ATAT	3	3		

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Percentage within SDS (5 working days)	93%	79%		
<b>MOI amendments for JSE applications (CoR15.2)</b>	Number	2	14		
	ATAT	1	200%		
	Percentage within SDS	100%	86%		
<b>MOI amendments on shares (CoR15.2)</b>	Number	550	784		
	ATAT	1	1		
	Percentage within SDS (5 working days)	100%	100%		
<b>Company address (CoR21.1)</b>	Number	2641	3430		
	ATAT	1	1		
	Percentage within SDS	98%	100%		
<b>Company financial year end (CoR25)</b>	Number	1244	1541		
	ATAT	1	1		
	Percentage within SDS	86%	100%		
<b>Location of company records (CoR22)</b>	Number	331	649		
	ATAT	5	4		
	Percentage within SDS	48%	62%		
<b>Company and Close corporation voluntary Deregistration</b>	Number	2339	4332		
	ATAT	5	6		
	Percentage within SDS (5 working days)	34%	49%		
<b>Company and Close Corporation Solvent (CoR40.1) and Insolvent Liquidation (CM26Liq)</b>	Number	Not Available on the time of reporting	1096%		
	ATAT	Not Available on the time of reporting	100%		
	Percentage within SDS (3 working days)	Not Available on the time of reporting	99%		
<b>Amendments - Manual MOI (CoR15.2)</b>	Number	424	479		
	ATAT	1	1		

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Percentage within SDS (5 working days)	100%	99%		
<b>Company and CC reinstatements</b>	Number	23312	Not available at the time of reporting		
	ATAT	Not Available on the time of reporting	Not available at the time of reporting		
	Percentage within SDS (3 working days)	Not Available on the time of reporting	Not available at the time of reporting		
<b>Annual Returns (Service Delivery Standards)</b>	Annual	429651	522346		
	ATAT	Not Available on the time of reporting	1		
	Percentage within SDS (3 working days)	Immediate	Immediate		
<b>Company and Close Corporation Annual Return Final Deregistration</b>	Number	0	0		
<b>Annual Returns</b>	Annual Returns Due	517181	840944		
	Annual Returns Filed	117884	370146		
<b>Co-operative Registrations</b>	Number	1201	1395		
	ATAT	35	3		
	SDS (3 days)	1	1		
<b>Director Amendments</b>	Number (Electronic/OTP)	51464	Not available at the time of reporting		
	Number (Manual/Back Office)	1815	Not available at the time of reporting		
	ATAT (Electronic/OTP)	Instantaneous	Not available at the time of reporting		

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	ATAT (Manual/Back Office)	1	Not available at the time of reporting		
	Percentage within SDS (OTP)	100%	Not available at the time of reporting		
	Percentage within SDS (Back Office)	96%	Not available at the time of reporting		
<b>Member Amendments</b>	Number (Electronic/OTP)	3914	Not available at the time of reporting		
	Number (Manual/Back Office)	877	Not available at the time of reporting		
	ATAT	1	Not available at the time of reporting		
	ATAT (Manual/Back Office)	1	Not available at the time of reporting		
	Percentage within SDS	98%	Not available at the time of reporting		
	Percentage within SDS (Back Office)	98%	Not available at the time of reporting		
<b>Business Rescue Cases Registered (New)</b>	Number	66	Not available at the time of reporting		
	ATAT	1	Not available at the time of reporting		
	SDS	2	Not available		

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			at the time of reporting		
<b>Business Rescue Practitioners Registrations/Licensing</b>	Number	20 licenses issued & 64 Appointments made	Not available at the time of reporting		
	ATAT	2	Not available at the time of reporting		
	SDS	2			
<b>Disclosures: Paper Based</b>	Number	3546	4215		
	ATAT	7	9		
	SDS	81%	89%		
	Expenditure/Cost	R90 905. 40	R 201 679.19		
<b>State Department</b>	Number of Requests Received	2264	4352		
	ATAT	5 Days	15 days		
	Inside TAT	90%	25%		
	Outside TAT	10%	75%		
<b>Mailroom</b>	Mail received from Post Office	0	0		
	Mail collected from Divisions	49	49		
	Expenditure/Cost	R1 027.14	R1 339.93		
<b>Disclosure Billing: Paper Base</b>	Disclosure Request received	3546	3743		
	Disclosure request completed	2749	299		
	Outstanding ticket	797	744		
	Disclosure request billed	2508	953		
<b>Disclosure Billing: State Department</b>	Disclosure Request received	2264	Not available at the time of reporting		

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Disclosure Requests completed	1005	Not available at the time of reporting		
	Duplicate requests	1	Not available at the time of reporting		
	Outstanding	1259	Not available at the time of reporting		

## Annexure B – Progress Against Unachieved Targets in the Previous Reporting Period

Not Applicable

## Annexure C- Performance Against Strategic Objectives

### 2.1 Programme 1: Service Delivery and Access

Table 3: Programme 1 Performance Table

Performance Indicator/Measure	Baseline	Annual Target 2025/2026	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
<b>Number of interns that have undergone the work-place readiness programme during the financial year</b>	New Indicator	50	50	42	Delays in the recruitment of interns including: <ul style="list-style-type: none"> <li>• Readvertisements of positions</li> <li>• Availability of panel Members</li> <li>• Large Numbers of candidates to process for technical assessments</li> </ul>	No planned action provided
<b>Rand value of funding ringfenced for internships</b>	New Indicator	R 7 200 000	R 7 200 000	16 940 000	The workplace readiness programme was expanded, projecting to accommodate 100 interns in the financial year	N/A
<b>Out of 10 customer and stakeholder score</b>	7.7 (equivalent to 77%)	85%	N/A	N/A	N/A	N/A
<b>Number of publications of service delivery turnaround time/SLA</b>	New Indicator	1	-	N/A	N/A	N/A

Performance Indicator/Measure	Baseline	Annual Target 2025/2026	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
<b>Number of publications of the CIPC performance on meeting the publicised service delivery turnaround time (SLA)</b>	New Indicator	4	1	0	The report was completed, however, did not meet the set standard for publication and approval	Newly appointed operational excellence specialist verifying submitted material and addressing the issue of the quality of the reports for future submissions
<b>Number of AGSA Audit outcome reports</b>	1 (Clean Audit)	1 (Clean audit)	-	Clean audit achieved.	N/A	N/A
<b>Number of CIPC Processes Automated</b>	34 out of 91	10	-	N/A	N/A	N/A
<b>Percentage of invoices paid within 20 days</b>	New Indicator	80%	80%	82%	N/A	.N/A

Performance Indicator/Measure	Baseline	Annual Target 2025/2026	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
<b>Percentage of B-BBEE compliant suppliers (procurement above R 30000 and SA based companies)</b>	New Indicator	100%	100%	100%	N/A	N/A
<b>Number of partners onboarded to the on-stop-shop (BizPortal platform) to provide a digitised service for various business applications such as registering a Company, applying for a back</b>	New Indicator	1	-	N/A	N/A	N/A

## 2.2 Programme 2: Innovation and Creativity Promotion

Table 4: Programme 2 Performance Table

Output	Performance Indicator /Measure	Baseline	Annual Target 2025/2026	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
<b>Implementation of Experiential Learning Project (ELP) with the SSE team</b>	Number of SSE training initiatives	4	4	1	4	Training initiatives availed by EPO, JPO, and the Internal Chatties Programme were leveraged	N/A
<b>Sustainable job creation via the SSE programme</b>	Number of new jobs	0	20	-	N/A	N/A	N/A
<b>Compliance with Regulations by Accredited Collecting Societies</b>	Number of audits reports on the distribution of royalties	1	1	-	N/A	N/A	N/A
<b>Enhance capacity within Law Enforcement</b>	Number of capacity building initiatives of the law enforcement agencies dealing with counterfeit goods and illicit trade	New Indicator	6	1	1	N/A	N/A

Output	Performance Indicator /Measure	Baseline	Annual Target 2025/2026	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
	Number of IP Enforcement Operations on counterfeit goods and illicit trade	1	1	-	N/A	N/A	N/A

## 2.3 Programme 3: Business Regulation and Reputation

Table 5: Programme 3 Performance Table

Output	Performance Indicator /Measure	Baseline	Annual Target 2025/2026	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
<b>Collaborate with SMMES, professional bodies or business chambers to empower professionals and businesses with Company law knowledge and encourage compliance</b>	Number of corporate education and awareness initiatives hosted or participated in	40	40	14	33	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
<b>Participation in consultation processes with the dtic as well as Department of Agriculture, Rural Development and Land Reform pertaining to protection of geographical</b>	2. Percentage of consultation processes on protection of geographical indicators (GIs), participated in, where CIPC participation was requested	New Indicator	100%	100%	100%	N/A	N/A

Output	Performance Indicator /Measure	Baseline	Annual Target 2025/2026	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
<b>indicators (GIs) in SA</b>							
<b>Pro-active Investigations in response to contraventions of Companies Act No 71 of 2008 on Companies identified on State Capture Commission Report</b>	Number of directors investigated for delinquency	6	6	-	N/A	N/A	N/A
<b>Targeted proactive pre-investigations</b>	Number of targeted proactive pre-investigations	4	12	4	4	N/A	N/A
<b>Transparency and reporting on governance matters</b>	Number of compliance checklist reports published tracking trends in compliance	New Indicator	1	-	N/A	N/A	N/A
	Number of public notices issue	New Indicator	1	1	1	N/A	N/A
<b>Reports on Tracked Capital Raised through</b>	Number of Prospectus Reports.	4	4	1	1	N/A	N/A

Output	Performance Indicator /Measure	Baseline	Annual Target 2025/2026	2nd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
<b>IPOs to promote regular tracking of reports</b>	Number of Annual Prospectus reports	1	1	-	N/A	N/A	N/A

## Annexure D- Governance Risk and Compliance Risk

### Q2 2025/26 PFMA checklist for public entities corporate management

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
1.	49	Accounting Authority	In terms of section 49(3) the relevant treasury, in exceptional circumstances, may approve that a functionary other than the board or CEO be the AA of the public entity. In this regard, has the Auditor-General been informed in writing of any such approval or instruction?			x	Themba	
2.	TR 27.3.1	Chief Financial Officer	In the case of a 3A or 3C public entity, has a chief financial officer been appointed to head the finance division?	x			Themba	
3.	56(1)	Delegations of Authority	Have the powers entrusted or delegated to the accounting authority been delegated to other officials within the public entity?	x			Themba	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
4.	51(1)(a)(i)	Internal Control	Does the public entity have:  an effective, efficient and transparent system of financial and risk management and internal control?	x			Mpho	
	51(1)(a)(ii)		a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77?	x			Mpho	
	TR 27.1.1		Is the audit committee a sub-committee of the accounting authority?	x			Bathabile	
	77(a)		Does the audit committee consist of at least 3 persons?	x			Bathabile	
	77(b)		Does the audit committee meet at least twice a year?	x			Bathabile	
	TR 27.1.6		Does the audit committee operate in terms of a	x			Bathabile	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
			written terms of reference?					
	TR 27.1.6		Are the terms of reference reviewed at least annually to ensure its relevance?	x			Bathabile	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	27.1.8		<p>Does the audit committee review the following:</p> <ul style="list-style-type: none"> <li>• The effectiveness of internal control systems;</li> <li>• The effectiveness of internal audit;</li> <li>• The risk areas of the entity's operations to be covered in the scope of internal and external audits</li> <li>• The adequacy, reliability and accuracy of financial information provided to management and other users of such information</li> <li>• Any accounting and auditing concerns identified as a result of internal and external audits</li> <li>• The entity's compliance with legal and regulatory provisions</li> <li>• The activities of the internal audit function, including its annual work programme, co-ordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations; and</li> <li>• Where relevant, the independence and objectivity of the external auditors.</li> </ul>	x			Bathabile	
	TR 27.1.10(a)		Does the audit committee report and make recommendations to the accounting authority?	x			Bathabile	
	TR 27.1.13		<b>Does the audit committee meet annually with the Auditor-General or external auditor to ensure that</b>	x			Bathabile	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
			there are no unresolved issues of concern?					

