



ANNUAL PERFORMANCE PLAN 2026/2027



**INFORMATION
REGULATOR**
(SOUTH AFRICA)

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

www.inforegulator.org.za



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InformationRegulator

Annual Performance Plan 2026/27

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).

1. Information Regulator General Information

Registered Name

Information Regulator (South Africa)

Registration Number

None

Physical Address

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Johannesburg,
2191

Postal Address

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Website Address

www.info regulator.org.za



2. List of Abbreviations/Acronyms

AGSA	Auditor General of South Africa
IR	Information Regulator
APP	Annual Performance Plan
CCTV	Closed Circuit Television
CEO	Chief Executive Officer
CSIRT	Computer Security Incident Response Team
DBE	Department of Basic Education
DIO	Deputy Information Officer
DOJ&CD	Department of Justice and Constitutional Development
EDUCOM	Education and Communication
ENE	Estimate of National Expenditure
ICT	Information and Communication Technology
IO	Information Officer
LTPT	Listing Transition Project Team
PAIA	Promotion of Access to Information Act
PAJA	Promotion of Administrative Justice Act
PFMA	Public Finance Management Act
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
POPIA	Protection of Personal Information Act
SCM	Supply Chain Management
TIDs	Technical Indicator Descriptions



**Adv Pansy Tlakula**

Chairperson of the Information Regulator

3. Foreword by Chairperson

In the concluding chapter of his magisterial book, “Black Skin, White Masks”, the great Martinican writer and intellectual, Franz Fanon, writes:

“I am not a prisoner of history. I should not seek there for the meaning of my destiny. I should constantly remind myself that the real leap consists in introducing invention into existence. In the world through which I travel, I am endlessly creating myself” (1986:179).

In the tenth year of its establishment, and like all the other years since 2016, the Information Regulator (Regulator) will continue the process of endlessly creating itself. However, 2026 is a major milestone in the evolution of this young institution, which sprang into existence in December 2016 when His Excellency, President Cyril Ramaphosa, appointed the first cohort of Members of the Regulator, following recommendations from the National Assembly.

This Annual Performance Plan (APP) is tabled at a time of major shifts in the world through which this organisation is travelling. These shifts are a result of unprecedented changes in the geopolitical, economic and technological environments in which we operate as a data protection authority and an access to information oversight body. The rapidly changing global and domestic landscapes in data protection and access to information require the Regulator to endlessly create itself, to remain vigilant, adaptive, and unwavering in the fulfilment of our constitutional mandate.

The rise of generative Artificial Intelligence (generative AI) models with their immense capacity to create virtual life that is almost indistinguishable from real life, creates new challenges in our pursuit of a careful balancing of the need to protect personal information while ensuring the free flow of accurate, credible and reliable information necessary in a free, open, and democratic society. At the beginning of 2026, we saw a glimpse of this scary new “reality” when the X’s generative AI model, Grok, egregiously violated the rights to privacy and human dignity of a number of people after it had been prompted to post AI-generated and undignified photographic material of real people.

This is but one example of the challenges with which the Regulator will have to contend as it navigates the execution of its mandate on information rights.

This APP articulates our strategic intent anchored in the long-term objectives of our 2022–2027 Strategic Plan to respond to these new challenges. Therefore, in the financial year 2025/26, our emphasis will be placed on the following strategic areas::

Driving legislative reform, particularly amendments to POPIA and PAIA, to address current gaps and create a more coherent and enforceable regulatory system. These reforms must address the new realities of regulating information rights in an era dominated by big data, AI, misinformation & disinformation, and data brokering, among others. The pieces of legislation have to be made fit-for-purpose, given the changes in the operational environment.

Promoting digital readiness, ensuring that the Regulator adapts to emerging technologies, technologically enhancing its own systems and operations and being at the cutting edge of technological developments to improve operational efficiencies and effectiveness.

Ensuring effective enforcement, with particular support to the Enforcement Committee in handling complex matters and ensuring meaningful redress for complainants.

Enhancing public engagement, especially among vulnerable communities who often face disproportionate barriers in exercising their rights.

The challenges we face are not obstacles but opportunities to demonstrate the Regulator's resilience and commitment. As the custodian of information rights in South Africa, the Regulator must continue to strengthen our institutional fabric to ensure sustainability and long-term impact.

It is with purpose and conviction that I present the Information Regulator's Annual Performance Plan (APP) for the 2026/2027 financial year. This APP represents the collective vision and strategic priorities of the Regulator as we continue to entrench a culture of respect for information rights across the Republic.

I wish to acknowledge the Members of the Regulator for their leadership and support of our Chief Executive Officer and staff, whose efforts continue to propel the institution forward and for the excellent work that has been done to build such an agile organisation, an organisation which, like Fanon, endlessly creates itself as it goes through the changing world of technology and the law. The progress reflected in this APP is a testament to the collective commitment of all who serve this organisation.



