



INFORMATION REGULATOR (SOUTH AFRICA)

*Ensuring protection of your personal information
and effective access to information*

2025/2026 **STRATEGIC PLAN**



The 2025/26 Strategic Plan reflects our commitment to continuous improvement, informed by past performance, and supported by enhanced resources, sound governance, and strategic alignment with our legislative mandate.

— Mosalanyane Mosala, Chief Executive Officer —



Strategic Plan 2025/26

The Information Regulator (South Africa) is an independent body established in terms of Section 39 of the Protection of Personal Information Act 4 of 2013. It is subject only to the law and the constitution and it is accountable to the National Assembly.

The Information Regulator is, among others, empowered to monitor and enforce compliance by public and private bodies with the provisions of the Promotion of Access to Information Act, 2000 (Act 2 of 2000), and the Protection of Personal Information Act, 2013 (Act 4 of 2013).



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Concerns

High Rates of Security
Compromises
2024/5 – 1 727 reports
2025/26 – 2 500 reports
(estimated)



Action

Convergence of highly
skilled staff



PAIA Compliance Rates – 2023/4

- 278 out of 853 public bodies' reports received = 33%
- 34,460 out of 2 million registered private bodies submitted reports = 2%
- 41% of public bodies registered IOs and DIOs
- 2% of private bodies registered IOs and DIOs

List of Abbreviations/Acronyms

AI	Artificial Intelligence
AOP	Annual Operational Plan
APP	Annual Performance Plan
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIO	Chief Information Officer
CLO	Chief Legal Officer
CSIRT	Computer Security Incident Response Team
DIO	Deputy Information Officer
DOJ&CD	Department of Justice and Constitutional Development
EDUCOM	Education and Communication
FY	Financial Year
ICT	Information and Communication Technology
IO	Information Officer
LTPT	Listing Transition Project Team
MTEF	Medium-Term Expenditure Framework
PAIA	Promotion of Access to Information Act
PFMA	Public Finance Management Act
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PET	Privacy Enhancing Technologies
POPIA	Protection of Personal Information Act
PPP	Public Private Partnership
SCM	Supply Chain Management
SMS	Short Message Service
SP	Strategic Plan
TID	Technical Indicator Description

1. Foreword by Chairperson



Adv Pansy Tlakula
Chairperson: Information Regulator

Building from the ground up

When physicists attempt to solve the mystery of the creation of the universe, they arrive at the ultimate question, which is: How do you create something from nothing? While physicists continue to grapple with this question, and while many theories abound, we at the Information Regulator (Regulator) – not being physicists – can speak from experience from our own small, institutional universe.

The origin story of the Regulator is a testimony that it is possible to build something from nothing. When the National Assembly recommended the appointment of the first group of five Members of the Regulator by the President of the Republic of South Africa in December 2016, we had nothing but copies of the Protection of Personal Information Act 4 of

2014 (POPIA) and access to a boardroom! Eight years later, the Regulator is a 112-person-strong entity with not only a national profile but also a footprint regionally and globally. This is an achievement of which South Africa must be proud.

Positioning as a global leader in information rights

The work of the Regulator, guided by the Strategic Plan (2021/22 – 2026/27) and this new Annual Performance Plan (2025/26), is geared towards positioning the Regulator as a world-class organisation in the access to information and protection of personal information universe. *There is no doubt that the Regulator is regarded as the institutional home of access to information and protection of personal information laws in South Africa.* However, the Regulator champions this work even regionally and globally by serving as Chairperson and secretariat of the African Network of Information Commissions (ANIC) and serving in the executive committees of the International Conference of Information Commissioners (ICIC), representing 90 members from 57 countries, and the Global Privacy Assembly, a network of over 130 data protection authorities across the world. We are building a world-class organisation.

Navigating a rapidly changing environment

Needless to say, the Regulator's operational universe is rapidly changing as a result of technological, economic, geopolitical, and environmental changes in our societies. This means that in planning its work programmes, the Regulator needs to be alive to these changes and design its programmes and interventions accordingly.

The merging of the economic and technological environments through the digital economy and the commodification of data have created unique challenges and obligations for the protection of personal information, which is the lifeblood of the digital economy. In this context, the Regulator remains deeply concerned about the high rates of security compromise incidents reported to the Regulator in terms of section 22 of POPIA.

Responding to escalating data breaches

In the 2024/25 financial year, we received 1 727 reports of security compromise incidents. By the time the financial year 2025/26 draws to a close, we estimate that we would have received close to 2 500 reports for that financial year alone. It is evident that responsible parties remain vulnerable to lapses in the protection of personal information. In the 2025/26 financial year, the Regulator will strengthen its capacity for handling security compromise matters by reconfiguring internal units so that there is more convergence between highly skilled staff from the POPIA and Information Technology Divisions

Introducing a code of conduct on gated accesses

Remaining with our work in promoting the protection of personal information, one of our priority projects is the development and approval of a code of conduct on the processing of personal information at gated accesses. This Code of Conduct will be issued as an initiative of the Regulator following the public outcry regarding the practice of overprocessing personal information of data subjects at gated accesses.

Guidance on cross-border data transfers

We will also issue the *Guidance Note on Transfer of Personal Information Outside the Republic of South Africa*. This work is triggered by imperatives for the protection of personal information brought about by developments such as the adoption of the African Continental Free Trade Area Agreement (AfCFTA), the AfCFTA Digital Trade Protocol and the AU Digital Transformation Strategy, among others. Through the

Guidance Note, we aim to empower responsible parties to be able to conduct transborder commerce which requires the processing of personal information in a manner that is consistent with the eight conditions for the lawful processing of personal information in terms of POPIA.

A quarter century of PAIA: celebrating progress, confronting challenges

With regard to our access to information mandate, it is important to note that the Promotion of Access to Information 2 of 2000 (PAIA) was passed by the National

Assembly and assented to by the President of the Republic of South Africa on 3 February 2000. This means that PAIA has been the law of the land on access to information for 25 years. Unfortunately, evidence from the Regulator's work shows that 25 years later, PAIA is honoured in breach rather than in compliance by the holders of information in the public and private sectors. For example, both public and private bodies still largely fail to comply with their reporting requirements in terms of sections 32 and 83(4) of PAIA.

These reports are intended to show how the public and private bodies are handling requests for information. In the 2023/24 financial year, only 278 out of 853 public bodies (national departments, provincial departments, local government, public

entities, universities and TVET Colleges) submitted their PAIA annual reports to the Regulator. This marks an overall compliance rate of about 33%. Private bodies can also be called upon by the Regulator to submit these reports, and



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General Information

in the same period, out of over 2-million registered private bodies, only 34 460 submitted their reports (less than 2%). Public and private bodies are also required to register their Information Officers (IOs) and Deputy Information Officers (DIOs). Only 41% of public bodies and less than 2% of private bodies have registered their IOs and DIOs. This state of affairs demonstrates that more effort must be made by all stakeholders to improve the compliance levels on PAIA.

Legislative reform to modernise PAIA

Therefore, in the 2025/26 financial year, the Regulator will initiate a process of effecting legislative amendments to PAIA to enable the Regulator to develop and issue regulations on PAIA, to modernise the legislation to make it fit for purpose, to respond to changes in society that have been brought about by changes in technology, and to strengthen the Regulator's enforcement powers in relation to PAIA.

We will substantially increase the resources available to the Education and Communication Division to deepen and broaden public awareness work, especially on PAIA. We are also going to increase the target for the number of public and private bodies assessed for their PAIA compliance upon request. For the 2024/25 financial year, the target was 50%; we are now moving it to 70%. We are also going to increase the target for the number of public and private bodies that we are going to monitor for compliance with the recommendations contained in previous Assessment Reports.

Acknowledging our people: driving change together

Although a lot has been achieved in the execution of the Regulator's mandate over the last eight years, much more still needs to be done. The gains of the last eight years have not come easily but have been enabled by the tireless work of my fellow Members, Mr Mosalanyane Mosala, our Chief Executive Officer, his team and all the staff of the Regulator.

I am eternally grateful to them for their dedication to making the Regulator a force to reckon with within the national, regional, and global access to information and protection of personal information environments. Having started with nothing, together we are building a world-class organisation.



Adv Pansy Tlakula

Chairperson: Information Regulator

2. Statement by Chief Executive Officer



Mr Mosalanyane Mosala
Chief Executive Officer

Introduction to the 2025/26 Annual Performance Plan

The Regulator is pleased to present the Annual Performance Plan (APP) for the 2025/26 financial year. In formulating the 2025/26 APP, past performance and lessons learnt in the planning and execution of the Regulator's key programmes were carefully considered. Output indicators and targets have significantly been increased from 18 in the 2024/25 financial year to 26 in the 2025/26 financial year. The increase is aimed at facilitating continuous improvement in the execution of the Regulator's mandate.

Resource allocation to support implementation

The Regulator has been allocated financial resources which will be translated into human resources and material resources in order to implement the set output targets. Additional staff will be recruited to bolster the capacity of different divisions. All material and other resources will be brought to support the achievement of targets through the procurement and demand plans.

Performance monitoring and oversight

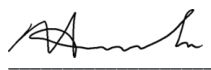
The plan will be implemented and monitored through divisional work and quarterly review sessions conducted by the Office of the Chief Executive Officer (CEO). Quarterly reports arising from the reviews will be presented to governance structures of the Regulator for noting and approval.

Alignment with legislative mandate

The strategic interventions outlined in the plan are also a reflection of what is required of the Regulator to take reasonable measures to protect personal information and promotion of access to information as articulated in section 48(c)(i)(ii) which states that the CEO will ensure an efficient and effective administration.

Operational planning for delivery

The Regulator will further develop the 2025/26 Annual Operational Plan (AOP) to ensure that activities are undertaken to operationalise the Annual Performance Plan (APP).



Mosalanyane Mosala
Chief Executive Officer

PART A



3. Our Mandate



3.1. Legislative Mandate and Other Mandates

a) Constitutional Mandate



- (i) The Regulator was established to ensure respect for and the protection, enforcement and fulfilment of the right to privacy and the right of access to information.

b) Legislative Mandate



(i) The core functions in terms of POPIA are:

● To provide education by:

- Promoting an understanding and acceptance of the lawful processing of personal information.
- Undertaking educational programmes.
- Making public statements.
- Providing advice.