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	TR 27.2.1		Are risk assessments conducted regularly to identify the public entity's emerging risks?  Does the public entity have a risk management strategy (including a fraud prevention plan) to direct internal audit effort and priority and to determine the skills required of managers and staff to improve controls and to manage these risks?  If there is a risk management strategy, is it communicated to all employees?	x			Bathabile	
	TR 27.2.5		Are the purpose, authority and responsibility of the internal audit function defined in an audit charter?	x			Mpho	
	TR 27.2.6		Is internal audit conducted in accordance with standards set by the Institute of Internal Auditors?	x			Mpho	
	TR 27.2.7		Has the internal audit function prepared a three- year strategic internal audit plan based on the risks facing the public entity?  Does the internal audit function report to the audit committee detailing its performance against the plan?	x			Mpho	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	TR 27.2.10		<p>Does the internal audit function evaluate the following:</p> <ul style="list-style-type: none"> <li>• The information systems environment;</li> <li>• The reliability and integrity of financial and operational information;</li> <li>• The effectiveness of operations;</li> <li>• Safeguarding of assets; and</li> <li>• Compliance with laws, regulations and controls</li> </ul>	x			Mpho	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
5.	51(e)	Financial Misconduct	<p>Have effective and appropriate disciplinary steps been taken against any employee of the public entity who has:</p> <ul style="list-style-type: none"> <li>• Contravened or failed to comply with a provision of the PFMA</li> <li>• Committed an act which undermined the financial management and internal control system of the public entity</li> <li>• Made or permitted irregular or fruitless and wasteful expenditure</li> </ul>			X	Hlengani	
	86(2)		<p>Has the accounting authority been found guilty of an offence or is there any investigation pending relating to the wilful or negligent failure to comply with the provisions of sections 50, 51 or 55?</p>		X		Hlengani	
	TR 33.1.1		<p>Have any employees of the public entity committed financial misconduct?</p>		X		Hlengani	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	TR 33.1.2		If so, was the investigation instituted within 30 days?			X	Hlengani	I
	TR 33.2.1		Is the Executive Authority, Auditor-General and relevant treasury advised if any criminal charges that have been laid against persons for financial misconduct?			X	Hlengani	
	<b>TR 33.3.1</b>		Is the Executive Authority, Auditor-General and relevant treasury provided with a schedule detailing: <ul style="list-style-type: none"> <li>• The outcome of any disciplinary hearings and/or criminal charges;</li> <li>• The names and ranks of employees involved; and</li> <li>• The sanctions and any further actions taken against these employees.</li> </ul>	<b>X</b>			<b>Hlengani</b>	

**PFMA checklist for public entities planning and budgeting**

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
1.	52	Annual budget, corporate plan and shareholder's compact by Schedule 3 public entities and government business enterprises	<p>Did the accounting authority submit the following to the relevant treasury and to the accounting officer of the department at least one month before the start of the public entity's financial year:</p> <ul style="list-style-type: none"> <li>• a projection of revenue, expenditure and borrowings for the financial year in the prescribed format; and</li> <li>• a corporate plan in the prescribed format covering the affairs of that public entity or business enterprise for the following three financial years, and if it has subsidiaries, also the affairs of the subsidiaries.</li> </ul>	X			Themba	
				x			Nokwanda	Yes
	TR 29.1.1		<p>Does the corporate plan include the following:</p> <ul style="list-style-type: none"> <li>• strategic objectives and outcomes identified and agreed upon by the executive authority in the shareholder's compact;</li> <li>• strategic and business initiatives as embodied in business function strategies;</li> <li>• key performance measures and indicators for assessing the entity's performance in delivering the desired outcomes and objectives;</li> <li>• a risk management plan;</li> <li>• a fraud prevention plan;</li> <li>• a materiality/significant framework, referred to in Treasury Regulation 28.1.5;</li> </ul>	x			Nokwanda	<b>We are not required to submit a materiality framework.</b>

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
			<ul style="list-style-type: none"> <li>• a financial plan addressing –</li> <li>• revenue, expenditure and borrowings; Yes</li> <li>• asset and liability management cash flow projections; Yes</li> <li>• capital expenditure programmes; and Yes</li> <li>• dividend policies N/A</li> </ul>					
	TR 29.2.		<p>Does the public entity conclude a shareholder's compact with the executive authority on an annual basis?</p> <p>If yes, does the shareholders compact document the mandated key performance measures and indicators to be attained as agreed between the accounting authority and the executive authority?</p>			X	Janine	<p><b>DTIC did not provide a shareholder compact agreement to CIPC – as per CIPC / DTIC emails in 2023</b></p> <p><i>Bona Motlhake wrote: Ministry is only talking about the Compacts for the schedule 3B and 2 which are SABS, ECIC and IDC respectively.</i></p>
2.	53(1)	Annual budgets by non-business Schedule 3 public entities	Did the accounting authority submit a budget to the executive authority for his or her approval at least six months prior to the start of the financial year of the department designated by the executive authority or another period agreed to between executive authority and the public entity ?	X			Themba	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	53(2)		Was the budget submitted to the executive authority via the accounting officer of the department designated by the executive authority?	X			Themba	
	53(3)		Did the public entity budget for a deficit or accumulate a surplus without approval of the National Treasury?		X		Themba	
	TR 30.1.1		Did the accounting authority submit a proposed strategic plan to the executive authority for his or her approval at least six months before the start of the financial year of the department designated by the executive authority?	x			Nokwanda	
	TR 30.1.2		Was the final strategic plan submitted to the executive authority before 1 April?	x			Nokwanda	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	TR 30.1.3		<p>Does the strategic plan:</p> <ul style="list-style-type: none"> <li>cover a period of three years;</li> <li>include objectives and outcomes as identified by the executive authority;</li> <li>include multi-year projections of revenue and expenditure;</li> <li>include performance measures and indicators for assessing the public entity's performance in delivering the desired outcomes and objectives; and</li> <li>include the materiality/significant framework, referred to in Treasury Regulation 28.1.5.</li> </ul>	x			Nokwanda	<p>The plan covers a period of 5 years</p> <p>We are not required to submit a materiality framework.</p>

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
			Is the strategic plan updated on an annual basis? Yes					

**PFMA checklist for public entities management of working capital**

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
1.	38(1)(j)		Has the public entity submitted a written assurance to the transferring department to the effect that the entity has and maintains effective, efficient and transparent financial management and internal control systems?			X	Themba	
	51(1)		Does the public entity: <ul style="list-style-type: none"> <li>• have an appropriate procurement and provisioning administration system, which is fair, equitable, transparent, competitive and cost-effective?</li> <li>• have a system for properly evaluating all major capital projects prior to a final decision on the project?</li> <li>• collect all revenue due?</li> <li>• Have mechanisms in place to prevent irregular and fruitless and wasteful expenditure?</li> <li>• Manage available working capital efficiently and economically?</li> </ul>	X			Themba	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	TR 29.1.3 TR 29.1.6		<p>Did the public entity submit a corporate plan and borrowing programme to the relevant treasury? (Schedule 2, 3B and 3D entities only)</p> <p>If a borrowing programme was submitted, did it include?</p> <ul style="list-style-type: none"> <li>• The terms and conditions on which the money was borrowed?</li> <li>• Information on proposed domestic borrowing;</li> <li>• Information on proposed foreign borrowing (national entities)</li> <li>• Short and long term borrowing;</li> <li>• Borrowing in relation to a pre-approved corporate plan</li> <li>• The maturity profile of the debt;</li> <li>• The confirmation of compliance with existing and proposed loan covenants;</li> <li>• Debts guaranteed by the government;</li> <li>• Motivations for government guarantees, if required; and</li> <li>• The executive authority's approval of the borrowing programme, if required by the legislation in terms of which the entity was established.</li> </ul>			X	Themba	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	TR 32.1.1		<p>Did the public entity borrow money for bridging purposes? If yes:</p> <ul style="list-style-type: none"> <li>Was approval obtained from the Minister of Finance?</li> <li>Was the debt repaid within 30 days from the end of the financial year?</li> </ul>			X	Themba	

### PFMA checklist for public entities reporting

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
1.	TR 26.1.1	Quarterly Reporting	Does the public entity submit information on its actual and projected revenue and expenditure to the designated accounting officer within 30 days from the end of each quarter? (Schedule 3A and 3C entities)	X			Themba	
	TR 26.1.2		Does the public entity report quarterly to the executive authority (via the designated accounting officer) on the extent of compliance with the PFMA and Treasury Regulations? (Schedule 3A and 3C public entities)	X			Themba	
	TR 29.3.1 TR 30.2.1		Has the public entity established procedures to report quarterly to the executive authority in relation to progress made against achieving the targets set out in the strategic and corporate plan?	X			Nokwanda	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
2.	55	Annual report and financial statements	<p>Did the public entity submit the following to the relevant treasury, executive authority and Auditor-General within 5 months from the end of the financial year:</p> <ul style="list-style-type: none"> <li>An annual report on the activities of the public entity during that financial year;</li> <li>The financial statements for that financial year after the statements have been audited;</li> <li>The report of the auditors on those statements.</li> </ul>	x			Nokwanda Themba Mpho	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
			<p>Does the public entity's annual report and financial statements fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned?</p> <p>Does the annual report and financial statements include:</p> <ul style="list-style-type: none"> <li>• Any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;</li> <li>• Any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;</li> <li>• Any losses recovered or written off;</li> <li>• Any financial assistance received from the state and commitments made by the state on its behalf;</li> <li>• The financial statements of subsidiaries.</li> </ul>		X		Themba	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	65		Did the executive authority table the annual report and financial statements within one month after the accounting authority received the audit report?  If no, did the executive authority table an explanation in the Legislature setting out the reasons why the annual report and financial statements were not tabled?	X			Nokwanda	
	TR 27.1.7		Does the annual report contain a disclosure to the effect that the audit committee has adopted a formal terms of reference	X			Bathabile and Nokwanda	
	TR 27.1.10		Did the audit committee comment on its evaluation of the public entity's financial statements?				Bathabile	

#### Comments

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	TR 28.1.1		Does the financial statements include a report by the accounting authority that discloses the emoluments of all directors and executive members of the public entity and its subsidiaries?		X		Muhammed	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
	TR 28.1.2		<p>If yes, to above, does the disclosure include?</p> <ul style="list-style-type: none"> <li>• Fees for services as a director or executive member;</li> <li>• Basic salary;</li> <li>• Bonuses and performance related payments;</li> <li>• Sums paid by way of expense allowances;</li> <li>• Contributions made to any pension fund, medical aid, insurance scheme, etc;</li> <li>• Any commission, gain or profit sharing arrangements;</li> <li>• Any share options, including their strike price and period; and</li> <li>• Any other material benefits received.</li> </ul>	X			Muhammed	
	TR 28.1.3		Has your public entity adjusted its financial year in accordance with the table in TR 28.1.3?		X		Muhammed	
	<b>TR 28.2.1</b>		Does the annual report provide details of the materiality/significant framework applied during the financial year?		X		Nokwanda	We are not required to submit a materiality framework.