Adv Pansy Tlakula

Adv Pansy Tlakula
Chairperson: Information Regulator



Mosalanyane Mosala

Chief Executive Officer

4. Statement by Chief Executive Officer

The Information Regulator's Annual Performance Plan (APP) for the 2026/ 2027 financial year is hereby presented. The plan reflects the organisation's commitment to strengthening the rights to privacy and access to information as enshrined in the Constitution and advanced through POPIA and PAIA.

The year ahead marks a significant phase in the Regulator's Maturity. These milestones present opportunities to modernise operations, strengthen governance, enhance enforcement capacity, deepen public awareness, and build institutional capability while placing on the Regulator's responsibility to deliver these improvements with integrity, efficiency, and accountability.

The strengthening of internal governance frameworks and enhanced operational efficiencies will go a long way to affirm the Regulators role as an independent authority that safeguards these fundamental rights for all persons.

The strategic focus is anchored on realising the collective outcomes for our 2022 – 2027 Strategic plan particularly the outcome of "personal information protected and access to information promoted".

In pursuit of the intended impact which is "all persons are empowered to assert their rights to privacy as it relates to the protection of personal information and access to information", the APP outlines clear, measurable outputs across four programmes: Administration, Protection of Personal Information, Promotion of Access to Information, and Education & Communication.

The planning session identified the need to intensify efforts to address the rapid evolution of data and information ecosystem. The growing digitisation of services, expansion of emerging technologies such as artificial intelligence and the prevalence of security compromises demand a responsive and resilient regulatory environment.



The APP therefore prioritises:

Enhancing enforcement capacity to ensure timely investigation and resolution of complaints, including complex matters.

Strengthening compliance monitoring of public and private bodies to drive responsible, lawful processing of personal information and improved access to information.

Deepening public awareness and education, with a particular focus on disadvantaged communities and vulnerable groups, to empower individuals to assert their rights.

Advancing digital transformation, including the development of digital platforms to streamline applications and support increased accessibility of our services.

Building institutional capability, particularly in ICT, research, policy development, and governance, to ensure better decision making and service excellence

The Regulator's work is fundamentally about empowering the people so that they can meaningfully exercise their rights to privacy and access to information. This APP is therefore more than a compliance document, it is a blueprint for accountability, impact, and transformation.

Mosalanyane Mosala

Chief Executive Officer



Part A: Our Mandate

1. Our Mandate

1.1 Legislative Mandate and other Mandates

1.1.1 Constitutional Mandate

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.

1.1.2 Legislative Mandate



The core functions in terms of POPIA

i) To provide education by:

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

ii) 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.

- iii) 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.

- iv) To handle complaints by:**
 - » Receiving and investigating complaints.
 - » Gathering information.
 - » Attempting to resolve complaints through dispute resolution mechanisms.
 - » Serving notices.

- v) 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.

- vi) 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.

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

The core functions in terms of PAIA

- i) 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 procedures have been exhausted.

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

- iii) The Regulator is also mandated, in terms of PAIA to,**
 - » Issue notices,
 - » Make assessments on whether public and private bodies comply with the provision of PAIA.

iv) In respect of additional functions to:

- » 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.
- » 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.
- » Encourage public and private bodies to participate in the development and conduct of educational programmes, and to undertake such programmes themselves.
- » Promote timely and effective dissemination of accurate information by public bodies about their activities.
- » Identify gaps in PAIA or any other laws and make recommendations to reform or amend PAIA or any other laws.

v) Make recommendations for:

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.

» Procedures on how private and public bodies make information available electronically.

vi) Monitor implementation of PAIA.

vii) If reasonably possible, on request, assist any person wishing to exercise a right of access to information under PAIA.

viii) Train IO's and Deputy Information Officers (DIOs).

ix) Recommend to a public or private body to make changes in the manner in which it administers PAIA, as the Regulator considers advisable.

x) Consult with and receive reports from public and private bodies on problems encountered in complying with PAIA.

xi) Obtain advice from, consult with, and consider proposals or recommendations from parties in connection with the Regulator's functions.

xii) Request the Public Protector to submit to the Regulator a report on the number of complaints processed relating to PAIA and the nature and outcome of those complaints.

xiii) Enquire into any matter, including any legislation, the common law, and any practice and procedure related to the objects of PAIA.

xiv) Submit, in its Annual Reports to the National Assembly, information contemplated in section 84 of PAIA.

1.2 Institutional Policies and Strategies over the Five-Year Planning Period

1.2.1 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.

1.2.2 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).

1.2.3 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.