● To monitor and enforce compliance by:

- Public and private bodies.
- Undertaking research and monitoring developments in information processing and computer technology.
- Examining proposed legislation, subordinate legislation, and policies and providing a report on the results of the examination to the Minister and Parliament.
- Reporting to Parliament on policy matters affecting the protection of personal information, including the need for legislative, administrative or other measures to enhance the protection of personal information.
- Conduct assessments with respect to the processing of personal information.
- Monitoring the use of unique identifiers and reporting to Parliament.
- Maintaining and publishing copies of the registers prescribed in POPIA.
- Examining proposed legislation that makes provision for the collection and disclosure of personal information and providing a report on the results of the examination to the Minister responsible for the

administration of justice.

● To consult with interested parties by:

- Inviting and receiving representations.
- Co-operating on a national and international basis with other bodies concerned with the protection of personal information.
- Acting as a mediator between opposing parties.

● To handle complaints by:

- Receiving and investigating complaints.
- Gathering information.
- Attempting to resolve complaints through dispute resolution mechanisms.
- Serving notices.

● To conduct research on:

- The desirability of acceptance of international instruments relating to the protection of personal information.
- Any other matter that should be drawn to Parliament's attention.

● In respect of codes of conduct, to:

- Issue, amend or revoke codes of conduct.
- Make guidelines to assist bodies to develop or apply codes of conduct.
- Consider determinations by adjudicators under approved codes of conduct.

● The Regulator is mandated to facilitate cross-border cooperation in the enforcement of privacy laws.

(ii) The core functions in terms of PAIA are:

● In respect of complaints to:

- Receive written complaints or provide assistance to a person who wishes to make a complaint in writing.
- Consider a complaint after the internal appeal

Part A

procedures have been exhausted.

- **In respect of investigations to:**

- a) Investigate complaints and, in the course of an investigation, serve an information notice to the Information Officer (IO) or head of a private body.
- b) Refer a complaint to the Enforcement Committee; or
- c) Decide to take no action on the complaint; or
- d) Attempt to settle a complaint through conciliation,
- e) Issue Enforcement Notices after considering the recommendation of the Enforcement Committee.

- **The Regulator is also mandated, in terms of PAIA to,**

- a) Issue notices,
- b) Make assessments on whether public and private bodies comply with the provision of PAIA.

- **In respect of additional functions to:**

- a) Compile and make available a guide in an easily comprehensible form and manner, as may reasonably be required by a person who wishes to exercise any right contemplated in PAIA and POPIA.
- b) To the extent that financial and other resources are available, develop and conduct educational programmes, in particular for disadvantaged communities, on how to exercise the rights contemplated in this Act..
- c) Encourage public and private bodies to participate in the development and conduct of educational programmes, and to undertake such programmes themselves.
- d) Promote timely and effective dissemination of accurate information by public bodies about their activities.
- e) Identify gaps in PAIA or any other laws and make recommendations to reform or amend PAIA or any other laws.

- **Make recommendations for:**

- a) The development, improvement, modernisation, reform or amendment of PAIA or other legislation or common law having a bearing on access to information held by public and private bodies, respectively.
- b) Procedures on how private and public bodies make information available electronically.

- Monitor implementation of PAIA.

- If reasonably possible, on request, assist any person wishing to exercise a right of access to information under PAIA.
- Train IOs and Deputy Information Officers (DIOs).
- Recommend to a public or private body to make changes in the manner in which it administers PAIA, as the Regulator considers advisable.
- Consult with and receive reports from public and private bodies on problems encountered in complying with PAIA.
- Obtain advice from, consult with, and consider proposals or recommendations from parties in connection with the Regulator's functions.
- Request that the Public Protector submits a report to the Regulator on the number of complaints processed relating to PAIA and the nature and outcome of those complaints.
- Enquire into any matter, including any legislation, the common law, and any practice and procedure related to the objects of PAIA.
- Submit, in its Annual Reports to the National Assembly, information contemplated in section 84 of PAIA.

c) **Institutional Policies and Strategies over the Five-Year Planning Period**



On 25 March 2024 and in accordance with section 48(1)(c) of the Public Finance Management Act 1 of 1999 (PFMA), the Regulator was listed in the PFMA as a Schedule 3A National Public Entity. As a Schedule 3A public entity, the Regulator shall cease to function as a branch under the Department of Justice and Constitutional Development (DoJ&CD). In line with its statutory mission to be an independent institution, the Regulator has established a Listing Transition Project Team (LTPT), to oversee the transition of the Regulator from being a branch under the DoJ&CD to being an independent public entity.

d) Relevant Court Cases



Table 1: Relevant court cases

Case	Legislation Challenged/issues dealt with	Relevance/significance	Actions to be taken
Arena Holdings (Pty) Ltd t/a Financial Mail and Others v South African Revenue Service and Others 2023 (5) SA 319 (CC) (Regulator a party)	<ul style="list-style-type: none"> PAIA application for the tax records of the former President. SARS refused to grant access and relied on sections 34(1) and 35(1) of PAIA and 69(1) of Tax Administration Act (TAA). Applicant lodged the application and sought a declaration that PAIA and the TAA were unconstitutional to the extent that they did not permit access to a taxpayer's tax information under PAIA by a requester other than the taxpayer concerned, even if it was clearly in the public interest that this information should be disclosed. Reading-in relief that would extend the limited public-interest exception in section 46 of PAIA. And an order granting access to Mr Zuma's tax records. Reading-in relief that would extend the limited public-interest exception in section 46 of PAIA. And an order granting access to Mr Zuma's tax records. 	<ul style="list-style-type: none"> The Constitutional Court confirmed the order of the High Court to declare the provisions of sections 35 and 46 of PAIA and 67 and 69 of TAA unconstitutional. The matter is relevant because of the interpretation of the PAIA provisions. 	<ul style="list-style-type: none"> Parliament must amend Section 46 of PAIA and 67 and 69 Of TAA The Regulator must track the progress of this.

Part A

Case	Legislation Challenged/issues dealt with	Relevance/significance	Actions to be taken
Black Sash Trust v Minister of Social Development and Others (Freedom Under Law NPC Intervening); 2017 (5) BCLR 543 (CC); 2017 (3) SA 335 (CC) (Regulator a party)	<ul style="list-style-type: none"> Applicant sought an order that SASSA must file a report and state how they are going to deal with the interim contract with CPS in relation the payment of social grants CPS must negotiate the contract in reasonable terms. The contract must contain security safeguards to protect personal <i>data</i> of social grants, and such information may not be used for any other purposes other than to pay grants. Such information should be returned to SASSA 	<ul style="list-style-type: none"> The Court ordered that SASSA and CPS are under the constitutional duty to make sure that social grants are paid. The Minister of Social development and SASSA must file reports setting out the plans to pay social grants. The contract by SASSA and CPS must have safeguards to ensure that personal information of social grant beneficiaries is kept private. 	<ul style="list-style-type: none"> Contract to include safeguard measures to secure the privacy of personal information of social grants beneficiaries. No action for the Regulator.
Botha v Smuts and Another (CCT 40/22) [2024] ZACC 22; 2024 (12) BCLR 1477 (CC) (9 October 2024)	<ul style="list-style-type: none"> Mr Botha initiated urgent legal proceedings against the respondents to remove a Facebook post made against his hunting practices on a farm he partly owns that cyclists are allowed to ride through. The High Court initially granted urgent relief in the form of a <i>rule nisi</i> with an interim interdict ordering Mr Smuts to delete the post and refrain from posting further with reference to Mr Botha, his family, his addresses and his insurance brokerage. Subsequently the Court confirmed the <i>rule nisi</i> but did not order the removal of the post in its entirety, ordering that the photographs of the animal traps and the anti-trapping commentary could remain. 	<ul style="list-style-type: none"> The balance of the right to privacy and the publication of information for public interest was adjudicated. It was submitted by the <i>amicus curae</i> that the Constitutional Court ought to be guided by the Protection of Personal Information Act 4 of 2013 and outlined factors based on comparative law to consider when distinguishing private facts from matters of public interest. 	<ul style="list-style-type: none"> A majority of the Court (the first and second judgments) found that the appeal should be upheld in that the <i>rule nisi</i> should be discharged; however, it was subject to the condition that the information relevant to Mr Botha's home address must be deleted and the respondents were interdicted from publishing this address as his home address in the future. No action to be taken by the Regulator.

Case	Legislation Challenged/issues dealt with	Relevance/significance	Actions to be taken
	<ul style="list-style-type: none"> The respondents brought an application in the High Court for leave to appeal to the Supreme Court of Appeal, which upheld the appeal and discharged the <i>rule nisi</i>. The applicant then sought leave to appeal in the Constitutional Court. 		

PART B



2. Our Strategic Focus

2.1. Vision



A world-class institution in the protection of personal information and the promotion of access to information.

2.2. Mission



An independent institution which regulates the processing of personal information and the promotion of access to information in accordance with the Constitution and the law to protect the rights of everyone.

2.3. Values



The Regulator is committed to the values of transparency, accountability, integrity, excellence, impartiality, and responsiveness in each of these dimensions as follows:

2.3.1 Transparency

We are open about our processes and decisions that affect members of the public and members of staff.

2.3.2 Accountability

We take accountability by owning the decisions we make, using work resources responsibly and appropriately; using, sharing, and disclosing information as intended in accordance with POPIA and PAIA.

2.3.3 Integrity

We act honestly, openly, and consultatively in the performance of our work and use our positions fairly and responsibly.

2.3.4 Excellence

We strive for excellence by exceeding standards for service delivery to public and private bodies and the public in particular.

2.3.5 Impartiality

We act in the best interests of the public and our staff by making fair, unbiased and objective decisions based on facts and without fear, favour or prejudice.

2.3.6 Responsiveness

We strive to respond to all requests timeously while being attentive to expressed and unexpressed needs.

Part B

3. Situational Analysis

3.1. External Environmental Analysis

3.1.1. Political, Economic, Social, Technological, Economic and Legal (PESTEL) analysis was considered in order to identify external factors or environments which have a potential to impact the implementation of the APP.