**PFMA checklist for public entities cash management, banking and investment**

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
1.	51(1)(b)(iii) TR 31.1	Cash Management	<p>Are systems, procedures and processes in place in the public entity to ensure efficient and effective banking and cash management, which includes?</p> <p>Collecting and banking revenue promptly</p> <ul style="list-style-type: none"> <li>• Making payment no earlier than necessary with due regard for efficient, effective and economical programme delivery and the public entity's normal terms for account payments;</li> <li>• Avoiding prepayments for goods and services unless required by the contractual arrangements with the supplier;</li> <li>• Accepting discounts to effect early settlement;</li> <li>• Pursuing debtors with appropriate sensitivity and rigour to ensure that amounts receivable by the public entity are collected and banked promptly;</li> <li>• Accurately forecasting the public entity's cash flow requirements;</li> <li>• Timing the in and out flow of cash;</li> <li>• Recognising the time value of money,</li> </ul>	X			Themba	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
			i.e. economically, efficiently, and effectively managing cash;					

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
			<ul style="list-style-type: none"> <li>• Taking any other action that avoids locking up money unnecessarily and inefficiently, such as managing inventories to the optimum level for efficient and effective programme delivery, and selling surplus or under utilised assets;</li> <li>• Performing bank reconciliations at least weekly;</li> <li>• Making regular cash forecasts; and</li> <li>• Alignment of the approved budget with monthly cash flows;</li> <li>• Variance analyses of actual cash flow with the approved budget</li> </ul>				Themba	
2.	TR 31.2.1	Banking	Does the public entity submit a list of all its banking accounts to the National Treasury by 31 May of each year?	X			Themba	

No.	Section	Description	Action	Yes	No	N/a	Responsible	Comments
3.	TR 31.3.1 TR 31.3.2	Investment	<p>Does the public entity have an investment policy?</p> <p>If yes to the above, does the investment policy include the:</p> <ul style="list-style-type: none"> <li>• selection of counter-parties through credit risk analyses;</li> <li>• establishment of investment limits per institution;</li> <li>• establishment of investment limits per investment instrument;</li> <li>• monitoring of investments against limits;</li> <li>• reassessment of investment policies on a regular basis;</li> <li>• reassessment of counter-party credit risk based on credit ratings; and</li> <li>• reassessment of investment instruments based on liquidity requirements.</li> </ul>		X		Themba	

# Status of legislative compliance report

## Quarter Two PFMA and Treasury Regulations Compliance for 2025

### Overview

This report provides a comprehensive summary of the compliance status with the Public Finance Management Act (PFMA) and Treasury Regulations for the second quarter of 2025. The checklist covers various sections, including corporate management, planning and budgeting, management of working capital, and reporting.

### A. Corporate Management

#### Chief Financial Officer (TR 27.3.1)

- a. The organization has a Chief Financial Officer for the Finance Division.
- b. **Status:** Compliant

#### Delegations of Authority (Section 56(1))

- c. Powers entrusted to the Accounting Authority have been delegated to other officials.
- d. **Status:** Compliant

#### Internal Control (Section 51(1)(a)(i))

- e. An effective, efficient, and transparent system of financial and risk management and internal control is in place.
- f. **Status:** Compliant

#### Internal Audit (Section 51(1)(a)(ii))

- g. A system of Internal Audit under the control of an Audit Committee is operational.
- h. **Status:** Compliant

#### Audit Committee (TR 27.1.1 - TR 27.1.13)

- i. The audit committee is a sub-committee of the Accounting Authority, meets at least four times a year (quarterly), and operates under written terms of reference.
- j. **Status:** Compliant

### B. Planning and Budgeting

#### 1. Annual Budget and Corporate Plan (Section 52)

- a. The Accounting Authority submitted the required documents to the relevant treasury and accounting officer.
- b. **Status:** Compliant

#### 2. Strategic Plan (TR 30.1.1 - TR 30.1.3)

- a. The strategic plan covers a period of three years and includes objectives, outcomes, and performance measures.
- b. **Status:** Compliant

### C. Management of Working Capital

#### 1. Financial Management and Internal Control (Section 38(1)(j))

- a. Assurance has been provided that effective, efficient, and transparent financial management and internal control systems are maintained.

- b. **Status:** Compliant
- 2. **Procurement and Revenue Collection (Section 51(1))**
  - a. The organization has appropriate systems for procurement, revenue collection, and preventing irregular expenditure.
  - b. **Status:** Compliant

#### D. Reporting

- 1. **Quarterly Reporting (TR 26.1.1 - TR 26.1.2)**
  - a. The CIPC submits quarterly reports on actual and projected revenue and expenditure, and compliance with the PFMA and Treasury Regulations.
  - b. **Status:** Compliant
- 2. **Annual Report and Financial Statements (Section 55)**
  - a. The annual report and financial statements are submitted within the required timeframe and fairly present the state of affairs of the organization.
  - b. **Status:** Compliant

The compliance status for Quarter 2 of 2025 indicates that the CIPC is largely compliant with the PFMA and Treasury Regulations. All key areas, including corporate management, planning and budgeting, management of working capital, and reporting, have met the required standards.

# Annexure E – Internal Audit Findings

Audit findings tracking summary report for the quarter ended 30 september 2025.

## 1. 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 2024/25 financial year as well as findings and observations from internal audits conducted in the 2022/2023, 2023/2024 and 2024/2025 financial years. Details of progress are contained in the respective registers attached to this report.

## 2. Summary of all Unresolved Internal Audit Findings

Audits assignment involved = 29

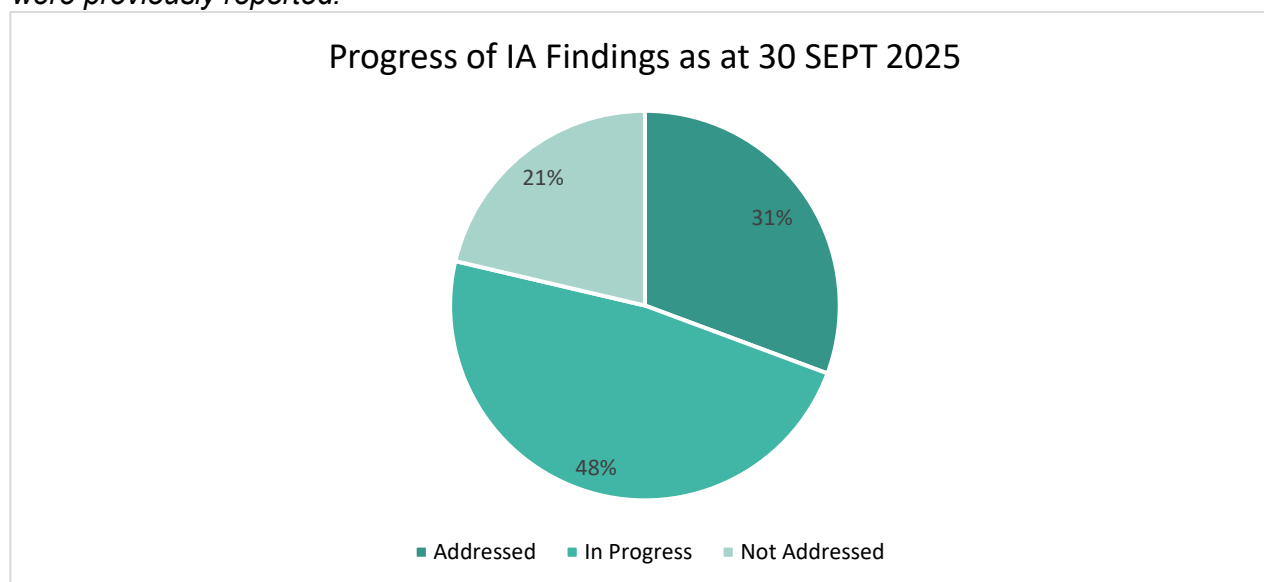
Total findings at the beginning of Q2 of 2024/2025 = 75

Total findings resolved/addressed/ Risk accepted = 23 (31%)

Total findings in progress/Partially addressed = 36 (48%)

Total findings not addressed = 16(21%)

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

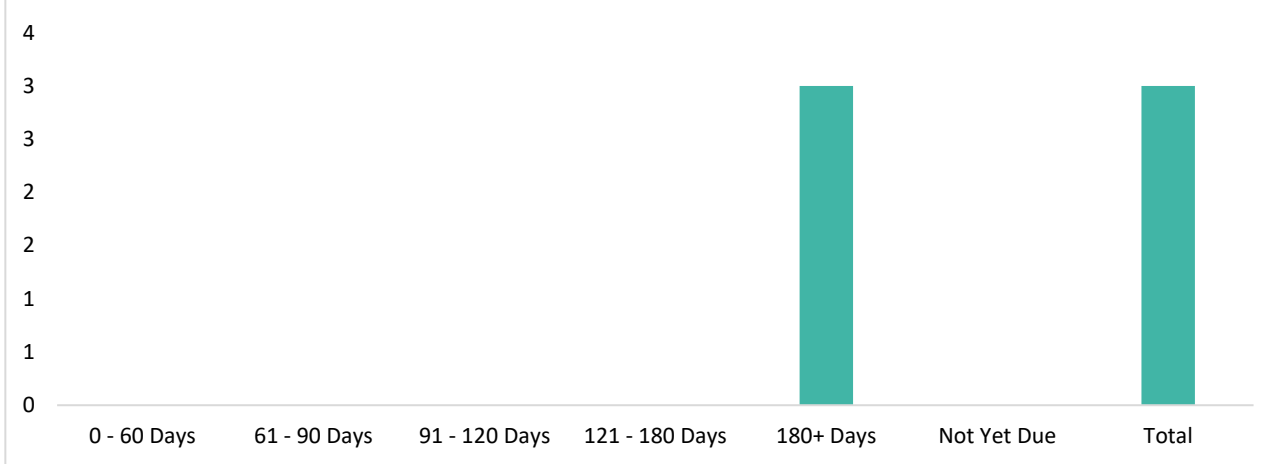


## 3. Internal Audit Findings

*Executive Summary - Internal Audit Findings 2022/2023 as at 30 September 2025*

Audit Assignment	Total outstanding findings at beginning of Q2 2025/2026	Addressed and risk accepted – Total	In Progress	Not Addressed - Total
Labour Relations	2	0	0	2
Disaster Recovery	1	0	0	1
<b>TOTAL</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>

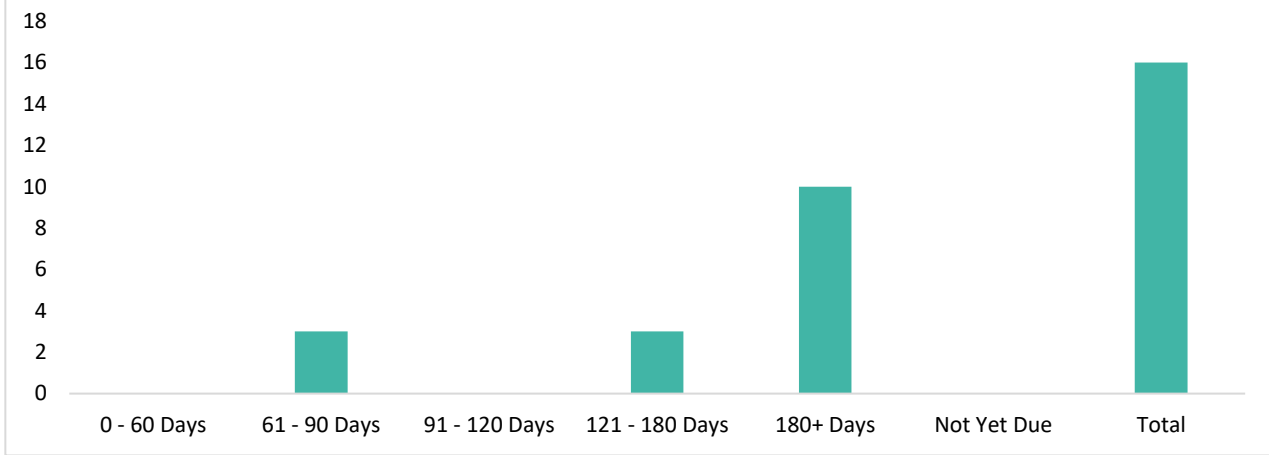
Aging of findings that have not been Resolved as at 30 September  
2025 Number of Findings



*Executive Summary of Internal Audit Findings 2023/2024 as at 30 September 2025*

Audit Assignment	Total outstanding findings at beginning of Q2 2025/2026	Addressed and risk accepted - Total	Partially Addressed	Not Addressed – Total
Staff Establishment	3	0	3	0
CGSE	3	3	0	0
Service Delivery Standards	1	1	0	0
Training & Development	1	1	0	0
Substantive Search Examination	3	3	0	0
Trademarks	2	0	1	1
BCM (Non-IT)	5	0	0	5
ICT Project Management	3	1	2	0
Application Controls on eServices	2	1	0	1
IT General Controls Review	3	0	0	3
<b>TOTAL</b>	<b>26</b>	<b>10</b>	<b>6</b>	<b>10</b>
	100%	38%	23%	38%