1.3 Relevant Court Cases

Table 1: Relevant court cases

Case	Legislation Challenged/issues dealt with	Relevance/significance	Actions to be taken
1. Pilisanani Trading Enterprise 50 CC and Others v Information Regulator (South Africa) and Others 2025 ZAKZDHC 29 (DH) (Regulator a party).	<ul style="list-style-type: none"> 1.1. PAIA application for the records from the Second to the Third Respondents. 1.2. The complaint referred to the Regulator was late. 1.3. The Regulator advised Pilisanani of the lateness and that they should apply for condonation. 1.4. Pilisanani applied for condonation which was refused by the Regulator on the basis of its degree of lateness and the fact that the complaint lacked merit. 1.5. Applicant lodged a review application in terms of section 6 (2) (f) and (h) of the Promotion of Just Administration Act (PAJA) and sought an order setting the decision of the Regulator aside. 	<ul style="list-style-type: none"> a) The High Court dismissed the application with costs and held that the Regulator was correct in refusing condonation and rejecting the Applicant’s complaint. b) The matter is relevant because of the interpretation of the PAJA and PAIA provisions. 	No action is required.
2. Information Regulator v Minister of Basic Education and Others (150121/2024) [2025] ZAGPPHC 2 (8 January 2025) (Regulator a party)	<ul style="list-style-type: none"> 2.1. The Regulator conducted an own initiative assessment on the Department of Basic Education (DBE)’s compliance with the provisions of POPIA in terms of section 89 (1) of POPIA. 2.2. The Regulator found that the DBE’s traditional publishing of the matric results in the local newspapers amounts to a breach of the conditions for the lawful processing of personal information. 2.3. The Regulator issued DBE with an Enforcement Notice in terms of section 95 of POPIA, thereby effectively preventing the publication of the matric results in the local newspapers. 2.4. DBE launched an application to appeal the Regulator’s decision in terms of section 97 read with section 98 of POPIA. 2.5. There are also two related applications before the same Court: The Regulator’s enforcement proceedings and the DBE’s review proceedings. 2.6. Parties agreed that the Court should deal with the appeal first and should the appeal succeed, the later proceedings will fall away. 	<ul style="list-style-type: none"> a) The court found that the manner of publication of the matric results does not constitute the processing of personally identifiable information and upheld DBE’s appeal with costs. b) Given the above, the review and enforcement proceedings fell away as the agreement between the parties. 	The Regulator has noted an appeal against this judgement.



Our Strategic Focus

1. Our Strategic Focus

1.1 Vision



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

1.2 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.

1.3 Values



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

- 1.3.1 Transparency:** We are open about our processes and decisions that affect members of the public and members of staff.
- 1.3.2 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.
- 1.3.3 Integrity:** We act honestly, openly, and consultatively in the performance of our work and use our positions fairly and responsibly.
- 1.3.4 Excellence:** We strive for excellence by exceeding standards for service delivery to public and private bodies and the public in particular.
- 1.3.5 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.
- 1.3.6 Responsiveness:** We strive to respond to all requests timeously while being attentive to expressed and unexpressed needs.

2. Situational Analysis

2.1 External Environmental Analysis

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

Table 2: External environmental analysis

Pestel	Threats (External)	Implication of the Regulator	Opportunities (External)	Implication of the Regulator
1. Political	<ul style="list-style-type: none"> » Contradiction between POPIA and PFMA in terms of accountability (CEO vs. Members) 	<ul style="list-style-type: none"> » Ambiguity in terms of accountability and government structures. » 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. 	<ul style="list-style-type: none"> » Review of POPIA and PAIA. » Strong government support to data privacy and cybersecurity laws and global alignment on data protection policies. » Increase the scope of work for the Regulator. » New policies and legislation can influence functional, efficient, and integrated State, which are aligned to the mandate of the Regulator. 	<ul style="list-style-type: none"> » Starting to clarify accountability and strengthen government. » Opportunity to start the process to review POPIA. » Collaboration with other entities to enhance implementation of the Regulator’s mandate.

Pestel	Threats (External)	Implication of the Regulator	Opportunities (External)	Implication of the Regulator
		<ul style="list-style-type: none"> » Implementation of the Regulator’s mandate becomes inefficient. Priorities and policies related to data protection enforcement may be deprioritised. » Compliance challenges and financial challenges. 		
	<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"> » Evolving cyber threats landscape affecting public institutions. 	<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 intergovernmental/multilateral processes, platforms and services hosted in affected countries. 		

Pestel	Threats (External)	Implication of the Regulator	Opportunities (External)	Implication of the Regulator
	» Changes in Government leadership.	» Implementation of the Regulator’s mandate and financial independence becomes inefficient.	» New policies and amendments to legislation emanating from changes in government leadership.	» New policies and amendments to legislation will enhance the implementation of the Regulator’s mandate.
	» Regulator being placed under political pressure in the process of its delivery of services.	» Independence of the Regulator is compromised.	» To look for partners who will not be influenced by politics.	» These can impact the execution of the mandate of the Regulator.
	» Proposal for the creation of a Cybersecurity Commission.	» Programmes of the Regulator may not be given the priority they deserve.	» The Regulator’s mandate could be expanded to include the cybersecurity mandate.	» More resources would be required to fulfil the existing and expanded mandates.
2. Economic	» The increase in the country’s national debt.	» The increase in country’s national debt may lead to budget cuts, which will have implications on the budget of the Regulator.	» Government initiatives and programmes to revive the economy.	» The Regulator might not have sufficient capacity to meet its obligations.
	» Resistance from businesses to regulatory compliance costs as a barrier to business entry and slowing economic growth.	» It may lead to the Regulator not being fully able to execute its mandate. » It may lead to increased non-compliance and enforcement burden.	» 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.	» Identify other streams of income through benchmarking. » Research and innovation in developing new and balanced methods of regulating data protection while enabling economic growth.