Table 2: External environmental analysis

PESTEL	Threats (External)	Implication for the Regulator	Opportunities (External)	Implication for the Regulator
Political	<ul style="list-style-type: none"> Contradiction between POPIA and PFMA in terms of accountability. 	<ul style="list-style-type: none"> Ambiguity in terms of accountability. 	<ul style="list-style-type: none"> Review POPIA and PAIA. Strong government support to data privacy law and global alignment on data protection policies. Increase scope of work for the Regulator. 	<ul style="list-style-type: none"> Starting the process to review POPIA.
	<ul style="list-style-type: none"> Delays in the independence of the Regulator from DoJ&CD. 	<ul style="list-style-type: none"> Delays in procurement of services. Independence could be compromised. 	<ul style="list-style-type: none"> Delegation of authority. New policies and legislation can influence functional, efficient, and integrated State. Policies and bills that are aligned to the mandate of the Regulator. 	<ul style="list-style-type: none"> Collaboration with other entities to enhance implementation of the Regulator's mandate.
	<ul style="list-style-type: none"> Changing government regulations related to Information, Communication and Technology (ICT). 	<ul style="list-style-type: none"> Update systems, policies, and processes to remain compliant. 	<ul style="list-style-type: none"> Collaboration with other public entities. 	<ul style="list-style-type: none"> Active technological participation in the regulatory environment.
	<ul style="list-style-type: none"> Politically motivated cyber threats. 	<ul style="list-style-type: none"> Being targeted based on being a public entity. 	<ul style="list-style-type: none"> Computer Security Incident Response Team (CSIRT) membership. 	<ul style="list-style-type: none"> Informed of public sector targeted cyber-attack.
	<ul style="list-style-type: none"> Geopolitical tensions. 	<ul style="list-style-type: none"> Inability to access services hosted in affected countries. 		

PESTEL	Threats (External)	Implication for the Regulator	Opportunities (External)	Implication for the Regulator
	<ul style="list-style-type: none"> The listing of the Regulator as a Schedule 3A public entity. 	<ul style="list-style-type: none"> Challenges in compliance with the listing requirements. Contradiction between CEO as an Accounting Officer in terms of POPIA and Members as Accounting Authority in terms of the PFMA. Challenges in executing legislative mandate due to financial constraints (decrease in human capital, decrease in number of assessments that can be undertaken). Independence of the Regulator: may be unable to attain budgetary independence. Implementation of the Regulator's mandate becomes inefficient. Priorities and policies related to data protection enforcement may be deprioritised. 	<ul style="list-style-type: none"> New policies and legislation can influence functional, efficient, and integrated State, and which are aligned to the mandate of the Regulator. 	<ul style="list-style-type: none"> Collaboration with other entities to enhance implementation of the Regulator's mandate.
	<ul style="list-style-type: none"> Changes in Government leadership. 	<ul style="list-style-type: none"> Implementation of the Regulator's mandate and financial independence becomes inefficient. 	<ul style="list-style-type: none"> New policies and amendments to legislation emanating from the changes in government leadership. 	<ul style="list-style-type: none"> New policies and amendments to legislation will enhance the implementation of the Regulator's mandate.

Part B

PESTEL	Threats (External)	Implication for the Regulator	Opportunities (External)	Implication for the Regulator
Economic	<ul style="list-style-type: none"> Regulator being placed under political pressure in the process of its delivery of services. 	<ul style="list-style-type: none"> Independence of the Regulator is compromised. 	<ul style="list-style-type: none"> To look for partners who will not be influenced by politics. 	<ul style="list-style-type: none"> These can impact the execution of the mandate of the Regulator.
	<ul style="list-style-type: none"> Proposal for the creation of a Cybersecurity Commission. 	<ul style="list-style-type: none"> Programmes of the Regulator may not be given the priority they deserve. 		
	<ul style="list-style-type: none"> The increase in the country's national debt. 	<ul style="list-style-type: none"> The increase in country's national debt may lead to budget cuts, which will have implications on the budget of the Regulator. 	<ul style="list-style-type: none"> Government initiatives and programmes to revive the economy. 	<ul style="list-style-type: none"> The Regulator might not have sufficient capacity to meet its obligations.
	<ul style="list-style-type: none"> Resistance from businesses to regulatory compliance costs as a barrier to business entry and slowing economic growth. 	<ul style="list-style-type: none"> It may lead to the Regulator not being fully able to execute its mandate. 	<ul style="list-style-type: none"> Increase the scope of work for the Regulator. To source and identify other funding opportunities e.g. donor funding and improve funding model. Opportunity to provide guidance to businesses and position the Regulator as a leader in data protection compliance. 	<ul style="list-style-type: none"> Identify other streams of income through benchmarking. Research and innovation in developing new balanced methods of regulating data protection while enabling economic growth.
	<ul style="list-style-type: none"> Budget cuts 	<ul style="list-style-type: none"> Budget cuts will affect how the Enforcement Committee operates, and the Regulator may not afford the skills set required. 	<ul style="list-style-type: none"> The public should approach the Regulator first instead of the Court as this will save them money. The Regulator will be more visible, and more matters will be brought directly to the Regulator instead of approaching the courts. 	<ul style="list-style-type: none"> The Regulator should be more visible and accessible to the public. Greater availability of budget for contested matters.

PESTEL	Threats (External)	Implication for the Regulator	Opportunities (External)	Implication for the Regulator
	<ul style="list-style-type: none"> Budget constraints. 	<ul style="list-style-type: none"> Inability to effectively defend/initiate legal proceedings on behalf of the Regulator. 	<ul style="list-style-type: none"> Settling matters and abiding where necessary. 	<ul style="list-style-type: none"> Reduced spending on frivolous legal matters.
	<ul style="list-style-type: none"> Security compromises (cyber-attacks). 	<ul style="list-style-type: none"> Unable to match industry standards on ICT human resources and systems. Financial loss due to cyber-attacks. 	<ul style="list-style-type: none"> Enhance systems for proposed funding model. Budget provision for cybersecurity. 	<ul style="list-style-type: none"> Collection of funds from services offered by the Regulator. Reduced risk of financial loss due to cyber-attacks.
	<ul style="list-style-type: none"> The increase in the country's national debt and weak rand. 	<ul style="list-style-type: none"> The increase in country's national debt may lead to budget cuts, which will have implications on the budget of the Regulator and its ability to carry out its mandate. 	<ul style="list-style-type: none"> Government initiatives and programmes to revive the economy. Implementing registration/renewal fees for IOs. 	<ul style="list-style-type: none"> There would be more resources for the Regulator.
	<ul style="list-style-type: none"> Slow economic growth. 	<ul style="list-style-type: none"> The Regulator's inability to carry out its mandate. Slow economic growth impacts negatively on the budget allocation for the Regulator, which impacts its ability to carry out its mandate effectively. 	<ul style="list-style-type: none"> Amendments to PAIA to enable the Regulator to generate additional income through PAIA processes. Opportunity to look at generating additional income for the Regulator. 	<ul style="list-style-type: none"> Additional financial resources for the Regulator to carry out its mandate. There would be more resources for the Regulator to carry out its mandate.
Social	<ul style="list-style-type: none"> Increase in crime rate. 	<ul style="list-style-type: none"> High security compromise complaints. 	<ul style="list-style-type: none"> Increased advocacy around security measures and building resilience. 	<ul style="list-style-type: none"> Increased resources to increase advocacy.
	<ul style="list-style-type: none"> Limitations that arise out of the disasters (e.g. Covid-19). 	<ul style="list-style-type: none"> Inaccessibility of the Regulator's services. 	<ul style="list-style-type: none"> Exploring new technologies that may assist the work of the Regulator. 	
	<ul style="list-style-type: none"> Data subjects uninformed/misinformed of their rights. Opportunism by complainants and their legal representatives. 	<ul style="list-style-type: none"> High volume of frivolous complaints by data subjects. 	<ul style="list-style-type: none"> To develop regulations and guidance notes to facilitate the protection of data subjects' rights. 	<ul style="list-style-type: none"> Affirmed mandate of the Regulator.

Part B

PESTEL	Threats (External)	Implication for the Regulator	Opportunities (External)	Implication for the Regulator
	<ul style="list-style-type: none">Digital divide (lack of accessibility to digital services).Security compromises (cyber-attacks).High levels of illiteracy within rural communities in South Africa or disadvantaged sectors of society.	<ul style="list-style-type: none">Lack of public access to the Regulator online services.Reputational damage.	<ul style="list-style-type: none">Provide support and digital literacy training systems.	<ul style="list-style-type: none">Improved compliance and access to the Regulators online services.
	<ul style="list-style-type: none">Public awareness and the misperception of data protection laws.	<ul style="list-style-type: none">Inaccessibility of the Regulator's services.Increasingly high number of security compromises.	<ul style="list-style-type: none">Collaboration with other entities to enhance the implementation of data protection initiatives to all cultural and lifestyle groups.	<ul style="list-style-type: none">Increased resources to increase advocacy.
	<ul style="list-style-type: none">Lack of public awareness on a person's right to access information.	<ul style="list-style-type: none">Lack of trust in the Regulator.	<ul style="list-style-type: none">Increased advocacy around PAIA.	<ul style="list-style-type: none">High level of awareness and compliance.
	<ul style="list-style-type: none">Opportunism and abuse of the complaint processes by complainants.	<ul style="list-style-type: none">Increase in the number of frivolous and vexatious complaints leading to delays in finalisation.Reputational damage.Inability to execute the Regulator's mandate efficiently.	<ul style="list-style-type: none">Collaboration with other entities to enhance the implementation of PAIA.Research into social aspects.	<ul style="list-style-type: none">Reduced frivolous and vexatious complaints.Informed stakeholders.
	<ul style="list-style-type: none">Low levels of public awareness and the perception of data protection and access to information laws.	<ul style="list-style-type: none">Inadequate knowledge of the Regulator and its mandate by the public.	<ul style="list-style-type: none">Collaboration with other entities to enhance the implementation of data protection and access to information initiatives to the public.	<ul style="list-style-type: none">High level of compliance.Increase in number of complaints.