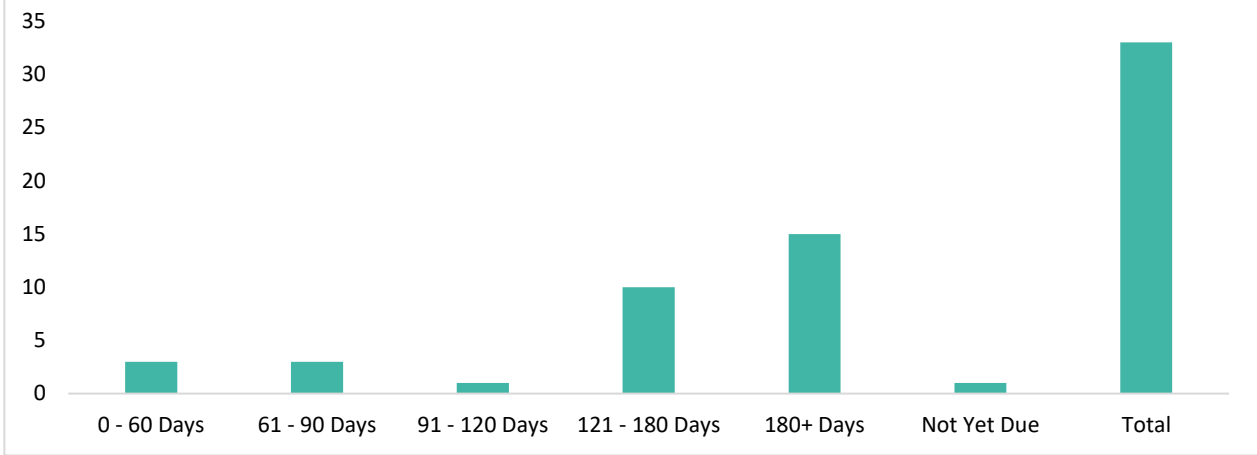
### Aging of Findings (2023/2024) that have not been resolved as at 30 September 2025



Executive Summary - Internal Audit Findings 2024/2025 as at 30 September 2025

Audit Assignment	Total outstanding findings at beginning of Q2 2025/2026	Addressed and risk accepted - Total	Partially Addressed	Not Addressed - Total
SSC - JHB	2	0	2	0
SSC - Pretoria	2	0	0	2
Marketing & Communications	1	0	0	1
Patents & Design	7	1	6	0
Security	7	2	5	0
Supply Chain Management	1	0	1	0
Beneficial Ownership	1	1	0	0
Budget Management	2	2	0	0
Education & Awareness	3	3	0	0
Recruitment	4	0	4	0
Accounts Payables	2	0	2	0
Infrastructure Audit	2	1	1	0
Migration of Applications	1	0	1	0
Cyber Security	2	0	2	0
Ptolemy	2	0	2	0
Mobile Applications	4	0	4	0
ICT 3rd Party Risk	2	2	0	0
<b>TOTAL</b>	45	<b>12</b>	<b>30</b>	<b>3</b>
	100%	<b>27%</b>	<b>67%</b>	<b>7%</b>

### Aging of findings (2024/2025) that have not been Resolved as at 30 September 2025 Number of Findings



#### Auditor General Findings 2024/25

Opening findings balance at beginning of Q2 2025/2026 = 11

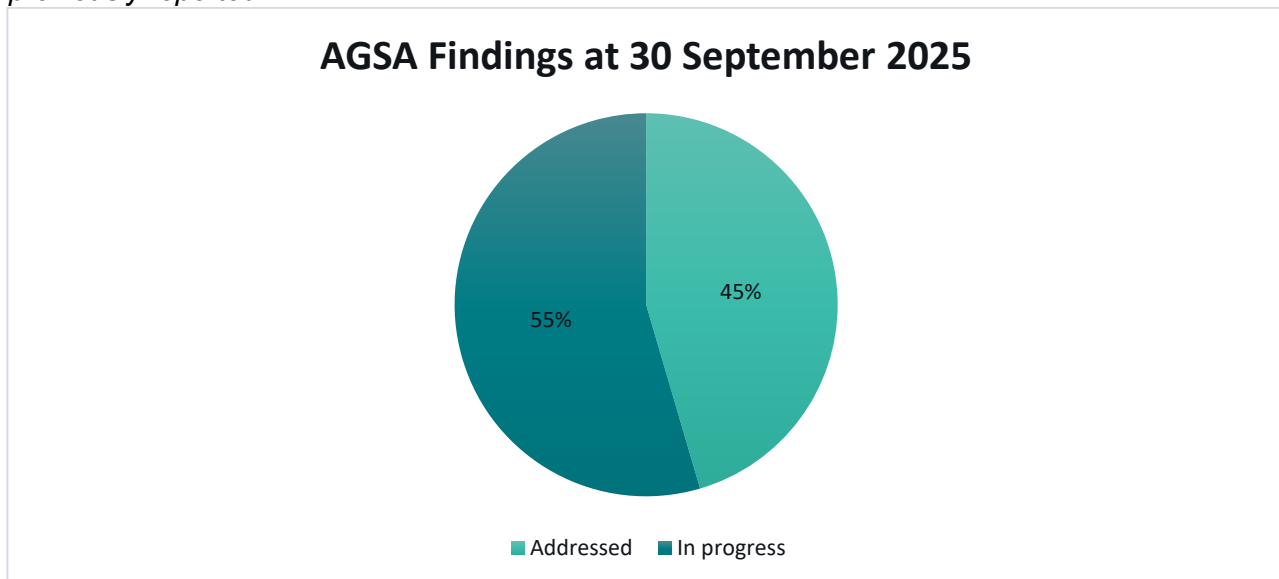
Addressed and risk accepted in Q2 of 2025/2026 = 5

In progress = 6

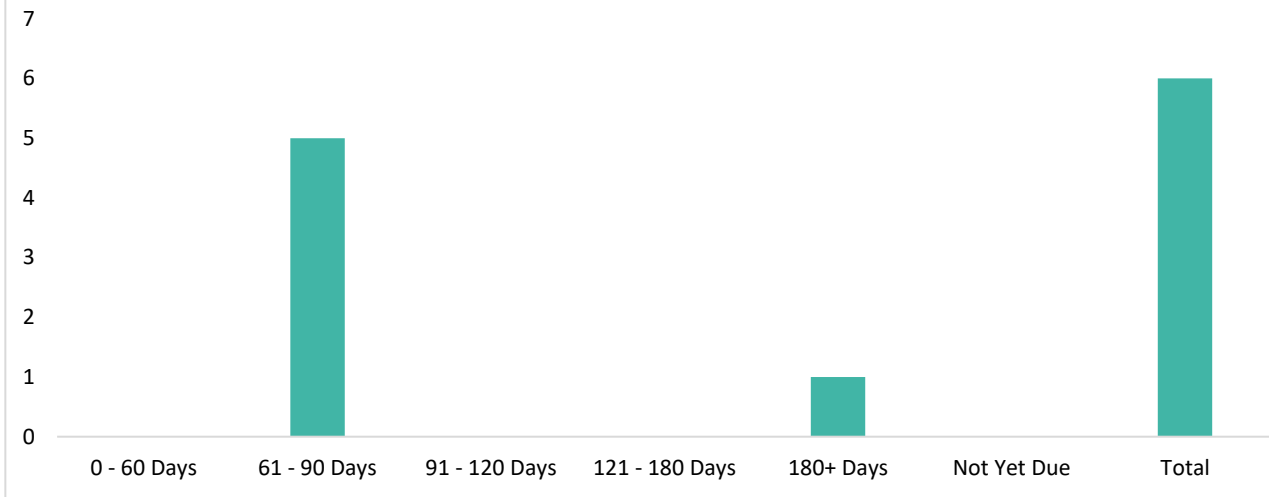
Not addressed = 0

Audit Assignment	Q2 2025/2026 opening balance	Addressed and risk accepted in Q2 of 2025/2026	In progress	Not Addressed
<b>AG: Management report findings</b>	11	5	6	0
<b>% Total</b>	<b>100%</b>	<b>45%</b>	<b>55%</b>	0

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



### Aging of unresolved AGSA findings as at 30 September 2025



## Annexure F – Finance Report

*\*\*Finance Report Shared Separately*

## Annexure G – PFMA Compliance Checklist

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
1.	49	Accounting Authority	In terms of section 49(3) the relevant treasury, in exceptional circumstances, may approve that a functionary other than the board or CEO be the AA of the public entity. In this regard, has the Auditor-General been informed in writing of any such approval or instruction?			x	Themba	
2.	TR 27.3.1	Chief Financial Officer	In the case of a 3A or 3C public entity, has a chief financial officer been appointed to head the finance division?	x			Themba	
3.	56(1)	Delegations of Authority	Have the powers entrusted or delegated to the accounting authority been delegated to other officials within the public entity?	x			Themba	
4.	51(1)(a)(i)	Internal Control	Does the public entity have: an effective, efficient and transparent system of financial and risk management and internal control?	x			Mpho	
	51(1)(a)(ii)		a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77?	x			Mpho	
	TR 27.1.1		Is the audit committee a sub-committee of the accounting authority?	x			Bathabile	
	77(a)		Does the audit committee consist of at least 3 persons?	x			Bathabile	
	77(b)		Does the audit committee meet at least twice a year?	x			Bathabile	
	TR 27.1.6		Does the audit committee operate in terms of a written terms of reference?	x			Bathabile	
	<b>TR 27.1.6</b>		<b>Are the terms of reference reviewed at least annually to ensure its relevance?</b>	<b>x</b>			<b>Bathabile</b>	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	27.1.8		<p>Does the audit committee review the following:</p> <ul style="list-style-type: none"> <li>• The effectiveness of internal control systems;</li> <li>• The effectiveness of internal audit;</li> <li>• The risk areas of the entity's operations to be covered in the scope of internal and external audits</li> <li>• The adequacy, reliability and accuracy of financial information provided to management and other users of such information</li> <li>• Any accounting and auditing concerns identified as a result of internal and external audits</li> <li>• The entity's compliance with legal and regulatory provisions</li> <li>• The activities of the internal audit function, including its annual work programme, co-ordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations; and</li> <li>• Where relevant, the independence and objectivity of the external auditors.</li> </ul>		x			Bathabile
	TR 27.1.10(a)		Does the audit committee report and make recommendations to the accounting authority?		x			Bathabile
	TR 27.1.13		<b>Does the audit committee meet annually with the Auditor-General or external auditor to ensure that</b>		x			Bathabile

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
			there are no unresolved issues of concern?					