Pestel	Threats (External)	Implication of the Regulator	Opportunities (External)	Implication of the Regulator
	<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"> » Increased emphasis by the National Treasury on efficiency, prioritisation, and accountability during fiscal consolidation. » 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"> » Opportunity to reposition the Enforcement Committee as a high-impact priority function, strengthening motivation for earmarked funding. » Demonstrate value for money and enforcement outcomes aligned with government priorities » Greater availability of budget for contested matters.
	<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. » Inability to carry out enforcement mandate. 	<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 (data breaches). 	<ul style="list-style-type: none"> » Unable to match industry standards on ICT human resources and systems » Financial loss due to data breaches. 	<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 data breaches.
	<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.

Pestel	Threats (External)	Implication of the Regulator	Opportunities (External)	Implication of the Regulator
3. Social	» Increase in crime rate.	» High security compromise complaints.	» Increased advocacy around security measures and building resilience.	» Increased resources to increase advocacy.
	» Limitations that arise from the disasters.	» Inaccessibility of the Regulator’s services.	» Exploring new technologies that may assist the work of the Regulator.	
	» Data subjects uninformed/ misinformed of their rights. » Opportunism by complainants and legal representatives.	» High volume of frivolous complaints by data subjects.	» To develop regulations and guidance notes to facilitate the protection of data subjects’ rights.	» Affirmed mandate of the Regulator.
	» Digital divide (Lack of accessibility to digital services)	» Lack of public access to the Regulator’s online services	» Provide support and digital literacy training systems	» Improved compliance and access to the Regulator’s online services
	» Security compromises (data breaches)	» Reputational damage		
	» High levels of illiteracy within rural communities in South Africa or disadvantaged sectors of society.	» Cultural and lifestyle norms may affect the acceptability and impact of data protection practices	» Increased advocacy around data protection laws, building resilience and the importance of security safeguards in protecting personal information	» Increased resources to increase advocacy.
	» Public awareness and the misperception of data protection laws.	» Inaccessibility of the Regulator’s services » Increasingly high number of security compromises	» Collaboration with other entities to enhance the implementation of data protection initiatives to all cultural and lifestyle groups	» Increased resources to increase advocacy.

Pestel	Threats (External)	Implication of the Regulator	Opportunities (External)	Implication of the Regulator
	» Lack of public awareness on a person’s right to access information and/ or right to privacy.	» Lack of trust in the Regulator.	» Increased advocacy around PAIA/POPIA	» High level of awareness and compliance.
	» Opportunism and abuse of the complaint processes by complainants.	» Increase in the number of frivolous and vexatious complaints leading to delays in finalisation. » Reputational damage. » Inability to execute the Regulator’s mandate efficiently.	» Collaboration with other entities to enhance the implementation of PAIA/ POPIA. » Research into social aspects.	» Reduced frivolous and vexatious complaints. » Informed stakeholders.
	» Low levels of public awareness and the perception of data protection and access to information laws.	» Inadequate knowledge of the Regulator and its mandate by the public.	» Collaboration with other entities to enhance the implementation of data protection and access to information initiatives to the public.	» High level of compliance » Increase in number of complaints
	» Public and private training providers who develop and conduct education and training programmes on POPIA and PAIA.	» Low demand for education and training programmes developed and conducted by the Regulator.	» Collaboration with public institutions and/or private institutions in developing and conducting education and training programmes on POPIA and PAIA.	» Increased interest in the Regulator’s programmes.
	» Growing social inequalities due to high levels of unemployment or illiteracy.	» Society’s unwillingness to engage in the Regulator’s public awareness programmes or initiatives.	» Delivering education and training, communications, public awareness programmes at the level of the target audience’s understanding.	» Sharing of resources for the implementation of education and training programmes.

Pestel	Threats (External)	Implication of the Regulator	Opportunities (External)	Implication of the Regulator
4. Technological	» Rapidly advancing technology – Artificial Intelligence (AI).	» The Regulator’s inability to keep abreast with cyber security risks.	» Ability to leverage on the technology to support access to information and protection of personal information.	» Ability to adapt to changes. » Increase ability to conduct research and allocation of resources.
	» Security compromises (cyber-attacks).	» Difficulty keeping policies, processes, and systems up to date. » Impact on confidentiality, integrity, and availability of systems and data.	» Adoption of emerging technologies, like AI, and automation.	» Improved efficiency.
	» Rapidly advancing digital technology.	» Cyber security risks and increasing security compromises	» Ability to leverage on technology to support access to information and protection of personal information.	» Ability to adapt to changes.
	» Low levels of digital literacy.	» The Regulator’s inability to keep abreast with technologies, particularly AI		
	» Challenges in keeping up with rapidly advancing technology.	» Increasing security compromises. » The Regulator’s inability to keep abreast with technological advances.	» Ability to leverage technology to make processes more efficient.	» Adapt to technological changes.
	» Challenges in keeping up with the rapidly advancing technology in education and training, communication awareness raising and engagement with stakeholders.	» Inability to fully execute its education and training, communication awareness raising and engagement with stakeholder’s mandate to reach a wider audience.	» To set up a digitalised education and training platform.	» Reaching a wider audience in executing education and training programmes, communication awareness raising initiatives and engagement with stakeholders.