PESTEL	Threats (External)	Implication for the Regulator	Opportunities (External)	Implication for the Regulator
Technological	<ul style="list-style-type: none"> Public and private training providers who develop and conduct education and training programmes on POPIA and PAIA. 	<ul style="list-style-type: none"> Low demand for education and training programmes developed and conducted by the Regulator. 	<ul style="list-style-type: none"> Collaboration with public institutions and/or private institutions in developing and conducting education and training programmes on POPIA and PAIA. 	<ul style="list-style-type: none"> Increased interest in the Regulator's programmes.
	<ul style="list-style-type: none"> Growing social inequalities due to high levels of unemployment or illiteracy. 	<ul style="list-style-type: none"> Society's unwillingness to engage in the Regulator's public awareness programmes or initiatives. 	<ul style="list-style-type: none"> Delivering education and training, communications, public awareness programmes at the level of the target audience's understanding. 	<ul style="list-style-type: none"> Sharing of resources for the implementation of education and training programmes.
	<ul style="list-style-type: none"> Rapid advancing technology – Artificial Intelligence (AI). 	<ul style="list-style-type: none"> The Regulator's inability to keep abreast with cyber security risks. 	<ul style="list-style-type: none"> Ability to leverage on the technology to support access to information and protection of personal information. 	<ul style="list-style-type: none"> Ability to adapt to changes. Increase ability to conduct research and allocation of resources.
	<ul style="list-style-type: none"> Security compromises (cyber-attacks). 	<ul style="list-style-type: none"> Difficulty keeping policies, processes, and systems up to date. Impact on confidentiality, integrity, and availability of systems and data. 	<ul style="list-style-type: none"> Adoption of emerging technologies, like AI, and automation. 	<ul style="list-style-type: none"> Improved efficiency.
	<ul style="list-style-type: none"> Rapidly advancing digital technology. 	<ul style="list-style-type: none"> Cyber security risks and increasing security compromises. 	<ul style="list-style-type: none"> Ability to leverage technology to support access to information and protection of personal information. 	<ul style="list-style-type: none"> Ability to adapt to changes.
	<ul style="list-style-type: none"> Low levels of digital literacy. 	<ul style="list-style-type: none"> The Regulator's inability to keep abreast with technologies, particularly AI. 		
	<ul style="list-style-type: none"> Challenges in keeping up with rapidly advancing technology. 	<ul style="list-style-type: none"> Increasing security compromises. The Regulator's inability to keep abreast with technological advances. 	<ul style="list-style-type: none"> Ability to leverage on technology to make processes more efficient. 	<ul style="list-style-type: none"> Adapt to technological changes.

Part B

PESTEL	Threats (External)	Implication for the Regulator	Opportunities (External)	Implication for the Regulator
	<ul style="list-style-type: none"> Challenges in keeping up with the rapidly advancing technology in education and training, communication awareness raising and engagement with stakeholders. 	<ul style="list-style-type: none"> Inability to fully execute its education and training, communication awareness raising and engagement with stakeholder's mandate to reach a wider audience. 	<ul style="list-style-type: none"> To set up a digitalised education and training platform. 	<ul style="list-style-type: none"> Reaching a wider audience in executing education and training programmes, communication awareness raising initiatives and engagement with stakeholders.
	<ul style="list-style-type: none"> The threat of AI on the traditional training methods, which can make these obsolete, as people find ways of training themselves through AI. 	<ul style="list-style-type: none"> Spread of misinformation and the amplification of the violation of the right to privacy. 	<ul style="list-style-type: none"> Using AI to develop and disseminate content. AI partnerships. 	<ul style="list-style-type: none"> Developing necessary capacity to engage in AI. More AI partnerships.
	<ul style="list-style-type: none"> The digital divide, which limits access to information to disadvantaged communities. 	<ul style="list-style-type: none"> A need for additional resources to enable reach out to people located in disadvantaged areas towards ensuring that research findings are a true reflection of South Africa's demographics. 		
Environmental	<ul style="list-style-type: none"> Climate Change. 	<ul style="list-style-type: none"> Inability to create a conducive working environment. 	<ul style="list-style-type: none"> Opportunity to adopt a green posture as an organisation. 	<ul style="list-style-type: none"> Digitise and provide digital work tools.
	<ul style="list-style-type: none"> Global warming. 	<ul style="list-style-type: none"> Create a conducive working environment. 	<ul style="list-style-type: none"> Reducing of Regulator's carbon footprint. To adopt a green posture as an organisation 	
	<ul style="list-style-type: none"> Hazardous incidents (i.e. gas explosions and fires). 	<ul style="list-style-type: none"> Creates unsafe and unconducive working environment. 	<ul style="list-style-type: none"> Opportunity to adopt an eco-friendly approach as an organisation. 	<ul style="list-style-type: none"> Business continuity.

PESTEL	Threats (External)	Implication for the Regulator	Opportunities (External)	Implication for the Regulator
	<ul style="list-style-type: none"> Load-shedding. 	<ul style="list-style-type: none"> Disruption to business processes and service delivery. Damage to physical infrastructure and disruptions in ICT operations. 	<ul style="list-style-type: none"> Working from home. Reducing carbon footprint (reduced paper use, not commuting to work). 	<ul style="list-style-type: none"> Reduced costs.
	<ul style="list-style-type: none"> Limitations that arise out of disasters viz. flooding, pandemics, riots. 	<ul style="list-style-type: none"> Inability to ensure conducive working environment. Inability to ensure a conducive working environment. 	<ul style="list-style-type: none"> Becoming a greener organisation viz. waste management/recycling. Becoming a greener organisation. 	<ul style="list-style-type: none"> Business continuity. Ability to work using the hybrid model.
Legal	<ul style="list-style-type: none"> Low levels of compliance and understanding of legislation by external stakeholders. 	<ul style="list-style-type: none"> Increased number of complaints. Reduced authority and potential conflicts with other government bodies Insufficient budget to defend litigations. 	<ul style="list-style-type: none"> Public awareness programmes and stakeholder engagements should be undertaken. Collaboration with international regulators and governments to create harmonised policies and frameworks. Explore opportunities of settlement. 	<ul style="list-style-type: none"> Improved level of compliance.
	<ul style="list-style-type: none"> Decisions of the Members are taken under review by public and private bodies. 	<ul style="list-style-type: none"> Heightened reputational risk. Depletion of the budget. 	<ul style="list-style-type: none"> The more matters under review are ruled in favour of the Regulator the local and global recognition will grow. 	
	<ul style="list-style-type: none"> Low level of compliance and understanding of Legislation. 	<ul style="list-style-type: none"> Increased number of litigious matters launched against the Regulator. 	<ul style="list-style-type: none"> Public awareness programmes and stakeholder engagements should be undertaken. Increased jurisprudence on POPIA. 	

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PESTEL	Threats (External)	Implication for the Regulator	Opportunities (External)	Implication for the Regulator
	<ul style="list-style-type: none"> Regulator's decisions being challenged e.g. (through reviews and appeals). 	<ul style="list-style-type: none"> Financial and reputational implications viz. reviews. 	<ul style="list-style-type: none"> Benchmarking constantly with other regulators in order to remain relevant with other jurisdictions. 	
	<ul style="list-style-type: none"> Deficiencies (lacuna) in legislations (POPIA). 	<ul style="list-style-type: none"> Challenges in the enforcement of POPIA. 		<ul style="list-style-type: none"> Improved confidence in the Regulator.
	<ul style="list-style-type: none"> Litigation against the Regulator. 	<ul style="list-style-type: none"> Reputational damage. 	<ul style="list-style-type: none"> Review and amendment to PAIA and PAIA Regulations. 	<ul style="list-style-type: none"> Improved level of compliance by public and private bodies.
	<ul style="list-style-type: none"> Lack of enforcement powers in respect of PAIA compliance and monitoring assessments. 	<ul style="list-style-type: none"> Failure by public and private bodies to comply with their PAIA obligations. 		<ul style="list-style-type: none"> Improved confidence in the Regulator.
	<ul style="list-style-type: none"> Limited powers to enforce compliance particularly with PAIA due to no consequence for non-compliance. 	<ul style="list-style-type: none"> Low levels of compliance with PAIA by public and private bodies. 	<ul style="list-style-type: none"> Advocate for PAIA amendment. 	<ul style="list-style-type: none"> Increased enforcement powers to ensure compliance with PAIA.

3.2. Internal Environmental Analysis

In an endeavour to better understand the environment within which the Regulator operates; the Strengths and Weaknesses are analysed below:

Table 3: Internal Environmental Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Knowledge and experience to interpret financial policies. • Able to execute duties within the prescribed time in line with the policies. • Payment systems run twice a week, making the payment process efficient. • Clear and defined legislation and regulations that govern financial management and supply chain management. • Listing of the Regulator completed. • High level of customer service mind-set. • Approved Rules of Procedure for the Enforcement Committee for PAIA. • Qualified and experienced staff. • Accelerated awareness of POPIA and related Data Protection Laws. • Remote working policy. • Wellness sessions and Excellence Awards to boost the morale of the staff. • Work Skills Programme to enhance the capacity of the staff. • Approved processes, procedures, and policies. • Service level agreements in place. • IT systems and responsive support. • An approved organisational structure which is aligned to our mandate. • Critical vacancies are filled. • The enforcement powers in terms of POPIA. • The decisions of the Regulator can impact the laws and regulations of industries and sectors. • The dual mandate of the Regulator enables it to balance the rights of privacy and access to information in execution of such mandates. • Increased efficiencies leading to greater finalisation of complaints by having mechanisms in place to expedite addressing of complaints and disputes informally. • The Regulator has effective enforcement powers related to complaints and investigations. • Approved templates to facilitate compliance by public and private bodies. 	<ul style="list-style-type: none"> • Lack of understanding of processes and policies by the staff of the Regulator. • Inadequate human resources. • Lack of retention of employees. • Lack of independent financial and supply chain management information systems that negatively impacts on service delivery. • Budget is limited. • Inadequate Business Continuity Plan. • The delay in the finalisation of the Rules of Procedure for the Enforcement Committee for POPIA. • Lack of office space. • Governance Guide not yet approved. • Lack of policies in appointing service providers (attorneys and counsel). • Low staff morale. • Inadequate ICT infrastructure and Insufficient budget for required ICT systems. • Shortage of ICT capacity and improper structure. • Reliance on DoJ&CD for transversal systems. • Lack of automation. • An approved organisational structure not fully implemented. • No Succession Planning Policy. • Lacuna in POPIA not enabling effective enforcement measures. • Lack of case management system to effectively manage and address complaints, notifications and queries. • Increased number of enquiries. • Lack of adequate training and guidance on POPIA for the public. • Inaccessibility of the Regulator – no call centre, no waiting rooms, limited outreach mechanisms. • Lack of capacitation to keep up with the pace of technological advancements. • Lack of jurisprudence. • Lack of clear policy positions in respect of certain areas in the Act (legitimate interest, sale of personal information, use of CCTV and adequacy in relation to cross-border transfer of personal information).