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 27.2.1		Are risk assessments conducted regularly to identify the public entity's emerging risks? Does the public entity have a risk management strategy (including a fraud prevention plan) to direct internal audit effort and priority and to determine the skills required of managers and staff to improve controls and to manage these risks? If there is a risk management strategy, is it communicated to all employees?	x			Bathabile	
	TR 27.2.5		Are the purpose, authority and responsibility of the internal audit function defined in an audit charter?	x			Mpho	
	TR 27.2.6		Is internal audit conducted in accordance with standards set by the Institute of Internal Auditors?	x			Mpho	
	TR 27.2.7		Has the internal audit function prepared a three- year strategic internal audit plan based on the risks facing the public entity? Does the internal audit function report to the audit committee detailing its performance against the plan?	x			Mpho	
	TR 27.2.10		<b>Does the internal audit function evaluate the following:</b> <ul style="list-style-type: none"> <li>• The information systems environment;</li> <li>• The reliability and integrity of financial and operational information;</li> <li>• The effectiveness of operations;</li> <li>• Safeguarding of assets; and</li> <li>• Compliance with laws, regulations and controls</li> </ul>	x			Mpho	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
5.	51(e)	Financial Misconduct	<p>Have effective and appropriate disciplinary steps been taken against any employee of the public entity who has:</p> <ul style="list-style-type: none"> <li>• Contravened or failed to comply with a provision of the PFMA</li> <li>• Committed an act which undermined the financial management and internal control system of the public entity</li> <li>• Made or permitted irregular or fruitless and wasteful expenditure</li> </ul>			X	Hlengani	
	86(2)		<p>Has the accounting authority been found guilty of an offence or is there any investigation pending relating to the wilful or negligent failure to comply with the provisions of sections 50, 51 or 55?</p>			X	Hlengani	
	TR 33.1.1		<p>Have any employees of the public entity committed financial misconduct?</p>			X	Hlengani	
	TR 33.1.2		<p>If so, was the investigation instituted within 30 days?</p>			X	Hlengani	I
	TR 33.2.1		<p>Is the Executive Authority, Auditor-General and relevant treasury advised if any criminal charges that have been laid against persons for financial misconduct?</p>			X	Hlengani	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 33.3.1		<p>Is the Executive Authority, Auditor-General and relevant treasury provided with a schedule detailing:</p> <ul style="list-style-type: none"> <li>• The outcome of any disciplinary hearings and/or criminal charges;</li> <li>• The names and ranks of employees involved; and</li> <li>• The sanctions and any further actions taken against these employees.</li> </ul>		X		Hlengani	

**PFMA CHECKLIST FOR PUBLIC ENTITIES PLANNING AND BUDGETING**

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
1.	52	Annual budget, corporate plan and shareholder's compact by Schedule 3 public entities and government business enterprises	<p>Did the accounting authority submit the following to the relevant treasury and to the accounting officer of the department at least one month before the start of the public entity's financial year:</p> <ul style="list-style-type: none"> <li>• a projection of revenue, expenditure and borrowings for the financial year in the prescribed format; and</li> <li>• a corporate plan in the prescribed format covering the affairs of that public entity or business enterprise for the following three financial years, and if it has subsidiaries,</li> </ul> <p>also the affairs of the subsidiaries.</p>		X		Themba	
					X		Nokwanda	Yes
	TR 29.1.1		<p><b>Does the corporate plan include the following:</b></p> <ul style="list-style-type: none"> <li>• <b>strategic objectives and outcomes identified and agreed upon by the executive authority in the shareholder's compact;</b></li> <li>• <b>strategic and business initiatives as embodied in business function strategies;</b></li> <li>• <b>key performance measures and indicators for assessing the entity's performance in delivering the desired outcomes and objectives;</b></li> <li>• <b>a risk management plan;</b></li> <li>• <b>a fraud prevention plan;</b></li> </ul>		X		Nokwanda	We are not required to submit a materiality framework.

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
			<ul style="list-style-type: none"> <li>a materiality/significant framework, referred to in Treasury Regulation 28.1.5;</li> </ul>					

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS	
			<ul style="list-style-type: none"> <li>• a financial plan addressing –               <ul style="list-style-type: none"> <li>❑ revenue, expenditure and borrowings; Yes</li> <li>❑ asset and liability management cash flow projections; Yes</li> <li>❑ capital expenditure programmes; and Yes</li> <li>❑ dividend policies N/A</li> </ul> </li> </ul>						
	TR 29.2.		<p>Does the public entity conclude a shareholder's compact with the executive authority on an annual basis?</p> <p>If yes, does the shareholders compact document the mandated key performance measures and indicators to be attained as agreed between the accounting authority and the executive authority?</p>				x	Janine	<p><b>DTIC did not provide a shareholder compact agreement to CIPC – as per CIPC / DTIC emails in 2023</b></p> <p><b><i>Bona Motlhake wrote: Ministry is only talking about the Compacts for the schedule 3B and 2 which are SABS, ECIC and IDC respectively.</i></b></p>

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
2.	53(1)	Annual budgets by non-business Schedule 3 public entities	Did the accounting authority submit a budget to the executive authority for his or her approval at least six months prior to the start of the financial year of the department designated by the executive authority or another period agreed to between executive authority and the public entity?		X		Themba	
	53(2)		Was the budget submitted to the executive authority via the accounting officer of the department designated by the executive authority?		X		Themba	
	53(3)		Did the public entity budget for a deficit or accumulate a surplus without approval of the National Treasury?			X	Themba	
	TR 30.1.1		Did the accounting authority submit a proposed strategic plan to the executive authority for his or her approval at least six months before the start of the financial year of the department designated by the executive authority?		x		Nokwanda	
	TR 30.1.2		<b>Was the final strategic plan submitted to the executive authority before 1 April?</b>		x		<b>Nokwanda</b>	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 30.1.3		<p>Does the strategic plan:</p> <ul style="list-style-type: none"> <li>cover a period of three years;</li> <li>include objectives and outcomes as identified by the executive authority;</li> <li>include multi-year projections of revenue and expenditure;</li> <li>include performance measures and indicators for assessing the public entity's performance in delivering the desired outcomes and objectives; and</li> <li>include the materiality/significant framework, referred to in Treasury Regulation 28.1.5.</li> </ul> <p>Is the strategic plan updated on an annual basis?</p>	x			Nokwanda	5 years

**PFMA CHECKLIST FOR PUBLIC ENTITIES MANAGEMENT OF WORKING CAPITAL**

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
1.	38(1)(j)		Has the public entity submitted a written assurance to the transferring department to the effect that the entity has and maintains effective, efficient and transparent financial management and internal control systems?			x	Themba	
	51(1)		<p><b>Does the public entity:</b></p> <ul style="list-style-type: none"> <li>• <b>have an appropriate procurement and provisioning administration system, which is fair, equitable, transparent, competitive and cost-effective?</b></li> <li>• <b>have a system for properly evaluating all major capital projects prior to a final decision on the project?</b></li> <li>• <b>collect all revenue due?</b></li> <li>• <b>Have mechanisms in place to prevent irregular and fruitless and wasteful expenditure?</b></li> <li>• <b>Manage available working capital efficiently and economically?</b></li> </ul>	X			Themba	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 29.1.3 TR 29.1.6		<p>Did the public entity submit a corporate plan and borrowing programme to the relevant treasury? (Schedule 2, 3B and 3D entities only)</p> <p>If a borrowing programme was submitted, did it include?</p> <ul style="list-style-type: none"> <li>• The terms and conditions on which the money was borrowed?</li> <li>• Information on proposed domestic borrowing;</li> <li>• Information on proposed foreign borrowing (national entities)</li> <li>• Short- and long-term borrowing;</li> <li>• Borrowing in relation to a pre-approved corporate plan</li> <li>• The maturity profile of the debt;</li> <li>• The confirmation of compliance with existing and proposed loan covenants;</li> <li>• Debts guaranteed by the government;</li> <li>• Motivations for government guarantees, if required; and</li> <li>• The executive authority's approval of the borrowing programme, if required by the legislation in terms of which the entity was established.</li> </ul>			X	Themba	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 32.1.1		<p>Did the public entity borrow money for bridging purposes? If yes:</p> <ul style="list-style-type: none"> <li>Was approval obtained from the Minister of Finance?</li> <li>Was the debt repaid within 30 days from the end of the financial year?</li> </ul>			X	Themba	

**PFMA CHECKLIST FOR PUBLIC ENTITIES REPORTING**

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
1.	TR 26.1.1	Quarterly Reporting	Does the public entity submit information on its actual and projected revenue and expenditure to the designated accounting officer within 30 days from the end of each quarter? (Schedule 3A and 3C entities)		X		Themba	
	TR 26.1.2		Does the public entity report quarterly to the executive authority (via the designated accounting officer) on the extent of compliance with the PFMA and Treasury Regulations? (Schedule 3A and 3C public entities)		X		Themba	
	TR 29.3.1 TR 30.2.1		Has the public entity established procedures to report quarterly to the executive authority in relation to progress made against achieving the targets set out in the strategic and corporate plan?		X		Nokwanda	
2.	55	Annual report and financial statements	<p><b>Did the public entity submit the following to the relevant treasury, executive authority and Auditor-General within 5 months from the end of the financial year:</b></p> <ul style="list-style-type: none"> <li>• An annual report on the activities of the public entity during that financial year;</li> <li>• The financial statements for that financial year after the statements have been audited;</li> <li>• The report of the auditors on those statements.</li> </ul>		X		Nokwanda Themba Mpho	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
			<p>Does the public entity's annual report and financial statements fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned?</p> <p>Does the annual report and financial statements include:</p> <ul style="list-style-type: none"> <li>• Any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;</li> <li>• Any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;</li> <li>• Any losses recovered or written off;</li> <li>• Any financial assistance received from the state and commitments made by the state on its behalf;</li> <li>• The financial statements of subsidiaries.</li> </ul>				Themba	
	65		<p>Did the executive authority table the annual report and financial statements within one month after the accounting authority received the audit report?</p> <p>If no, did the executive authority table an explanation in the Legislature setting out the reasons why the annual report and financial statements were not tabled?</p>				Nokwanda	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 27.1.7		Does the annual report contain a disclosure to the effect that the audit committee has adopted a formal terms of reference		x		Bathabile and Nokwanda	
	TR 27.1.10		<b>Did the audit committee comment on its evaluation of the public entity's financial statements?</b>				<b>Bathabile</b>	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 28.1.1		Does the financial statements include a report by the accounting authority that discloses the emoluments of all directors and executive members of the public entity and its subsidiaries?		X		Muhammed	
	TR 28.1.2		<p>If yes, to above, does the disclosure include?</p> <ul style="list-style-type: none"> <li>• Fees for services as a director or executive member;</li> <li>• Basic salary;</li> <li>• Bonuses and performance related payments;</li> <li>• Sums paid by way of expense allowances;</li> <li>• Contributions made to any pension fund, medical aid, insurance scheme, etc;</li> <li>• Any commission, gain or profit sharing arrangements;</li> <li>• Any share options, including their strike price and period; and</li> <li>• Any other material benefits received.</li> </ul>		X		Muhammed	
						X		
							X	
				X				

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 28.1.3		Has your public entity adjusted its financial year in accordance with the table in TR 28.1.3?			X	Muhammed	
	TR 28.2.1		Does the annual report provide details of the materiality/significant framework applied during the financial year?			x	Nokwanda	

**PFMA CHECKLIST FOR PUBLIC ENTITIES CASH MANAGEMENT, BANKING AND INVESTMENT**

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
1.	51(1)(b)(iii) TR 31.1	Cash Management	<p>Are systems, procedures and processes in place in the public entity to ensure efficient and effective banking and cash management, which includes?</p> <ul style="list-style-type: none"> <li>• Collecting and banking revenue promptly;</li> <li>• Making payment no earlier than necessary with due regard for efficient, effective and economical programme delivery and the public entity's normal terms for account payments;</li> <li>• Avoiding prepayments for goods and services unless required by the contractual arrangements with the supplier;</li> <li>• Accepting discounts to effect early settlement;</li> <li>• Pursuing debtors with appropriate sensitivity and rigour to ensure that amounts receivable by the public entity are collected and banked promptly;</li> <li>• Accurately forecasting the public entity's cash flow requirements;</li> <li>• Timing the in and out flow of cash;</li> <li>• Recognising the time value of money,</li> </ul> <p>i.e. economically, efficiently, and effectively managing cash;</p>		X		Themba	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
			<ul style="list-style-type: none"> <li>• Taking any other action that avoids locking up money unnecessarily and inefficiently, such as managing inventories to the optimum level for efficient and effective programme delivery, and selling surplus or under utilised assets;</li> <li>• Performing bank reconciliations at least weekly;</li> <li>• Making regular cash forecasts; and</li> <li>• Alignment of the approved budget with monthly cash flows;</li> <li>• Variance analyses of actual cash flow with the approved budget</li> </ul>				Themba	
2.	TR 31.2.1	Banking	Does the public entity submit a list of all its banking accounts to the National Treasury by 31 May of each year?		X		Themba	