Pestel	Threats (External)	Implication of the Regulator	Opportunities (External)	Implication of the Regulator
	<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. 		
5. 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"> » Reduction of the 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 an 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.
	<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.

Pestel	Threats (External)	Implication of the Regulator	Opportunities (External)	Implication of the Regulator	
	<ul style="list-style-type: none"> » Limitations that arise out of disasters 	<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. 	
6. 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 for 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. 		
	<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"> » Improved confidence in the Regulator
	<ul style="list-style-type: none"> » Deficiencies (lacuna) in legislation (POPIA and PAIA). 	<ul style="list-style-type: none"> » Challenges in the enforcement of POPIA and PAIA. 			

Pestel	Threats (External)	Implication of the Regulator	Opportunities (External)	Implication of the Regulator
	» Litigation against the Regulator.	» Reputational damage.	» Review and amendment to PAIA and PAIA Regulations.	» Improved level of compliance by public and private bodies.
	» Lack of enforcement powers in respect of PAIA compliance and monitoring assessments.	» Low levels of compliance with PAIA by public and private bodies.		» Improved confidence in the Regulator.
	» Limited powers to enforce compliance, particularly with PAIA, due to no consequence for non-compliance.	» Low levels of compliance with PAIA by public and private bodies.	» Advocate for PAIA amendment.	» Increased enforcement powers to ensure compliance with PAIA.



2.2 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

Strength
1. Knowledge and experience to interpret financial policies.
2. Able to execute duties within the prescribed time in line with the policies.
3. Payment systems run twice a week making the payment process efficient.
4. Clear and defined legislation and regulations that govern financial management and supply chain management.
5. Listing of the Regulator completed.
6. High level of customer service mindset.
7. Approved Rules of Procedure for the Enforcement Committee for PAIA.
8. Qualified and experienced staff.
9. Accelerated awareness of POPIA and related Data Protection Laws.
10. Remote working policy.
11. Wellness sessions and Excellence Awards to boost the morale of the staff.
12. Workplace Skills Programme to enhance the capacity of the staff.
13. Approved processes, procedures, and policies
14. Service level agreements in place for IT systems and responsive support.
15. An approved organisational structure that is aligned to our mandate.
16. Critical vacancies are filled.

Strength
17. The enforcement powers in terms of POPIA.
18. The decisions of the Regulator can impact the laws and regulations of industries and sectors.
19. The dual mandate of the Regulator enables it to balance the rights of privacy and access to information in the execution of such mandates.
20. Increased efficiencies leading to greater finalisation of complaints by having mechanisms in place to expedite addressing of complaints and disputes informally.
21. The Regulator has effective enforcement powers related to complaints and investigations.
22. Approved templates to facilitate compliance by public and private bodies.
23. The brand 'Information Regulator' as the custodian of POPIA and PAIA is strong, as it attracts a large audience when hosting events, including training.
24. The listing of the Regulator as Schedule 3A public entity creates a space for administrative independence and to work towards its total independence.
25. Enabling legal provisions on education and training, stakeholder engagements, public awareness, communications, and policy analysis and research work.
26. Approved PAIA complaints management system.

Weakness	
1.	Lack of understanding of processes and polices by the staff of the Regulator.
2.	Inadequate human resources.
3.	Lack of retention of employees.
4.	Lack of independent financial and supply chain management information systems that negatively impact on service delivery.
5.	Budget is limited.
6.	Inadequate Business Continuity Plan
7.	The delay in the finalisation of the Rules of Procedure for the Enforcement Committee for POPIA.
8.	Governance Guide not yet approved.
9.	Lack of policies in appointing service providers (attorneys and counsel).
10.	Low staff morale
11.	Inadequate ICT infrastructure and Insufficient budget for required ICT systems
12.	Shortage of ICT capacity and improper structure.
13.	Reliance on DoJ&CD for transversal systems
14.	Lack of automation
15.	An approved organisational structure not fully implemented.
16.	No Succession Planning Policy.
17.	Lacuna in POPIA and PAIA not enabling effective enforcement measures.
18.	Increased number of enquiries

Weakness	
19.	Lack of adequate training and guidance on POPIA for the public.
20.	Inaccessibility of the Regulator – no call centre, no waiting rooms, limited outreach mechanisms.
21.	Lack of capacity to keep up with the pace of technological advancements.
22.	Lack of jurisprudence.
23.	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).
24.	Lack of an automated case management system to effectively manage and address complaints, notifications and queries.
25.	Lack of enforcement powers related to PAIA compliance and monitoring.
26.	Limited capacity to execute training and education, public awareness, communications, stakeholder engagements and policy analysis and research mandate.
27.	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.
28.	Inaccessibility of the Regulator in terms of not having regional offices (limited geographical presence).
29.	Budget limitation (constraint) and unavailability of funds for training and education, public awareness, communications, stakeholder engagements and policy analysis and research programmes.