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Strengths	Weaknesses
<ul style="list-style-type: none">• The brand 'Information Regulator' as the custodian of POPIA and PAIA is strong, as it attracts a large audience when hosting events, including training.• The listing of the Regulator as Schedule 3A public entity create a space for administrative independence and to work towards its total independence.• Enabling legal provisions on education and training, stakeholder engagements, public awareness, communications and policy and research work.	<ul style="list-style-type: none">• Lack of an automated case management system to effectively manage and address complaints, notifications and queries.• Lack of enforcement powers related to PAIA compliance and monitoring.• Limited capacity to execute training and education, public awareness, communications, stakeholder engagements and policy and research mandate.• Inadequate systems and processes to enhance the development and conduct of training and education, public awareness, communications, stakeholder engagements and policy and research programmes through digital platforms.• Inaccessibility of the Regulator in terms of regional offices (limited geographical presence).• Budget limitation (constraint) and unavailability of funds for training and education, public awareness, communications, stakeholder engagements and policy and research programmes.

PART C



Part C

4. Measuring Our Performance

4.1. Institutional Performance Information

Impact statement	
	All persons are empowered to assert their rights to privacy as it relates to Protection of Personal Information (POPIA) and access to information.

4.2. Measuring our outcomes

<h3>Programme 1: Administration</h3> <p>Purpose: To provide effective and efficient leadership, and corporate and financial support services in the Regulator.</p> <ul style="list-style-type: none">● This programme consists of the following sub-programmes:<ul style="list-style-type: none">a) Office of the Chief Executive Officerb) Information and Communication Technologyc) Finance	 <p>To provide effective and efficient leadership, and corporate and financial support services in the Regulator.</p>
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Programme 1 A: Office of the Chief Executive Officer (OCEO)

Purpose: Providing effective and efficient strategic leadership in the financial and administrative functions of the Regulator.

Table 4: Measuring our outcomes

Outcomes		Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
				2022/23	2023/24	2024/25	2025/26	2026/27
1.1	Personal information protected and access to information promoted.	Percentage of matters referred to the Enforcement Committee by the POPIA and PAIA divisions considered and finalised within the prescribed timeframe.	0	-	-	-	50%	60%
1.2		Percentage of recommendations and findings of the Enforcement Committee considered and finalised within the prescribed timeframe by the Members of the Regulator.	0	-	100%	50%	60%	50%
1.3		Percentage of section 89 of POPIA assessment reports considered and finalised.	0	-	-	-	50%	60%

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Programme 1 B: Legal Services

Purpose: To promote the improvement of the right of access to information and the right to privacy by examining any proposed legislation or policy of government that the Regulator considers may affect the protection of personal information of data subjects and reporting to the Minister of Justice and Correctional Services and Parliament on the results of that examination, in terms of sections 40(1)(b)(iii) and 40(1)(b)(ix) of POPIA.

Table 5: Measuring our outcomes

Outcomes		Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
				2022/23	2023/24	2024/25	2025/26	2026/27
1.4	Personal information protected and access to information promoted.	Section 112(2)(C) of POPIA Regulations tabled and published.	0	-	-	Regulations in terms of section 112(2)(C) of POPIA approved.	Section 112(2)(C) of POPIA Regulations submitted for tabling and published.	-
1.5		Number of legislation amended (POPIA and PAIA)	0	-	-	-	2 proposed legislative amendments to POPIA and PAIA submitted to the Minister.	-

Programme 1 C: Information and Communication Technology (ICT)

Purpose: Providing support services in relation to Information and Communications Technology (ICT).

Table 6: Measuring our outcomes

Outcomes	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
1.6	Personal Information protected and access to information promoted.	0	-	-	-	2	2
	Number of services applications developed in a digital platform (Exemption and Prior authorisation).						

Programme 1 D: Finance

Purpose:

- (i) Providing financial management and supply chain management services; and
- (ii) To provide efficient and effective financial management in the Regulator.

Table 7: Measuring our outcomes

Outcomes		Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
				2022/23	2023/24	2024/25	2025/26	2026/27
1.7	Personal information protected and access to information promoted.	Percentage expenditure on allocated budget annually for goods and services and capital assets.	0	95%	95%	95%	95%	95%
1.8		Percentage of goods and services and capital assets procured against approved procurement plan.	0	-	95%	95%	95%	95%

Programme 2: Protection of Personal Information (POPIA)

Purpose: To ensure the promotion and protection of personal information processed by public and private bodies.



To ensure the promotion and protection of personal information processed by public and private bodies.

Table 8: Measuring our outcomes

Outcome	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
2.1	Personal information protected.	0	50%	60%	60%	60%	80%
2.2	Percentage of complex complaints investigated, completed and referred to the Enforcement Committee within the prescribed timeframes.	0	100%	100%	80%	85%	85%
2.3	Percentage of simple complaints investigated and resolved within the prescribed timeframes (POPIA).	0	-	-	-	100%	100%
2.4	Percentage of simple complaints resolved through conciliation and mediation within the prescribed timeframes.	0	4	12	10	6	6
	Number of responsible parties assessed at own initiative on compliance with POPIA.	0					

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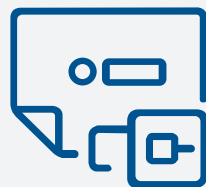
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Outcome	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
2.5	Number of section 89 interim reports submitted to Members.	0	-	-	10	10	10
2.6	Percentage of responsible parties assessed upon request within the prescribed period.	0	-	50%	40%	40%	40%
2.7	Draft code of conduct on processing of personal information at gated accesses approved.	0	-	-	-	First draft code of conduct on processing of personal information at gated accesses developed and approved.	Final draft code of conduct on processing of personal information at gated accesses gazetted and issued in terms of Section 61 (2).

Programme 3: Protection of Access to Information (PAIA)

Purpose: To ensure the effective promotion, protection, monitoring and implementation of the constitutional right of access to any information held by the state and any information that is held by another person and that is required for the exercise or protection of any rights.



To ensure effective promotion, protection, monitoring and implementation of the constitutional right of access to any information held by the state and any information that is held by another person and that is required for the exercise or protection of any rights.

Table 9: Measuring our outcomes

Outcome	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
3.1	Access to information promoted.	0	50%	60%	60%	70%	85%
3.2	Percentage of complex complaints investigated and completed within the prescribed timelines.	0	100%	100%	70%	70%	100%
3.3	Percentage of simple complaints resolved through conciliation and mediation within the prescribed timeframes	0	-	-	-	70%	80%

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Outcome	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
3.4	Number of own initiative assessments on compliance with the provisions of PAIA conducted in public and private bodies.	0	96	108	80	80	100
3.5	Percentage of public and private bodies assessed upon request within the prescribed period.	0	-	50%	50%	70%	80%
3.6	Percentage of Public and Private bodies assessed in the 2024/2025 financial year monitored on compliance with the recommendations contained in the Assessment Report.	0	-	-	80%	100%	100%
3.7	Number of annual assessment reports developed and published.	0	-	-	-	1 Annual Assessment report developed and published.	1 Annual Assessment report developed and published.

Programme 4: Education and Communication (EDUCOM)

Purpose: To provide strategic direction for the promotion of the right of access to information and the right to privacy (as it relates to the protection of personal information) by providing quality services in research and policy analysis, education, public awareness, stakeholder engagement, and communication in accordance with the provisions of sections 40(1)(a), 40(1)(b)(iv), 40(1)(b)(vii), 40(1)(b)(viii), 40(1)(c)(i) & (ii), 40(1), 40(2) of POPIA and section 83(2) of PAIA.



Table 10: Measuring our outcomes

Outcome	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
4.1	Personal information protected and access to information promoted.	0	5%	10%	-	-	25%
4.2	Percentage of the nationally representative sample of the population who are aware of their right to privacy (as it relates to protection of personal information).	0	5%	10%	-	-	25%
4.3	Percentage of the nationally representative sample of the population who are aware of their right of access to information.	0	7	9	14	14	14
	Number of education programmes conducted to promote protection of personal information.	0	7	9	14	14	14

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Outcome	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
4.4	Number of education programmes conducted to promote access to information.	0	7	9	14	14	14
4.5	Number of public awareness workshops on the right of access to information and the right to privacy (protection of personal information) conducted.	24	37	36	24	24	24
4.6	Number of proposed legislation or policy of government examined, and reports submitted.	0	6	6	6	6	6

5. Explanation of Enablers To Achieve Targets

Table 11: Measuring our outcomes

Outcome	Explanation of enablers to achieve targets.
Personal information protected and access to information promoted.	<ul style="list-style-type: none"> The Regulator will conduct educational programmes to advance the public's understanding, in particular disadvantaged communities, of how to exercise their constitutional rights to privacy, as it relates to protection of personal information, and promotion of access to information. The Regulator intends to deploy the Complaints Management System to ensure proper management of complaints. The implementation of Compliance and Monitoring frameworks will assist the Regulator to ensure compliance with POPIA and PAIA. The finalisation of matters referred to the Enforcement Committee will assist the Regulator exercises to its enforcement powers. The Regulator will endeavour to enter training partnerships with service providers and universities to develop and provide educational programmes.

6. Explanation of The Outcome's Contribution To The Achievement of The Impact

- 6.1. Complex and simple complaints resolved and finalised are intended outcomes (results) over the medium-term strategic period of five years. The increased number of these complaints and timeous completion as well as finalisation, for those referred to the Enforcement Committee, will contribute to the impact result of empowering all person to assert their rights in terms of the Regulators' mandate.
- 6.2. The Regulator will also assess on its own initiative or as it would be the requested, whether there is compliance with POPIA and PAIA. The outcomes of these assessments and the monitoring of measures, intended to improve compliance, would also contribute to ensuring all persons are empowered to assert their rights in terms of its mandate.
- 6.3. Stakeholder engagements and educational programmes would make direct contributions to the achievement of the impact.
- 6.4. The key measure to determine whether the achievement of outcomes has had an impact on the citizens would be to undertake a research study on whether a sampled representation of the population is aware of the right to privacy, as it relates to the protection of personal information and the right of access to information.