3.	TR 31.3.1 TR 31.3.2	Investment	<p>Does the public entity have an investment policy? If yes to the above, does the investment policy include the:</p> <ul style="list-style-type: none"> <li>• selection of counter-parties through credit risk analyses;</li> <li>• establishment of investment limits per institution;</li> <li>• establishment of investment limits per investment instrument;</li> <li>• monitoring of investments against limits;</li> <li>• reassessment of investment policies on a regular basis;</li> <li>• reassessment of counter-party credit risk based on credit ratings; and</li> <li>• reassessment of investment instruments based on liquidity requirements.</li> </ul>		X		Themba	
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Annexure H – Combined Assurance Report

REF	STRATEGIC GOAL	CATEGORY	RISK DEFINITION	#	CONTRIBUTING FACTORS	INHERENT RISK		#	EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		#	CONTROL IMPROVEMENT PLAN		AUDITS	1st line	2nd line	3rd line	4th line	Assurance conclusion	Action required
						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
CIP C 1	Reduce regulatory administrative burden	Operational Risk	Customer dissatisfaction with services offered from various functions organisation-wide	1	Manual processes in some areas and non-adaptability to changing customer preferences for service offerings	4	16	1	<ul style="list-style-type: none"> <li>- Automated Business tools (email, website, <u>query resolution system</u>, mobile)</li> <li>- Call centre</li> <li>- Annual Returns (AR) deregistration</li> <li>- Finalised, awaiting deployment to production.</li> <li>- National Risk Assessment (NRA) - Targeted sanction list - Financial Intelligence Centre (FIC) - Complete Deployed.</li> </ul>	4	12	1	<ul style="list-style-type: none"> <li>- Systems change processes for prioritized and identified areas with manual processes (Projects)</li> <li>- E-services system (K2) development programme implementation</li> <li>- <u>Mobility Applications</u> and Chatbot programmes implementation</li> <li>- Continuous monitoring and reporting on the status of identified priority automation Projects</li> <li>- Continuous IP training for CIPC employees</li> </ul> <p>Automation of the following functions:</p> <ul style="list-style-type: none"> <li>- Document Dispatch - Delayed (reprioritisation)</li> <li>- Business Rescue Phase 3 - Delivery Q2 2024/25</li> <li>- Mobile App and Chatbot - Delivery Q2 2024/25</li> </ul>	Exec: BI & Systems Exec: Innovation & Creativity	<ul style="list-style-type: none"> <li>Call Centre</li> <li>Annual Returns Compliance</li> <li>Deregistration</li> <li>New Cooperatives process</li> <li>Company reinstatement process</li> <li>Beneficial ownership (in preparation for peer review)</li> </ul>	✓	✓	✓	✓	<p><b>Extensive Assurance</b></p> <p>Audits of Call Centre, Annual Returns, New Cooperatives Process, Deregistration have been concluded.</p> <p>Audits of Company Reinstatement process and Beneficial Ownership are planned.</p>	Recommendations to be implemented by management. Tracking register to be monitored

REF	STRATEGIC GOAL	CATEGORY	RISK DEFINITION	#	CONTRIBUTING FACTORS	INHERENT RISK		#	EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		#	CONTROL IMPROVEMENT PLAN		AUDITS	1st line	2nd line	3rd line	4th line	Assurance conclusion	Action required
						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
				2	Lack of awareness of CIPC services, channels and know-how by the customer			2	<ul style="list-style-type: none"> <li>- Website</li> <li>- Education and awareness initiatives (e.g. campaigns and workshops)</li> <li>- Marketing collateral (e.g. brochures)</li> <li>- Social media</li> <li>- Partnerships with other role players (e.g. Seda, the dtic, WIPO)</li> <li>- Ongoing utilisation of technology to build awareness where accessible.</li> </ul>			2	<ul style="list-style-type: none"> <li>- Review media strategy (digital, broadcast, print)</li> <li>- Optimise Information presentation on website (simple, accessible and easy to use)</li> <li>- Build and maintain relationships with other role players and stakeholders</li> </ul>	Exec: BI & Systems Exec: Innovation & Creativity		✓	✓		✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				3	Nature of Supply Chain Management processes. SCM is highly legislated, implementation is confined by the applicable legislation			3	<ul style="list-style-type: none"> <li>- SCM policy</li> <li>- Delegation of authority</li> <li>- Anti-fraud and corruption plan</li> <li>- Supply-chain governance committees</li> </ul>			3	- To introduce SCM measures of performance e.g. SCM process turnaround times	CFO	SCM	✓	✓	✓	✓	SCM audit to be conducted in Q4.	
				4	Inadequate business continuity planning and execution			4	<ul style="list-style-type: none"> <li>- Integrated Disaster management and Business continuity plans</li> <li>- CIPC emergency and Crisis response Plan</li> <li>- CIPC Information continuity and recovery</li> </ul>			4	<ul style="list-style-type: none"> <li>- Validate ICT continuity plans and emergency response readiness through integrated exercises and system recovery tests.</li> <li>- Troubleshooti</li> </ul>	Exec: BI & Systems DM GRC	ICT continuity and third party risk management	✓	✓	✓	✓	<b>Extensive Assurance</b> An audit of ICT continuity and third party risk management has been concluded.	Recommendations to be implemented by management. Tracking register to be monitored

REF	STRATEGIC GOAL	CATEGORY	RISK DEFINITION	#	CONTRIBUTING FACTORS	INHERENT RISK		#	EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		#	CONTROL IMPROVEMENT PLAN		AUDITS						Assurance conclusion	Action required		
						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer	1st line	2nd line	3rd line	4th line						
									standard, strategy and plan - Business impact assessment - Enterprise backup and restore management solution - Ongoing plan exercises and data restore tests - SLA for off-site backup archiving and retrieval - Enterprise robotics tape library solution (updated)				ng reports for unsuccessful recovery and restore testing - Review and enhance Information continuity and recovery Plan and emergency response arrangements - Migrate to a Premium backup management solution to significantly enhance recovery capabilities - Review and update of the BCM programme/plan - Resourcing of the Corporate business continuity function											
				5	Ineffective quality management			5	Ongoing quality management initiatives			5	None suggested	Exec: Strategy										
				#	CONSEQUENCE/S OF THE RISK	Impact		#	EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)	Impact		#	Agreed action plan	Assurer/Implementer										
				1	Customer / stakeholder complaints	4		1	Customer communication, education and awareness initiatives (including	3		1	Continuous SMME training and reporting on IP services	Exec: Innovation & Creativity		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to				

REF	STRATEGIC GOAL	CATEGORY	RISK DEFINITION	#	CONTRIBUTING FACTORS	INHERENT RISK		#	EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		#	CONTROL IMPROVEMENT PLAN				AUDITS	1st line	2nd line	3rd line	4th line	Assurance conclusion	Action required
						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer									
									media campaign)													governance committees.	
				3	Impaired organisational performance and service delivery			3	- Consequence management (performance) - Monthly joint Exco and Manco strategy sessions			3	Continuous monitoring and reporting on organizational strategy and operational performance.	Exec: Strategy	Q1 -Q4 performance information reviews.  Operational Excellence (Service delivery standards review)	✓	✓	✓	✓	<b>Extensive Assurance</b> Performance information verification takes place quarterly by Internal Audit.  Service Delivery standards audit planned.	Recommendations to be implemented by management. Tracking register to be monitored		
				4	Reputational harm			4	- Customer survey - Crisis communications - Media monitoring and management - Limited research to gather IP data.			4		Exec: BISG & Exec: Innovation & Creativity		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.			
				5	Fraud, waste and abuse of financial resources			5	- Finance policies - Irregular expenditure monitoring - Fruitless, wasteful expenditure monitoring - Anti-fraud and corruption plan			5	The review of policies to manage the risk of fraud and corruption is in progress.	CFO and GRC		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.			

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
CIP C 2	Build competencies and capabilities to become a world class and modern regulator	Technology Risk	Non-availability and non-accessibility of ICT services	1	Lack of alignment between business expectation and technology support capacity from inadequate infrastructure	5	20	1	ICT strategic plan included in organisational business plan	5	15	1	- Implementation of service management processes (ITSM) to optimise operations (including incident management and business Relationship Management) - EPMO-78 - ITSM (Q3/Q4 2024/2025) - Prioritisation Framework (2024/2025)	Exec: BI & Systems	ICT Asset Management	✓	✓	✓	✓	ICT asset management audit planned.	
				2	Lack of clear identification of business requirements	2	- BISG high-level processes - Project prioritisation forum - Change control procedures	2	- Develop and implement identified and prioritized technology platform components according to plan - Enterprise Architecture implementation to promote CIPC-wide common controls across apps, systems and services - Business requirements process: all Functional Specs for prioritised projects to be signed off by business owners	Exec: BI & Systems		✓	✓	☐	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.					

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
				3	Unauthorised access to systems			3	- Security, network and infrastructure policies and procedures - Information security management system (policies and procedures) - Data disclosure strategy			3	- <b>Implementation of business process driven application development model</b> - Complete legacy migration to oracle: <b>Pilot phase with Oracle Golden Gate (keep Oracle and Informix in sync)</b> - <b>EPMO-77 - Informix Migration (Planned for Q3 2024/2025)</b> - <b>EPMO-74 - Managed Information Security Services (Planned for Q3-Q4 2024/2025)</b>	Exec: BI & Systems	API and emerging technologies  Code review/web application testing (Advisory engagement)	✓	✓	✓	✓	API and emerging technologies & Code review/web application testing planned	
				4	Inability to prevent, detect and respond to cyber-security threats			4	- Info Continuity and Recovery Plan - CIPC Emergency Response Plan - Review and continuous improvement of physical and logical access protocols - Vulnerability assessments - Data and server backups - Periodic penetration testing - Conduct			4	- Upgrading of Cortex Extended Detection and Response (XDR) implementation to all CIPC endpoints; - Replacement of the existing firewall to the Next Generation Firewall (NGFW) in progress. - Advance Threats Detection	Exec: BI & Systems	Cybersecurity (Vulnerability assessment and penetration testing by SSA)	✓	✓	✓	✓	Cybersecurity audit planned	

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
									social engineering test/ audit - Existing cyber-security solutions are continuously reviewed and identified improvements are implemented.				(ATD) and Data Loss/leakage Prevention (DLP) - Managed Information Security Services (MISS) tender was advertised (Q4 23/24) - BAC process <b>conclusion</b>								
				5	Lack of agile ICT services			5	Continuous ICT improvement <b>and review</b>			5	None proposed	Exec: BI & Systems							
				6	Service provider dependency			6	- SLA management - Skills transfer (into CIPC)			6	Staff retention model and succession plan <b>in line with outcomes of OD project</b>	Exec: BI & Systems		✓	✓	☐	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				7	Legacy systems			7	- Integration of various business systems through e-channels (digital) - Prioritised application systems rollout strategy and planned implementation			7	- Business process driven application development model using the K2 development framework - Implementation of Prospectus, and Business Rescue Phase 3 - Enterprise Architecture implementation to promote CIPC-wide common controls across	Exec: BI & Systems	Prospectus process	✓	✓	✓	✓	Prospectus audit planned	

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
													apps, systems and services								
				8	Lack of system maintenance monitoring and continuous improvement			8	Planned proactive systems maintenance			8	None proposed	Exec: BI & Systems							
				9	Poor connectivity and load shedding			9	Rolled out of UPS/inverters to ensure connectivity during load shedding			9	None proposed.	Exec: BI & Systems							
				10	Inadequate data integrity			10	<ul style="list-style-type: none"> <li>- Data policies, processes, procedures and conventions</li> <li>- Data validation techniques</li> <li>- Third party verification system</li> <li>- Automated integrity checks</li> <li>- Security, network and infrastructure policies and procedures</li> <li>- Data Disclosure Strategy</li> <li>- Implementation of business rules in applications</li> <li>- Digitisation of records</li> <li>- Automation of dematerialised data and records</li> </ul>			10	<ul style="list-style-type: none"> <li>- Continuous improvement of automated integrity checks</li> <li>- Complete cyber-security solution: ID management</li> <li>- Transformation of and migration to new Data</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>- Implementation of Data</li> </ul>	Exec: BI & Systems	Data Governance and Governance of IT	✓	✓	✓	✓	Prospectus audit planned	