Measuring Our Performance

1. Programme 1: Administration

The Administration Programme provides effective and efficient leadership, as well as corporate and financial support services to the Regulator.



This programme consists of the following sub-programmes:

1A Office of the Chairperson (OCHAIR)

Provides strategic direction to the work of the organisation and the Enforcement Committee, and to ensure sound governance

1B Office of the Chief Executive Officer (OCEO)

Provides effective and efficient strategic leadership in the financial and administrative functions of the Regulator.

1C Legal Services

Promotes the improvement of the right of access to information and the right to privacy through the amendment of legislation in terms sections 40(1)(e)(ii) and 83(3)(a)(i) of POPIA and PAIA respectively.

1D Information and Communication Technology (ICT)

Provides support services in relation to Information and Communications Technology (ICT).

1E Financial Services

Provides financial management and supply chain management services; and provides efficient and effective financial management in the Regulator.

1.1 Programme 1A: Office of the Chairperson (OCHAIR)

Purpose: To provide strategic direction to the work of the organisation and the Enforcement Committee, and to ensure sound governance

The sub-programme encompasses the following functions:

- a) Provide strategic leadership and direction to the organisation.
- b) Oversee and guide the work of the Enforcement Committee in line with the organisation’s mandate.
- c) Ensure that findings, and recommendations of the Enforcement Committee on referred complaints are properly considered and finalised.

Table 4: Performance Matrix Outcomes, Outputs, Output Indicators, and Annual Targets

Outputs		Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Outcome: Personal information protected and access to information promoted									
1.1.1	Recommendations and findings of the Enforcement Committee considered and finalised.	Percentage of recommendations and findings of the Enforcement Committee considered and finalised within prescribed timeframe.	N/A	75%	100%	60%	40%	50%	50%

Table 4.1: Output Indicators, Annual and Quarterly Targets

Outputs indicators		2026/27 Annual Targets	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.1.1	Percentage of recommendations and findings of the Enforcement Committee considered and finalised within prescribed timeframe.	40%	No milestone	No milestone	No milestone	40%

1.2 Programme 1B: Office of the Chief Executive Officer (OCEO)

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

The sub-programme encompasses the following functions:

- a) To promote accountability by ensuring that the planning and reporting functions are carried out timeously.
- b) To ensure that combined assurance is implemented by coordinating risk management, control environment activities, and compliance processes.
- c) To provide administrative support in the Office of the Chief Executive Officer and secretarial services to governance structures.

Table 5: Performance Matrix Outcomes, Outputs, Output Indicators, and Annual Targets

Outputs		Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Outcome: Personal information protected and access to information promoted									
1.2.1	Provincial presence model developed	Number of Provincial presence model developed	N/A	N/A	N/A	N/A	1 Provincial presence model developed	Stakeholders consulted on the developed Provincial presence model	Identification of pilot sites offices

Table 5.1: Output Indicators, Annual and Quarterly Targets

Outputs indicators		2026/27 Annual Targets	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.2.1	Number of Provincial presence model developed	1 Provincial presence model developed	No milestone	No milestone	No milestone	1 Provincial presence model developed

1.3 Programme 1C: Legal Services

Purpose: To promote the improvement of the right of access to information and the right to privacy through the amendment of legislation in terms sections 40(1)(e)(ii) and 83(3)(a)(i) of POPIA and PAIA respectively. .

The sub-programme encompasses the following functions:

- a) Providing effective and efficient legal and litigation support services to the Regulator, including but not limited to the drafting of legal opinions, contract vetting and drafting, and conducting litigation matters for and against the Regulator.

Table 6: Performance Matrix Outcomes, Outputs, Output Indicators and Annual Targets

Outputs		Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Outcome: Personal information protected and access to information promoted									
1.3.1	Legislative amendments to PAIA submitted	Legislative amendments to PAIA submitted to the Minister	N/A	N/A	N/A	2 Proposed legislative amendments to POPIA and PAIA submitted to the Minister	Proposed legislative amendments to PAIA submitted to the Minister for consideration	N/A	N/A
1.3.2	Legislative amendments to POPIA submitted	Legislative amendments to POPIA submitted to the Minister	N/A	N/A	N/A		Proposed legislative amendments to POPIA submitted to the Minister for consideration	N/A	N/A
1.3.3	POPIA Rules of Procedure for the Enforcement Committee	POPIA Rules of Procedure for the Enforcement Committee gazetted	N/A	N/A	N/A	N/A	Finalised POPIA Rules of Procedure gazetted	N/A	N/A