7. Key Risks and Mitigation

Table 12: Key risks and mitigation

No	Risk Description	Mitigation Plan	Due date for mitigation plan	Responsible person
1.	Inability to provide timeous feedback on matters (including enquiries).	1.1. To draft the requirements and specifications of the proposed Information Technology (IT) system.	31 March 2026	Chief Information Officer and Executive: POPIA
		1.2. To confirm budget for the system.	31 October 2025	Chief Financial Officer
		1.3. To submit a memorandum to approve the project.	31 November 2025	Executive: POPIA
		1.4. To digitalise systems that will enable documentation, tracking and management of enquiries.	31 March 2026	Chief Information Officer
		1.5. To assess whether there are Frequently Asked Questions (FAQ's) on PAIA and POPIA enquiries, updated, approved and submitted for publication.	30 September 2025	Executive: POPIA and Executive: PAIA
		1.6. To provide training on enquiries to include skills development.	31 December 2025	Senior Manager: Human Resource Management & Administration (HRM&A)
		1.7. Enquiry process to be developed.	1 April 2025	Senior Manager: HRM&A
		1.8. Create a customer care division.	1 April 2025	Senior Manager: HRM&A
		1.9. To conduct an assessment of the enquiry points to the regulator.	1 April 2025	Senior Manager: HRM&A
		1.10. To present the assessment to POPIA.	30 June 2025	Senior Manager: HRM&A
		1.11. To devise a management plan of enquiries.	30 June 2025	Senior Manager: HRM&A
2.	Inability to finalise matters in terms of the provisions of POPIA and PAIA within the prescribed timelines.	2.1. To update and further develop online security compromise notification system.	31 December 2025	Chief Information Officer
		2.2. To conduct a human resource needs analysis for the Security Compromise subdivision and produce a memorandum to that effect.	30 May 2025	Executive: POPIA
		2.3. To confirm the budget for the resources.	30 June 2025	Chief Financial Officer

No	Risk Description	Mitigation Plan	Due date for mitigation plan	Responsible person
		2.4. To capacitate the Complaints and Investigations subdivision and Security Compromise subdivision with human resources.	30 July 2025	Senior Manager: HRM&A
		2.5. To classify complaints promptly. Simple complaints should be classified immediately upon receipt, while complex complaints should be classified immediately after conciliation or settlement attempts fail.	Quarterly	PAIA Executive
		2.6. To settle complaints through settlement or conciliation as early as possible.	Quarterly	Executive: POPIA and Executive: PAIA
3.	Inability to exercise enforcement powers in respect of POPIA and PAIA.	3.1. To report on non-compliance with public and private bodies and showcase good practices in order to encourage compliance with PAIA and POPIA.	Quarterly	Executive: PAIA and Executive: POPIA
		3.2. Publish findings on non-compliance on the Regulator's website.	Biannually (30 September 2025 and 31 March 2026)	Executive: EDUCOM and Chief Information Officer
		3.3. Collaborate with other stakeholders to facilitate and encourage compliance with PAIA and POPIA.	Quarterly	Executive: PAIA and Executive: POPIA
		3.4. To arrange a meeting with the outgoing Chairperson of the legislative review committee.	30 April 2025	Chief Legal Officer
		3.5. Arrange working session with the Members to present the proposed amendments for approval.	30 April 2025	Chief Legal Officer
		3.6. To submit the proposed amendments to the Department of Justice and Constitutional Development.	30 June 2025	Chief Legal Officer
		3.7. To monitor the progress of the amendments of legislation.	Quarterly	Chief Legal Officer

Part C

No	Risk Description	Mitigation Plan	Due date for mitigation plan	Responsible person
4.	Inability to accede to all education and training programme requests.	4.1. Conduct clustered training.	Quarterly	Executive: EDUCOM
		4.2. Formation of partnerships with other private and public institutions for conducting training on behalf of the Regulator through Memoranda of Understanding or other mechanisms.	31 March 2026	Executive: EDUCOM and Chief Legal Officer
		4.3. Adopt the “digital first approach” in review, design and presentation of training programmes.	31 March 2026	Executive: EDUCOM, Chief Legal Officer and Chief Information Officer
		4.4. To assess and update the FAQ’s and submit to the EDUCOM division to provide the necessary training.	30 September 2025	Executive: POPIA and Executive: PAIA
5.	Inability to conduct public awareness programmes on the right of access to information and the right to privacy as it relates to protection of personal information.	5.1. Negotiate to secure free airtime programmes with community radio or community TV programmes or national radio or TV programmes.	Quarterly	Executive: EDUCOM
		5.2. Negotiate to secure participation in programmes of civil society organisations or other public institutions.	Quarterly	Executive: EDUCOM
		5.3. Solicit donor funding to cover costs for public awareness programmes in line with the Regulator’s policy on sponsorship.	30 March 2026	Executive: EDUCOM and Chief Financial Officer
6.	High number of litigation matters.	6.1. Ensure compliance with Standard Operating Procedure (SOP), Rules of Court, and practice directives for effective management of the litigation.	Quarterly	Chief Legal Officer
		6.2. Adherence to Service Level Agreement by appointing panellist attorneys timeously to ensure that the Regulator’s interests are protected.	Quarterly	Chief Legal Officer

No	Risk Description	Mitigation Plan	Due date for mitigation plan	Responsible person
		6.3. Responsible divisions to comply with Records Management Policy to ensure efficient record keeping and to minimise delays in litigation process flow.	Quarterly	Executive POPIA, Executive: PAIA, Senior Manager: HRM&A and Chief Legal Officer
		6.4. To resort to dispute resolution which includes but is not limited to conciliation, mediation, or litigation with the intention to encourage out-of-court settlements and to minimise costs.	Quarterly	Chief Legal Officer, Executive POPIA, and Executive: PAIA
		6.5. Effective management of appointed attorneys by ensuring that they efficiently manage matters allocated to them and by having quarterly reviews to monitor their performance.	Quarterly	Chief Legal Officer
7.	Inability to manage the operations of the Enforcement Committee.	7.1. Recruit members of the Enforcement Committee.	30 April 2025	Chief Executive Officer
		7.2. Recruit Chairperson(s) of the Enforcement Committee.	31 May 2025	Chief Executive Officer
		7.3. To develop a Remuneration Policy to guide the payments of external committee members within the Regulator.	31 March 2025	Chief Financial Officer
		7.4. To provide legal research and support capacity to the Enforcement Committee.	30 June 2025	Senior Manager: HRM A and Chief Financial Officer
8.	Inability to finalise recommendations of the Enforcement Committee by the Members within prescribed timeframe.	8.1. To review the Rules of Procedure of the Enforcement Committee for PAIA.	31 March 2026	Chief Executive Officer and Chief Legal Officer
		8.2. To finalise the Rules of Procedure of the Enforcement Committee for POPIA.	31 March 2026	Chief Executive Officer and Chief Legal Officer
9.	High staff turnover.	9.1. Conduct analysis of exit interviews.	Quarterly	Senior Manager: HRM&A
		9.2. Implement Induction Programme.	31 March 2026	Senior Manager: HRM&A
		9.3. Implement the Retention Policy.	31 March 2026	Senior Manager: HRM&A and all Divisions
		9.4. Implement Senior Management Programme.	31 March 2026	Senior Manager: HRM&A

Part C

No	Risk Description	Mitigation Plan	Due date for mitigation plan	Responsible person
		9.5. Implement Remote Working Policy.	31 March 2026	Senior Manager: HRM&A and all Divisions
		9.6. Implement Employee Health and Wellness Programme.	31 March 2026	Senior Manager: HRM&A
		9.7. Implement the Performance Management Policy.	31 March 2026	Senior Manager: HRM&A and all Divisions
		9.8. Conduct Training on Human Resource Policies.	30 September 2025 and March 2026	Senior Manager: HRM&A
		9.9. Conduct organisational climate survey.	31 March 2026	Senior Manager: HRM&A
		9.10. Implement the Excellence Awards.	31 December 2025	Chief Financial Officer and Chief Executive Officer
10.	Inability to mitigate cybersecurity risks, threats and breaches.	10.1. Adopt and implement a robust security framework.	31 March 2026	Chief Information Officer
		10.2. Conduct regular internal vulnerability assessments and penetration testing.	31 March 2026	Chief Information Officer
		10.3. Conduct annual external vulnerability assessments and penetration testing.	31 March 2026	Chief Information Officer
		10.4. Conduct regular employee training and awareness programs.	Quarterly	Chief Information Officer
		10.5. Deploy advanced endpoint security (including antivirus, firewalls, device encryption, etc.).	Quarterly	Chief Information Officer
		10.6. Implement and maintain Multi-Factor Authentication (MFA).	Quarterly	Chief Information Officer
		10.7. Maintain regular backups.	Quarterly	Chief Information Officer
		10.8. Develop and test Incident Response Plan (IRP).	31 March 2026	Chief Information Officer
		10.9. Patching and systems updates.	Quarterly	Chief Information Officer
		10.10. Implement SIEM (Security Information and Event Management) to monitor threats.	31 March 2026	Chief Information Officer
		10.11. Implement IDPS (Intrusion Detection and Prevention Systems) to strengthen network security.	31 March 2026	Chief Information Officer

No	Risk Description	Mitigation Plan	Due date for mitigation plan	Responsible person
		10.12. Conduct regular reviews to ensure compliance with POPIA.	Quarterly	Chief Information Officer and Chief Legal Officer (Deputy Information Officer)
		10.13. Develop and keep an updated ICT Security Policy.	31 March 2026	Chief Information Officer
		10.14. Implement Data Loss Preventions (DLP).	31 March 2026	Chief Information Officer
		10.15. Implement Privileged Access Management (PAM).	31 March 2026	Chief Information Officer
		10.16. Adopt Zero Trust Architecture.	31 March 2026	Chief Information Officer
		10.17. Implement cyber insurance.	31 March 2026	Chief Information Officer
		10.18. Establish a Security Operations Centre (SOC).	31 March 2026	Senior Manager: HRM&A
		10.19. Establish a stand-alone cybersecurity office, led by a CISO.	31 March 2026	Senior Manager: HRM&A
		10.20. Provide a costing for all the ICT items allocated in this mitigation plan and submit to the CFO for consideration.	01 April 2025	Chief Information Officer
11.	Inadequate contract management.	11.1. Monitor expiry date of contracts through an electronic contract management system to eliminate irregular expenditure.	Quarterly	Chief Financial Officer and Chief Information Officer
		11.2. Ensure completeness of service level agreements.	Quarterly	Chief Legal Officer
		11.3. End users/divisional heads to monitor their contracts through contract management system.	Quarterly	All Divisional Heads
		11.4. Monitor progress of contract management implementation monthly through Management meetings.	Bi-monthly	MANCO Chairperson