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
				#	CONSEQUENCE /S OF THE RISK	Impact		#	EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)	Impact		#	Agreed action plan	Assurer/Implementer							
													Management Solution								
				1	Impaired organisational performance and service delivery	4		1	Consequence management (performance)	3		1	None proposed	Exec: CS		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				2	Customer / stakeholder complaints			2	- Troubleshooting - Customer communication, education and awareness initiatives (including media campaign)			2	None proposed	Exec: BI & Systems		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				4	Litigation			4	Legal support			4	None proposed	Legal		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				5	Revenue loss			5	Service delivery channels (physical and digital)			5	- Implement the Application Programming Interface (API) to certain Government entities (at no	Exec: BI & Systems		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to	

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer						
																				governance committees.
				6	Unreliable and/or unavailable data systems			6	- Data policies, processes, procedures and conventions - Data validation techniques - Third party verification system - Automated integrity checks - Performance monitoring and alerts configured on critical systems as early warning detection.			6	None proposed	Exec: BI & Systems		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				7	Data breach and data loss			7	- Integration of various business systems through e-channels (digital) - Prioritised application systems rollout strategy and plan implementation			7	Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) implementation	Exec: BI & Systems		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
CIP C 3	Build competencies and capabilities to become a world class and modern regulator	Leadership Risk	Non-professional organisational culture	1	Ineffective and inconsistent implementation of performance management	4	16	1	<ul style="list-style-type: none"> <li>- Performance management system</li> <li>- PM policy clearly describes how the agreement on performance should be aligned to output per business unit and to annual business plan</li> <li>- Job descriptions review under progress based on interview with both line manager and employee to ensure alignment with Performance plan</li> <li>- Consequence management described in performance management policy</li> </ul>	4	12	1	None proposed	Exec: Corporate Services	Staff performance management	✓	✓	✓	✓	<b>Extensive Assurance</b> Staff performance management audit has been concluded.	Recommendations to be implemented by management. Tracking register to be monitored
				2	Ineffective leadership and output-based management			2	<ul style="list-style-type: none"> <li>- Continuous employee surveys</li> <li>- Individual PDP requested within performance planning and submitted on ESS</li> <li>- Alignment of individual performance plan with the</li> </ul>			2	None proposed	Exec: Corporate Services	Staff performance management	✓	✓	✓	✓	<b>Extensive Assurance</b> Staff performance management audit has been concluded.	Recommendations to be implemented by management. Tracking register to be monitored

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer						
									strategic plan, as per approved performance management policy - explained in policy - Training requirements from ICT automation implemented on an ongoing basis											
				3	Ineffective knowledge management and sharing of information			3	- Documented policies and procedures - Knowledge sharing initiatives within divisions			3	- Develop a knowledge management system - Develop and regularly update the intranet information sharing platform - Policy and procedure awareness	Exec: Corporate Services		✓	✓	☐	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				4	Inadequate communication and clarity of strategy, role-functions and expectations of leadership			4	- Strategic plan - Governance and delegation of authority frameworks			4	Ongoing strategy Reviews -Utilisation of Communication channels and tools to disseminate information. - Ongoing divisional meetings ( Cascading of organisational strategy by managers to team)	Exec: Strategy/	Governance and ethics	✓	✓	✓	✓	Governance and ethics planned.
				5	Not living the values and working in silos			5	Values defined			5	- Values survey - Education and awareness	Exec: Corporate Services	Governance and ethics	✓	✓	✓	✓	Governance and

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
													(on values) - Simplification and rationalisation of values							ethics planned.	
				#	CONSEQUENCE/S OF THE RISK	Impact		#	EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)	Impact		#	Agreed action plan	Assurer/Implementer							
				1	Customer / stakeholder complaints	4		1	- Crisis communications - Complaints management processes.	3		1	Finalisation and approval of stakeholder management strategy.	Exec: Strategy		✓	✓	<input type="checkbox"/>	✓	<u>Moderate Assurance</u> Relevant division to provide reports to governance committees.	
				2	Low staff morale			2	- Human resource management policy - Ongoing staff engagement - Continuous implementation of wellness initiatives			2	None proposed	Exec: Corporate Services		✓	✓	<input type="checkbox"/>	✓	<u>Moderate Assurance</u> Relevant division to provide reports to governance committees.	
				3	Fraud and corruption			3	- Fraud Prevention Policy - Whistleblowing Policy - Automatic reminders sent to policy custodians to commence the review process closer to due date.			3	None proposed	DM: GRC		✓	✓	<input type="checkbox"/>	✓	<u>Moderate Assurance</u> Relevant division to provide reports to governance committees.	

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
				4	Impaired organisational performance and service delivery			4	- Consequence management (performance) - Monthly joint Exco and Manco strategy meetings			4	Monitoring and reporting of performance management processes.	Exec: Strategy		✓	✓	✓	✓	<b>Extensive Assurance</b> Performance information verification takes place quarterly by Internal Audit.  Service Delivery standards audit planned.	Recommendations to be implemented by management. Tracking register to be monitored

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
CIP C 4	Create a reputable business regulation and IP environment	Strategic risk	Non-optimal organizational performance	1	Prolonged organizational design process	5	20	1	Ongoing OD process - phased implementation approach.	5	15	1	None proposed	Commissioner		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				2	Lack of dedicated unit / lead for stakeholder management			2	Signed MOU and SLAs with various stakeholders			2	- Appointment of a senior manager: Strategic Communications. (Appointment process delayed due to process issues.) - Finalisation of Stakeholder Management Strategy.	Exec: Strategy		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				3	Lack of integrated stakeholder management planning			3	Each business unit manages own stakeholders on an ad hoc basis. Collaboration Framework			3	Finalisation and approval of stakeholder management strategy.	Exec: Strategy		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				4	Under-utilization of financial resources from ineffective planning and budgeting			4	Monitoring budget vs actual			4	Finance team engagement with Managers and implementation of budget adjustments where necessary.	Exec: Finance	Payroll  Asset management (with special focus on ICT assets)	✓	✓	✓	✓	Payroll and asset management audits are planned.	

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
				5	High legal related costs limit accessibility of IP services			5	- Inventors assistance programme - WIPO partnership			5	- Optimisation if inventor assistance programme in terms of education and awareness and application system - Inputs to influence policies and law (consultations with the dtic to ensure that the IP policy is being developed)	Exec: Innovation & Creativity		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				6	Lack of integration of end to end enforcement process with key stakeholders			6	Integration with law enforcement agencies			6	Enter into MoU with SAPS Commercial Crime and NPA for information on Legal entities and Directors	Exec: BRR	Disclosure	✓	✓	✓	✓	<b>Extensive Assurance</b> Disclosure audit has been concluded.  Directors, Members and Auditors' amendment audit is planned.	Recommendations to be implemented by management. Tracking register to be monitored
				7	Delayed implementation of the substantive search and examination programme			7	- SSE training and competency testing programme - European Patent Office oversight on the quality of work produced by examiners			7	- Testing of the SSEP system (ongoing) - Procurement of an adequate tool for the purpose of patent searching.	Exec: Innovation & Creativity		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance	

REF	STRATEGIC GOAL	CATEGORY	RISK DEFINITION	#	CONTRIBUTING FACTORS	INHERENT RISK		#	EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		#	CONTROL IMPROVEMENT PLAN								
						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
																					committees.
				8	Current programmes support only sophisticated business (no focus on programmes to integrate small business participation in IP)			8	- International engagements to shape and direct the IP space - Train the trainer programme with WIPO and Department of Small Business Development - Inventors assistance programme (IAP)			8	Optimisation of inventor assistance programme in terms of education and awareness and application system	Exec: Innovation & Creativity		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				9	Lack of awareness of CIPC service offerings including relevant segmentation			9	- Website - Education and awareness initiatives (e.g. campaigns and workshops) - Marketing collateral (e.g. brochures) - Social media - Partnerships with other role players (e.g. Seda,			9	- Review media strategy (digital, broadcast, print) - Optimise information presentation on website (simple, accessible and easy to use) - Utilisation of technology to build awareness where accessible	Exec Strategy: Innovation & Creativity		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer						
									the dtic, WIPO) - Ongoing awareness programmes with relevant progress thereof reported monthly.											
				10	Reliance on Ministerial approval (pricing, key planning documents e.g. Strategic Plan, APP)			10	Ongoing review and lobbying			10	None proposed	Exec: Strategy		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				#	CONSEQUENCE/S OF THE RISK	Impact		#	EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)	Impact		#	Agreed action plan	Assurer/Implementer						
				1	Customer/stakeholder complaints	4		1	Customer Communication, education and awareness initiatives including media campaign	3		1	Continuous SMME training and reporting on IP services	Exec: Innovation & Creativity		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				2	Reputational harm			2	- Crisis communications - Media monitoring and management - Customer survey			2	Targeted research to gather and analysis IP data.	Exec: Strategy		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer						
																				committees.
				3	Adverse audit outcome			3	Stakeholder management			3	None proposed	Exec: Strategy		✓	✓	<input type="checkbox"/>	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.

REF	STRATEGIC GOAL	CATEGOR Y	RISK DEFINITIO N	#	CONTRIBUTING FACTORS	INHERENT RISK		#	EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		#	CONTROL IMPROVEMENT PLAN								
						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
CIP C 5	Create a reputable business regulation and IP environment to boost investor confidence	Regulatory Risk	Non-compliance and prolonged approval of legislation	1	Current legislation does not provide for proactive enforcement by CIPC (IP space)	4	16	1	None suggested	4	12	1	To provide formal inputs for legislative review to the dtic	Exec: BRR		✓		✓		✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees
				2	Dependence on other law enforcement agencies			2	Capacitated internal staff with regards to enforcement			2	MoU to be developed, entered into with relevant Law End. Agencies	Exec: BRR		✓		✓		✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees
				3	Lack of understanding of IP related matter by other law enforcement agencies			3	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 LE (zero rated data and /or any solution which will enable access)			3	None proposed	Exec: I&C		✓		✓		✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees
				4	Incorrect utilization of enforcement capacity			4	- Education and awareness on enforcement to various stakeholders (IP) - Law enforcement authorities now conduct raids			4	- IP to facilitate the development of data collection tool/APP to assist LE officials.	Exec : BRR and Exec: I & C		✓		✓		✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer						
				5	Different interpretation of the Act between CIPC and the Tribunal for cases referred to the Tribunal			5	Legal opinion/support			5	Engage formally with the Head of the Co-Tribunal for general technical discussions on CoAct	Exec: BRR		✓	✓	✓		<b>Moderate Assurance</b> Relevant division to provide reports to governance committees
				6	Ineffective adaptability to legislative changes i.e. POPI Act			6	- Implemented partial measures for some functions			6	Process for full implementation in progress	Legal		✓	✓	✓		<b>Moderate Assurance</b> Relevant division to provide reports to governance committees
					<b># CONSEQUENCE/S OF THE RISK</b>	<b>Impact</b>		<b>#</b>	<b>EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)</b>	<b>Impact</b>		<b>#</b>	<b>Agreed action plan</b>	<b>Assurer/Implementer</b>						
				1	Reputational harm	4		1	- Customer survey - Crisis communications - Media monitoring and management	3		1	None proposed	Exec Strategy		✓	✓	✓		<b>Moderate Assurance</b> Relevant division to provide reports to governance committees
				3	Customer/stakeholder complaints			3	- <b>Communication strategy</b> - Customer Communication, education and awareness initiatives including media campaign			3	None proposed	Exec Strategy		✓	✓	✓		<b>Moderate Assurance</b> Relevant division to provide reports to governance committees

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer						
				4	Litigation		High	4	Legal support		High	4	None proposed	Legal		✓	✓	✓	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees

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						Likelihood	Rating			Likelihood	Rating										
CIPC 6	Create a reputable Business Regulation and IP environment to boost investor confidence	Governance Risk	Organisational structure deficiencies	1	Power vested on one person for conflicting roles i.e. entrusting one person as accounting authority and accounting officer means overseeing own self	5	20	1	- Approved governance framework	5	20	1	- Continuous implementation of the Governance Framework - Benchmarking with other entities underway.	Commissioner/ DM GRC	Governance and ethics	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Governance and Ethcis & Risk Management audits are planned.
				2	<del>Oversight function by the Minister is minimal</del>			2	- Approved governance framework			2	- Continuous implementation of the Governance Framework - Benchmarking with other entities underway.	Commissioner/ DM GRC	Governance and ethics	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Governance and Ethcis & Risk Management audits are planned.
				3	Gaps within the organizational structure on critical functions i.e. the accounting authority who is the same as the 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			3	Organisational design in progress			3	- Phased implementation of OD project - Monitoring of progress with OD implementation consultation with OL finalised, steps for implementation developed for comments and approval, JD reviewed and JE in progress	Commissioner/ CS Exec		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				4	Limitation of organizational growth			4	Organisational design in progress			4	- Monitoring of progress with OD implementation: Revised structure (Commissioner), (usually requires approval from Minister of dtic,	Commissioner/ CS Exec		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.