Table 6.1: Output Indicators, Annual and Quarterly Targets

Outputs indicators		2026/27 Annual Targets	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.3.1	Legislative amendments to PAIA submitted to the Minister	Proposed legislative amendments to PAIA submitted to the Minister for consideration	PAIA proposed amendments approved by the Members	Stakeholder engagement on the proposed amendments to PAIA	Present Stakeholder comments to Members for consideration	Proposed legislative amendments to PAIA submitted to the Minister for consideration
1.3.2	Legislative amendments to POPIA submitted to the Minister	Proposed legislative amendments to POPIA submitted to the Minister for consideration	POPIA proposed amendments approved by the Members	No milestone	No milestone	Proposed legislative amendments to POPIA submitted to the Minister for consideration
1.3.3	POPIA Rules of Procedure for the Enforcement Committee gazetted	Finalised POPIA Rules of Procedure gazetted	Public comments considered by the Members of the Regulator	Incorporate accepted public comments into POPIA Rules of Procedure	Members' approval of the final version of the POPIA Rules of Procedure	POPIA Rules of Procedure gazetted



1.4 Programme 1D: Information and Communication Technology (ICT)

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

The sub-programme encompasses the following functions:

- a) To provide information technology application management for the Regulator.
- b) To ensure information security and cybersecurity for the Regulator.
- c) To provide infrastructure and ICT operations support services.
- d) To manage data governance, data analytics, and business intelligence for the Regulator.
- e) To develop and implement ICT strategies, governance frameworks, and compliance measures.
- f) To ensure quality assurance and continuous improvement of ICT systems and services.
- g) To conduct research and provide expert guidance on complex and emerging technological issues relevant to the Regulator’s mandate.
- h) To lead digital transformation and enterprise architecture initiatives.
- i) To provide business analysis and process engineering to optimise operational efficiency and service delivery.
- j) To manage ICT projects, ensuring alignment with strategic objectives, timely delivery, and effective resource utilisation.

Table 7: Performance Matrix Outcomes, Outputs, Output Indicators and Annual Targets

Outputs		Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Outcome: Personal information protected and access to information promoted									
1.4.1	Services developed in a digital platform	Number of services developed in a digital platform	N/A	N/A	N/A	2	2	2	2

Table 7.1: Output Indicators, Annual and Quarterly Targets

Outputs indicators		2026/27 Annual Targets	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.4.1	Number of services developed in a digital platform	2	No milestone	No milestone	No milestone	2 services developed (Processing Special Personal Information and Processing of Personal Information of Children applications)

1.5 Programme 1E: Finance

Purpose: Providing financial management and supply chain management services; and To provide efficient and effective financial management in the Regulator.

The sub-programme encompasses the following functions:

- a) **Planning and budgeting:** Prepare a budget in line with the budget cycle; Prepare ENE and AENE chapters; Prepare Financial Reports
- b) **Financial administration:** Revenue Management, Expenditure Management; Payments of Invoices Includes Claims S&T Claims; Debt Recoveries, disallowances and adjustment; Loss Control; Bookkeeping Services
- c) **Ensure quality implementation of Internal Controls:** Ensure Compliance with legislation; Adequacy of Internal Controls; Develop processes to eliminate or reduce Fruitless and Irregular Expenditure; Maintain financial Records for Audit purposes; Management of Audit Activities; Ensure Clean Administration/ Clean Audit
- d) **Supply Chain Management:** Demand Management - Procurement plan and Demand Plan
- e) **Acquisitions:** To develop specifications in an unbiased manner in line with the required legislation and practice notes. To ensure a fair and equitable system (e.g. Bid Committees Quotations). Contract Management
- f) **Assets and liability management:** To ensure that controls are in place for efficient, economic and transparent use of Assets. To provide Assets (e.g. Vehicles, Furniture and Equipment). To ensure market related transparent and Disposal of Assets



Table 8: Performance Matrix Outcomes, Outputs, Output Indicators and Annual Targets

Outputs	Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period			
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
Outcome: Personal information protected and access to information promoted									
1.5.1	Expenditure on allocated budget annually for Goods and Services and Capital Assets spend	Percentage expenditure on allocated budget annually for Goods and Services and Capital Assets spent	91%	100%	98%	95%	95%	95%	95%
1.5.2	Goods and Services and Capital Assets procured against approved procurement and demand plan	Percentage of Goods and Services and Capital Assets procured against approved procurement and demand plan	124%	155%	129%	95%	95%	95%	95%
1.5.3	Audit Opinion obtained	Unqualified external audit opinion obtained	N/A	N/A	N/A	N/A	1 unqualified external audit opinion	1 unqualified external audit opinion	1 unqualified external audit opinion

Table 8.1: Output Indicators, Annual and Quarterly Targets

Outputs indicators		2026/27 Annual Targets	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.5.1	Percentage expenditure on allocated budget annually for Goods and Services and Machinery and Equipment spent	95 %	25%	50%	75%	95%
1.5.2	Percentage of Goods and Services and Capital Assets procured against the approved procurement and demand plan	95%	25%	50%	75%	95%
1.5.3	Unqualified external audit opinion obtained	1 Unqualified external audit opinion	No milestone	1 Unqualified external audit opinion	No milestone	No milestone

2. Programme 2: Protection of Personal Information (POPIA)

The Protection of Personal Information (POPIA) Programme ensures the promotion and protection of personal information processed by public and private bodies.