8. Infrastructure Projects

N/A

9. Public Private Partnership

N/A

PART D



10. Technical Indicator Descriptions (TIDS)



PROGRAMME 1: Administration

Programme 1A: Office of the Chief Executive Officer

Indicator Title	Percentage of matters referred to the Enforcement Committee by the POPIA and PAIA divisions considered and finalised within the prescribed timeframe.
Definition	This indicator measures the percentage of matters referred to the Enforcement Committee considered and finalised within the prescribed timeframe.
Source of data	<ul style="list-style-type: none"> Referral letter of the matter. Register of matters referred to the Enforcement Committee.
Method of calculation or assessment	Number of considered and finalised matters referred to the Enforcement Committee multiplied by one hundred (100).
Assumptions	<ul style="list-style-type: none"> Enforcement Committee will receive matters from divisions. Enforcement Committee will consider matters and draft Findings and Recommendations report.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Finalisation of all matters referred to the Enforcement Committee within the prescribed timeframe.
Indicator responsibility	Chief Executive Officer

Indicator Title	Percentage of recommendations and findings of the Enforcement Committee considered and finalised within the prescribed timeframe by the Members of the Regulator.
Definition	This indicator measures the percentage of recommendations of the Enforcement Committee made to the Regulator in terms of section 93 of POPIA considered and finalised within the prescribed timeframe.
Source of data	Register of recommendations made by the Enforcement Committee.
Method of calculation or assessment	Number of considered and finalised recommendations by the Members of the Regulator divided by the number of recommendations submitted by the Enforcement Committee multiplied by one hundred (100).
Assumptions	The Enforcement Committee will make recommendations to the Regulator.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Finalisation of all recommendations made by the Enforcement Committee within the prescribed timeframe.
Indicator responsibility	Chief Executive Officer

Part D

Indicator Title	Percentage of section 89 of POPIA assessment reports considered and finalised.
Definition	This indicator measures the percentage of section 89 of POPIA assessment reports received by the Members of the Regulator considered and finalised.
Source of data	Register of section 89 of POPIA assessment reports received.
Method of calculation or assessment	Number of section 89 of POPIA assessment reports received, considered and finalised multiplied by one hundred (100).
Assumptions	Enforcement Committee will receive matters from the POPIA division.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Finalisation of all section 89 assessment reports.
Indicator responsibility	Chief Executive Officer

Programme 1B: Legal Services

Indicator Title	Section 112(2)(C) of POPIA Regulations tabled and published.
Definition	This indicator measures the tabling in Parliament and publishing in the Government Gazette of the Regulations relating to the Processing of Health or Sex Life Information by Certain Responsible Parties in terms of Section 112(2) of POPIA in accordance with the procedures provided for in section 113 of POPIA.
Source of data	Approved final version of the Regulations.
Method of calculation or assessment	Simple count.
Assumptions	Final version of the Regulations will be approved by the members for tabling in Parliament and publication in the government gazette.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	The final version of the Regulations will be tabled and published.
Indicator responsibility	Chief Legal Officer

Indicator Title	Number of legislation amended (POPIA and PAIA)
Definition	This indicator measures the amendments of POPIA and PAIA and the submission thereof.
Source of data	Approved final version of the submissions for Amendments of POPIA and PAIA.
Method of calculation or assessment	Simple count.
Assumptions	Proposed legislative amendments to POPIA and PAIA submitted to the Minister.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	The final version of the submissions for Amendments will be approved/
Indicator responsibility	Chief Legal Officer

Programme 1C: Information and Communication Technology (ICT)

Indicator Title	Number of services applications developed in a digital platform (Exemption and Prior authorisation).
Definition	This indicator measures the development of services application in a digital platform. Exemption application refers to applications for authorisation in terms of section 37(1) of POPIA and prior authorisation refers to applications for authorisation in terms of section 57(1) of POPIA.
Source of data	<ul style="list-style-type: none"> Meeting of recordings Enterprise Process Register (EPR)
Method of calculation or assessment	Simple count.
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Developed and functioning services in a digital platform
Indicator responsibility	Chief Information Officer

Programme 1D: Finance

Indicator Title	Percentage expenditure on allocated budget annually for goods, and services and capital assets.
Definition	This indicator measures the percentage on annual allocated budget on Goods and Services and Capital assets against actual Expenditure.
Source of data	<ul style="list-style-type: none"> Quarterly Budget Reports. Expenditure report.
Method of calculation or assessment	Actual expenditure incurred divided by projected annual allocated budget on Goods and Services and Capital assets targets multiply by 100 or (Actual Expenditure / Total projected X 100).
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	100% expenditure of annual allocated budget on Goods and Services and Capital assets.
Indicator responsibility	Chief Financial Officer

Part D

Indicator title	Percentage of Goods and Services and Capital Assets procured against approved procurement plan.
Definitions	This indicator measures the percentage of Goods and Services and Capital Assets procured against actual Procurement Plan.
Source data	<ul style="list-style-type: none"> • Commitment report. • List of orders. • Award letters. • SCM Batches. • Contractual agreements. • Approved procurement plan.
Method of calculation/assessment	Actual procurement divided by projected Goods and Services and Capital Assets targets multiply by 100 or Actual Procurement/ Total Projected X 100.
Assumptions	Timely submissions of requests (approved memos and detailed specifications) by Divisions.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	100% of Goods and Services and Capital Assets procured.
Indicator Responsibility	Chief Financial Officer



PROGRAMME 2: Protection of Personal Information (POPIA)

Indicator Title	Percentage of complex complaints investigated, completed and referred to the Enforcement Committee within the prescribed timeframes.
Definition	The indicator measures the percentage of complex complaints, investigated, completed and referred to the Enforcement Committee within the turnaround period of 12 months, as prescribed in the Standard Operating Procedure (SOP). Complex complaints refers to complaints that are resolved within 12 months from the date of receipt.
Source of data	<ul style="list-style-type: none"> Submitted Complaint Form. Referral to enforcement committee. Report on complaint investigation and referred. Case files.
Method of calculation or assessment	Number of complex complaints investigated, completed and referred to the Enforcement Committee divided by the total number of complaints received multiplied by 100.
Assumptions	The Regulator will receive complaints.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	To achieve the annual target.
Indicator responsibility	Executive: POPIA.

Indicator Title	Percentage of simple complaints investigated and completed within the prescribed timeframes.
Definition	The indicator measures the percentage of simple complaints investigated and completed within the prescribed timeframes. Simple complaints refers to complaints resolved in the past three months from the date of receipt.
Source of data	<ul style="list-style-type: none"> Submitted Complaints Form. Complaints Register. Investigation File.
Method of calculation or assessment	Number of simple complaints investigated and completed divided by the total number of complaints received multiplied by 100.
Assumptions	The Regulator will receive complaints.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Achieve the annual target.
Indicator responsibility	Executive: POPIA

Part D

Indicator Title	Percentage of simple complaints resolved through conciliation and mediation within the prescribed timeframes.
Definition	The indicator measures the percentage of simple complaints resolved through conciliation and mediation within the prescribed timeframes. Simple complaints refers to complaints resolved in the past three months.
Source of data	<ul style="list-style-type: none"> Investigation report. Complaints register. Settlement Certificate.
Method of calculation or assessment	Number of simple complaints referred for Conciliation and Mediation divided by the total number of complaints received for Conciliation and Mediation multiplied by 100.
Assumptions	The Regulator will receive complaints.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Achieve the annual target.
Indicator responsibility	Executive: POPIA

Indicator Title	Number of responsible parties assessed at own initiative on compliance with POPIA.
Definition	The indicator measures the number of responsible parties assessed at own initiative in accordance with the approved POPIA Compliance Assessment Plan.
Source of data	<ul style="list-style-type: none"> POPIA Compliance Assessment Plan. Attendance registers. Assessment report.
Method of calculation or assessment	Simple count.
Assumptions	POPIA Compliance Assessment plan will be approved. Available budget. Co-operation of responsible parties.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	To optimise the implementation of the measures to deter non-compliance with POPIA to ultimately reduce the number of complaints lodged with the Regulator.
Indicator responsibility	Executive: POPIA

Indicator Title	Number of section 89 interim reports submitted to Members.
Definition	The indicator measures the number of section 89 of POPIA interim assessment reports submitted to Members for a final determination after the signature of the Executive.
Source of data	Interim assessment reports.
Method of calculation or assessment	Number of interim assessment reports submitted to Members divided by the total number of assessment reports multiplied by 100.
Assumptions	Co-operation of responsible parties.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	To optimise the implementation of the measures to deter non-compliance with POPIA to ultimately reduce the number of complaints lodged with the Regulator.
Indicator responsibility	Executive: POPIA.