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						Likelihood	Rating			Likelihood	Rating												
				5	Outdated organisational structure			5	Organisational design in progress			5	- Monitoring of progress with OD implementation: Updated JDs and Job evaluation based on revised structure (CS)	Commissioner/ CS Exec			✓	☐	✓	☐	☐	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				6	Lack of succession planning			6	Ongoing knowledge sharing initiatives			6	Implementation of skills development plan ** Skills development plan submitted to relevant SETA on 01 April 2024, various training programmes put in place for the year, implementation of training plans in progress	CS Exec			✓	☐	✓	☐	☐	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
					<b>CONSEQUENCE/S OF THE RISK</b>	<b>Impact</b>			<b>EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)</b>	<b>Impact</b>			<b>Agreed action plan</b>	<b>Assurer/ Implementer</b>									
				1	Compromised oversight function	4		1	Governance Framework	4		1	- Continuous implementation of the Governance Framework - Benchmarking with other entities underway.	DM:GRC			✓	☐	✓	☐	☐	✓	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.

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						Likelihood	Rating			Likelihood	Rating												
				2	Undetected fraud and corruption activities			2	<del>–Governance, Risk and Compliance Division</del> - Anti-fraud policy - Whistleblowing policy			2	- Continuous implementation of the Governance Framework	DM:GRC			✓	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	<input type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				3	Impaired organizational continuity			3	- ICT Continuity policies in place - Integrated Disaster management and Business continuity plans - CIPC emergency and Crisis response Plan - CIPC Information continuity and recovery standard, strategy and plan			3	<del>–Development of a Corporate Business Continuity Plan (BCP)</del> <del>–BCM ToR to assist with BCM development almost underway.</del>	DM:GRC			✓	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	<input type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				4	Reputational harm			4	- Crisis communication - Media monitoring and management			4	Implementation of media monitoring	Exec: Strategy			✓	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	<input type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer											
CIP C 7	Support 3rd party decision making including our own by leveraging on knowledge assets and networks	Third Party Risk	Technology shortfalls in enabling effective third-party collaboration	1	Data alteration/malicious system	4	16	1	<ul style="list-style-type: none"> <li>- Access to the source code of the CIPC systems</li> <li>- Security, network and infrastructure policies and procedures</li> <li>- Information security management system (policies and procedures)</li> <li>- Data disclosure strategy</li> </ul>	4	16	1	<ul style="list-style-type: none"> <li>- Continuous improvement of automated integrity checks</li> <li>- Existing cyber-security solutions are continuously reviewed and identified improvements are implemented.</li> <li>- Upgrading of Cortex Extended Detection and Response (XDR) implementation to all CIPC endpoints;</li> <li>- Replacement of the existing firewall to the Next Generation Firewall (NGFW).</li> <li>- Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP)</li> <li>- Managed Information Security Services (MISS) project to be completed</li> <li>- BAC process in progress</li> </ul>	Exec: BI & Systems	API and emerging technologies	✓	☐	✓	☐	✓	☐	✓	☐	API and emerging technologies audit is planned.	

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer							
				2	Dis-integrated systems (different database)			2	Improvement of data accuracy and integrity through implementation of business rules in applications			2	Transformation of and migration to new data structures: <b>Cloud data management tool</b>	Exec: BI & Systems	Application modernization and legacy technology risk	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Extensive Assurance</b> Application modernization and legacy technology risk audit has been concluded.	Recommendations to be implemented by management. Tracking register to be monitored
				3	Inefficient information retrieval (per request)			3	- Digitization of records - Automation of dematerialized data and records - <b>Data warehouse and BI environment</b>			3	Finalise technology migration and configure new testing, production and pre-production environments	Exec: BI & Systems	Application modernization and legacy technology risk	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Extensive Assurance</b> Application modernization and legacy technology risk audit has been concluded.	Recommendations to be implemented by management. Tracking register to be monitored
				4	Potential data and security vulnerabilities			4	Technology integration planning and risk mitigation			4	- Encryption and data leakage prevention module - <b>Completion of Managed Information Security Services (MISS) tender that is in progress.</b>	Exec: BI & Systems		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				5	Interception of electronic communication			5	- Security and network policy - Information security management policy - <b>Data is traversing on encrypted channels (Secured Socket Layer (SSL)) to avoid interception in transit.</b> - <b>Domain-based Message Authentication, Reporting, and Conformance</b>			5	- Enable hybrid work model and manage security implications - Strike a good balance between strong ICT security and access to data - Establish a CIPC wide Governance Committee	Exec: BI & Systems		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/Implementer									
									(DMARC) for all email communication														
				6	Mismatch in technology maturity between CIPC and partners			6	Ongoing systems enhancement projects on a prioritisation basis			6	- Enhancement of technology to further enable self-service model - Modernisation for legacy system underway - EPMO - Data Management (Analytics) Tool - Need to retain and secure existing data integration mechanisms for lower maturity partners	Exec: BI & Systems	Application modernization and legacy technology risk	✓	☐	✓	☐	✓	☐	<b>Extensive Assurance</b> Application modernization and legacy technology risk audit has been concluded.	Recommendations to be implemented by management. Tracking register to be monitored
				#	CONSEQUENCE/S OF THE RISK	Impact		#	EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)	Impact		#	Agreed action plan	Assurer/Implementer									
				1	Data breach	4		1	- Security, network and infrastructure policies and procedures - Information security management system (policies and procedures) - Data disclosure strategy	4		1	Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) implementation	Exec: BI & Systems		✓	☐	✓	☐	✓	☐	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.	
				2	Financial resource wastage on corrective and recovery measures			2	- Finance policies - Anti-fraud policy - Investigations and recovery process			2	Implementation and review of policies	CFO and DM:GRC		✓	☐	✓	☐	✓	☐	<b>Moderate Assurance</b> Relevant division to provide reports to	



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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/ Implementer									
CIPC 8	Build competencies and capabilities to become a world class and modern regulator	Strategic Risk	Potential events adversely affecting the implementation of CIPC strategy and implementation of project.	1	(Geopolitical environment)- CIPC strategic relationships with various stakeholders in the global territory.	4	16	1	Existing relationships management initiatives	3	12	1	Strengthen relationships and strategic relationships with developing countries. Develop a plan to lessen dependence on other countries.	Exec: Innovation & Creativity		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.		
				2	Impact on supply value chains			2		2	Establish and improve Collaborative partnerships with developing countries.	Exec: Innovation & Creativity		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.				
				4	Cyber security issues			4	Existing security measures	4	Continuous scanning of the environment and enhance security measures where relevant	Cybersecurity (Vulnerability assessment and penetration testing by SSA)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Cybersecurity audit planned				
				#	CONSEQUENCE/S OF THE RISK	Impact		#	EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)	Impact		#	Agreed action plan	Assurer/ Implementer									
				1	Impaired service delivery and performance.	4		1	None	4		1	- Strengthen relationships and strategic relationships with developing countries. - Develop a plan to lessen dependence on other countries.	Exec: Innovation & Creativity		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.		

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/ Implementer										
				2	Reputational Damage			2	Existing relationships management initiatives			2	Establish and improve Collaborative partnerships with developing countries.	Exec: Innovation & Creativity			✓	☐	✓	☐	☐	✓	☐	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				3				3				3												

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/ Implementer										
CIPC 9	Build competencies and capabilities to become a world class and modern regulator	Strategic Risk	Impact of Artificial Intelligence on CIPC strategy and operations	1	Enhanced capability of cyber criminals	4	16	1	- Cyber risk assessment - Ongoing environmental scanning - Vulnerability scanning	4	16	1	Ongoing risk assessment & scanning of the environment- additional mitigations identified and implemented	Executives	Cybersecurity (Vulnerability assessment and penetration testing by SSA)	✓	☐	✓	☐	✓	☐	Cybersecurity audit planned		
				2	Skills gap- (due pace of AI adoption)	2	Existing skills and capabilities	2	Identify potential gaps and develop and implement a plan of action. Ongoing scanning of the environment	Executives		✓	☐	✓	☐	☐	✓	☐	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.					
				3	General fast pace of AI adoption and utilisation	3		3	Ongoing discussions on AI and CIPC strategy, Policies and resource requirements	Exec: strategy	API and emerging technologies	✓	☐	✓	☐	✓	☐	API and emerging technologies audit is planned.						
				4	General posture and understanding of AI by CIPC	4	Ongoing Management discussions in various governance structures	4	Continuous focused discussion on AI and risk and opportunity assessment	Exec: strategy	API and emerging technologies	✓	☐	✓	☐	✓	☐	API and emerging technologies audit is planned.						
				5	Conventional ownership of IP i.e. Music production is challenged by the emergence of AI-based IP	5		10	Ongoing engagement with other IP offices and stakeholders.	Exec: Innovation & Creativity	Collecting Societies - IMPRA and SAMPRA	✓	☐	✓	☐	✓	☐	Audits of Collecting Societies are planned.						
				#	CONSEQUENCE/S OF THE RISK	Impact	#	EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)	Impact	#	Agreed action plan	Assurer/ Implementer												
				1	Reputational harm	4	1	-Existing security measures - Monthly combined EXCO and Manco strategy and annual plan	4	2	Ongoing risk assessment & scanning of the environment- additional mitigations identified and implemented	Executives		✓	☐	✓	☐	☐	✓	☐	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.			

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/ Implementer										
				2	Impaired service delivery and performance.			2	Existing ongoing enjoyments			3	Continuous focused discussion on AI and risk and opportunity assessment	Exec strategy			✓	☐	✓	☐	☐	✓	☐	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				3	Reputational damage																			

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						Likelihood	Rating			Likelihood	Rating		Agreed action plan	Assurer/ Implementer						
CIPC 10	Create a reputable Business Regulation and IP environment to boost investor confidence	Strategic Risk	Legislation supporting implementation of IP strategy (Legislative Inadequacies )	1	Delays in finalisation of IP legislation	4	16	1		4	16	1	None proposed	Exec: Innovation & Creativity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				2	Non-aligned stakeholder interests			2		2	None proposed	Exec: Innovation & Creativity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.		
				3	Delays in design making- election year			3		3	None proposed	Exec: Innovation & Creativity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.		
				#	CONSEQUENCE/S OF THE RISK	Impact		#	EXISTING CONTROLS (TO REDUCE IMPACT OF RISK)	Impact		#	Agreed action plan	Assurer/ Implementer		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
				1	Reputational damage in the international damage.	4		1		4		1	None proposed	Exec: Innovation & Creativity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.
				2	Financial and resource wastage/losses.			2				2	Develop a plan to retain existing skills and interns	Exec: Innovation & Creativity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Moderate Assurance</b> Relevant division to provide reports to governance committees.