Indicator Title	Percentage of responsible parties assessed upon request within the prescribed period.
Definition	This indicator measures the percentage of request for assessment received and assessment reports completed within the turnaround period, as prescribed in the Standard Operating Procedures.
Source of data	<ul style="list-style-type: none"> Request for compliance assessment. Compliance and Monitoring Register.
Method of calculation or assessment	Number of requests for assessment received divided by the number of assessment reports completed multiplied by 100.
Assumptions	The Regulator will receive requests for assessment.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Achieve annual target.
Indicator responsibility	Executive: POPIA

Part D

Indicator Title	Draft code of conduct on processing of personal information at gated accesses approved
Definition	This indicator measures the approval and publication of a code of conduct on processing of personal information by gated communities/gated accesses.
Source of data	<ul style="list-style-type: none"> Register of codes of conduct. Guidelines for issuing of codes of conduct.
Method of calculation or assessment	Simple count.
Assumptions	The code of conduct will be approved.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	The code of conduct will be issued and published.
Indicator responsibility	Executive: POPIA



PROGRAMME 3: Promotion of Access to Information (PAIA)

Indicator Title	Percentage of complex complaints investigated and completed within the prescribed timelines (PAIA).
Definition	This indicator measures the percentage of complex complaints received in the past 12 months and investigations completed within the turnaround period of 12 months, as prescribed in the Standard Operating Procedures. Complex complaints refers to complaints that are resolved within 12 months from the date of receipt.
Source of data	<ul style="list-style-type: none"> Complaints form. Complaints Register. Investigation file. Standard Operating Procedure.
Method of calculation or assessment	Number of complex complaints investigated and completed divided by number of complex complaints received multiplied by 100.
Assumptions	The Regulator will receive complaints.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	100% of the annual target.
Indicator responsibility	Executive: PAIA

Indicator Title	Percentage of Simple Complaints received and resolved within the prescribed timelines.
Definition	The indicator measures the percentage of simple complaints received in the past three months and resolved within the turnaround period of three months, as prescribed in the Standard Operating Procedure. Simple complaints refers to complaints resolved within three months from the date of receipt.
Source of data	<ul style="list-style-type: none"> Complaints form. Complaints Register. Investigation file. Standard Operating Procedures.
Method of calculation or assessment	Number of simple complaints resolved divided by number of simple complaints received multiplied by 100.
Assumptions	The Regulator will receive complaints.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	To resolve all simple complaints received.
Indicator responsibility	Executive PAIA

Part D

Indicator Title	Percentage of simple complaints resolved through conciliation and settlement within the prescribed timeframes.
Definition	The indicator measures the percentage of simple complaints resolved through conciliation and settlement within the prescribed timeframes.
Source of data	<ul style="list-style-type: none"> Complaints register. Conciliation or Settlement Certificate. Attendance Registers.
Method of calculation or assessment	Number of simple complaints completed through conciliation and settlement divided by the total number of complaints referred for conciliation and settlement multiplied by 100.
Assumptions	The Regulator will receive complaints.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	To resolve simple complaints through settlement and conciliation.
Indicator responsibility	Executive: PAIA

Indicator Title	Number of own initiative assessments on compliance with the provisions of PAIA conducted in public and private bodies.
Definition	This indicator measures the number of targeted public and private bodies assessed on compliance with the relevant provisions of PAIA
Source of data	<ul style="list-style-type: none"> Approved Annual Assessment Plan. Compliance and Monitoring Register. Compliance and Monitoring & Enforcement Framework. Assessment file.
Method of calculation or assessment	Simple count.
Assumptions	The Annual Assessment Plan will be approved.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	All targeted public and private bodies assessed.
Indicator responsibility	Executive: PAIA

Indicator Title	Percentage of Public and Private Bodies assessed upon request within the prescribed period.
Definition	This indicator measures the percentage of request for assessment received and assessment finalised within the three-months turnaround period.
Source of data	<ul style="list-style-type: none"> Compliance and Monitoring Register. Request for assessment form.
Method of calculation or assessment	Number of requests for assessment finalised divided by the number of assessment request received multiplied by 100.
Assumptions	The Regulator will receive request for assessment.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Processing of all requests for assessment received.
Indicator responsibility	Executive: PAIA

Indicator Title	Percentage of Public and Private bodies assessed in the 2024/2025 financial year monitored on compliance with the recommendations contained in the Assessment Report.
Definition	This indicator measures the percentage of Public and Private bodies assessed in the 2024/2025 financial year and monitored on compliance with the recommendations contained in the Assessment Report.
Source of data	<ul style="list-style-type: none"> Approved Annual Assessment Plan. Compliance and Monitoring Register. Compliance and Monitoring & Enforcement Framework. Assessment files.
Method of calculation or assessment	Number of Public and Private bodies assessed in the 2024/2025 financial year divided by the number of public and private bodies monitored, multiplied by 100.
Assumptions	There will be public and private bodies found to be non-compliant with the provision of PAIA.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	All public and private bodies assessed in the 2024/2025 financial year are monitored on compliance with the recommendations contained in the Assessment Report.
Indicator responsibility	Executive: PAIA

Part D

Indicator Title	Number of annual assessment reports developed and published.
Definition	This indicator measures the number of consolidated assessment reports developed and published on the Regulator's website, containing the number of assessments conducted (targeted and upon request), the names of the bodies assessed as well as the compliance statistics.
Source of data	<ul style="list-style-type: none"> • Annually approved Assessment Plan. • Quarterly Assessment Plans. • Assessment Register. • Compliance Assessment Reports.
Method of calculation or assessment	Simple count.
Assumptions	There will be assessments conducted in public and private bodies.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	To issue a report on all assessments conducted.
Indicator responsibility	Executive: PAIA



PROGRAMME 4: Education and Communication (EDUCOM)

Indicator Title	Percentage of the nationally representative sample of the population who are aware of their right to privacy (as it relates to protection of personal information).
Definition	This indicator measures the percentage of respondents within a nationally representative sample of the population that indicate awareness about their rights to privacy.
Source of data	<ul style="list-style-type: none"> Approved research proposal. Fieldwork report.
Method of calculation or assessment	The total number of respondents that indicate awareness about their rights to privacy divided by the total number of the sample population multiplied by one hundred (100).
Assumptions	<ul style="list-style-type: none"> Potential respondents will be willing to participate in the survey. Approved research proposal. Availability of sufficient budget.
Disaggregation of beneficiaries (where applicable)	Disaggregation of beneficiaries as expressed in the approved research proposal.
Spatial transformation (where applicable)	Spatial transformation considerations to be addressed as in the approved research proposal.
Desired performance	Half of the sampled respondents will indicate awareness about their rights to privacy by FY 2026/2027.
Indicator responsibility	Executive: Education & Communication

Indicator Title	Percentage of the nationally representative sample of the population who are aware of their right of access to information.
Definition	This indicator measures the percentage of respondents within a nationally representative sample of the population that indicate awareness about their right of access to information.
Source of data	<ul style="list-style-type: none"> Approved Research Proposal. Fieldwork Report.
Method of calculation or assessment	The total number of respondents that indicate awareness about their right of access to information divided by the total number of the sample population multiplied by one hundred (100).
Assumptions	<ul style="list-style-type: none"> Potential respondents will be willing to participate in the survey. Approved research proposal. Availability of sufficient budget.
Disaggregation of beneficiaries (where applicable)	Disaggregation of beneficiaries as expressed in the approved research proposal.
Spatial transformation (where applicable)	Spatial transformation considerations to be addressed as in the approved research proposal.
Desired performance	Half of the sampled respondents will indicate awareness about their rights of access to information FY 2026/2027.
Indicator responsibility	Executive: Education & Communication

Part D

Indicator Title	Number of education programmes conducted to promote protection of personal information.
Definition	This indicator measures the number of education programmes conducted to promote the protection of personal information.
Source of data	<ul style="list-style-type: none"> • Approved education and training strategy, or • Approved annual education and training plan, or • Approved quarterly education and training plan, or • Education materials developed and approved.
Method of calculation or assessment	Simple count.
Assumptions	The targeted audience will be responsive to the sessions scheduled and conducted.
Disaggregation of beneficiaries (where applicable)	Rural organised community structures and public officials will be targeted as priority groups for the programmes.
Spatial transformation (where applicable)	All nine provinces will be targeted for delivery of education and training programmes. There will be a special focus on disadvantaged communities (where possible).
Desired performance	Education and training programmes planned will be effective and will promote compliance by responsible parties.
Indicator responsibility	Executive: Education & Communication

Indicator Title	Number of education programmes conducted to promote access to information.
Definition	This indicator measures the number of education programmes conducted to promote access to information.
Source of data	<ul style="list-style-type: none"> • Approved education and training strategy, or • Approved annual education and training plan, or • Approved quarterly education and training plan, or • Education materials developed and approved.
Method of calculation or assessment	Simple count.
Assumptions	The targeted audience will be responsive to the sessions scheduled and conducted.
Disaggregation of beneficiaries (where applicable)	Rural organised community structures and public officials will be targeted as a priority group for the programmes.
Spatial transformation (where applicable)	All nine provinces will be targeted for delivery of education and training programmes. There will be a special focus on disadvantaged communities (where possible).
Desired performance	Education and training on programmes planned will be effective and will promote compliance with PAIA by public and private bodies.
Indicator responsibility	Executive: Education & Communication

Indicator Title	Number of public awareness workshops on the right of access to information and the right to privacy (protection of personal information) conducted.
Definition	This indicator measures the number of public awareness programmes and events conducted to raise awareness about the right of access to information (through PAIA) and the right to privacy (protection of personal information) (through POPIA).
Source of data	<ul style="list-style-type: none"> • Approved public awareness strategy, or • Concept notes, or • Annual and quarterly plans for public awareness programmes and events.

Indicator Title	Number of public awareness workshops on the right of access to information and the right to privacy (protection of personal information) conducted.
Method of calculation or assessment	Simple count.
Assumptions	The targeted audience will be responsive to the sessions scheduled.
Disaggregation of beneficiaries (where applicable)	Rural and disadvantaged communities (individuals and community structures) will be targeted as priority groups for the programmes.
Spatial transformation (where applicable)	All nine provinces will be targeted for delivery of public awareness programmes with the special focus on disadvantaged communities.
Desired performance	To reach as many people as possible in raising awareness about POPIA and PAIA. Half the activities conducted will be with communities beyond urban areas.
Indicator responsibility	Executive: Education & Communication

Indicator Title	Number of proposed legislation or policy of government examined, and reports submitted.
Definition	This indicator measures the number of proposed legislation or policies of government that may affect the protection of personal information of data subjects, that have been examined and reports submitted to the minister in terms of section 40(1)(b)(iii) of POPIA.
Source of data	<ul style="list-style-type: none"> Parliamentary Monitoring Group website. Government Gazette website. Register for proposed legislation or policy of government.
Method of calculation or assessment	Simple count.
Assumptions	It is assumed that there will be proposed legislation or policy of government that may affect the protection of personal information of data subjects.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	<p>The recommendation will ensure alignment of legislation or government policy with POPIA.</p> <p>The recommendations will influence the improvement of the application of POPIA</p>
Indicator responsibility	Executive: Education & Communication

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A decorative graphic consisting of two diagonal stripes. The top stripe is a dark blue color, and the bottom stripe is a bright yellow color. They run from the bottom left towards the top right of the page.