This programme consists of the following sub-programmes:

1 Complaints and Investigations

Handling of complaints and conducting of investigations in accordance with the provisions of POPIA.

2 Compliance and monitoring

Conducts monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of POPIA

3 The Security Compromise

Conducts monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of section 22 of POPIA

2.1 Complaints and Investigations

Purpose: Handling of complaints and conducting of investigations in accordance with the provisions of POPIA.

The sub-programme encompasses the following functions:

- a) Providing assistance to any person with the submission of their complaints in writing.
- b) Receiving and investigating complaints about alleged infringements on the right to privacy.
- c) Initiating an own initiative investigation into the interference with the protection of personal information of a data subject.
- d) Conducting pre-investigation proceedings.
- e) Resolution of complaints by means of dispute resolution mechanisms.
- f) Conducting investigations.
- g) Issuing summons and information notices for the appearance of persons before the Regulator, to give oral or written evidence and to produce any records and information that the Regulator considers necessary to conduct an investigation.
- h) Conducting search and seizure.
- i) Referring complaints or other matters to the Enforcement Committee.

2.2 Compliance and monitoring

Purpose: The sub-programme conducts monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of POPIA.

The sub-programme encompasses the following functions:

- a) The monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of POPIA (section 40 and 89).

- b) Conducting assessments in terms of section 89 of POPIA to establish whether a public or private body generally complies with the provisions of POPIA
- c) Authorising the responsible party to process Special Personal Information in terms of section 27 of POPIA.
- d) Authorise responsible party to process Personal Information of Children in terms section 35 of POPIA.
- e) Authorising responsible parties that plan to process personal information in terms of section 57 of POPIA.
- f) Issuing Codes of Conduct to the responsible parties in terms of section 60 of POPIA.
- g) Granting exemptions to the responsible parties in terms of section 37 or 38 of POPIA.
- h) Ensuring compliance with an Information Notice.
- i) Ensuring compliance with an Enforcement Notice.
- j) Referring non-compliance to Legal Services for criminal action.
- k) Enforcing the appearance of persons before the Regulator and compelling them to give oral or written evidence on oath and to produce any records and information that the Regulator considers necessary.
- l) Referring court applications to legal services and monitoring progress.
- m) Consulting with and receiving reports from public and private bodies on the challenges encountered in complying with POPIA.
- n) Making general enquiries on any matter, legislation, common law, and any practice and procedure concerning the objects of POPIA.
- o) Monitoring the implementation of POPIA.
- p) Handling of enquiries related to POPIA.
- q) Providing inputs to the development, improvement, modernisation, reform, or amendment of POPIA or other legislation impacting on the protection of personal information.

2.3 The Security Compromise

Purpose: The sub-programme conducts monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of section 22 of POPIA.

The sub-programme encompasses the following functions:

- a) Assessing security compromise notifications in terms of section 22 of POPIA.
- b) Referral of security compromises for own initiative assessments or investigations based on risk or trends.
- c) Benchmarking with international and national agencies on best practices in notification of security compromise and enforcement of compliance thereof.
- d) Overseeing and providing inputs into the evidence analysis for security compromises.
- e) Identification and analysis of trends in relation to security compromises.
- f) Providing inputs to the development, improvement, modernisation, reform, or amendment of POPIA or other legislation impacting on the protection of personal information.

Table 9: Performance Matrix Outcomes, Outputs, Output Indicators and Annual Targets

Outputs		Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Outcome: Personal Information Protected									
2.1	Complex complaints investigated and completed within the prescribed timeframes	Percentage of complex complaints investigated and completed within the prescribed timeframes	50% of complex complaints investigated	60% of complex complaints investigated and completed within the prescribed timeframes	66% of complex complaints investigated and completed within the prescribed timeframes	60% of complex complaints investigated and completed within the prescribed timeframes	50%	60%	80%
2.2	Simple complaints investigated and completed within the prescribed timeframes	Percentage of simple complaints investigated and completed within the prescribed timeframes	100% of simple complaints investigated and resolved	100% of simple complaints investigated and resolved within the prescribed timeframes	90% of simple complaints investigated and completed within the prescribed timeframes	85% of simple complaints investigated and completed within the prescribed timeframes	70%	70%	70%

Outputs	Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period			
		2022/23	2023/24	2024/25		2025/26	2026/27	2027/28	2028/29
2.3	Simple complaints resolved through conciliation and mediation	Percentage of simple complaints resolved through conciliation and mediation within the prescribed timeframes	N/A	N/A	N/A	100%	70%	70%	70%

Table 9.1: Output Indicators, Annual and Quarterly Targets

Outputs indicators		2025/26 Annual Targets	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.1	Percentage of complex complaints investigated and completed within the prescribed timeframes	50%	15%	25%	35%	50%
2.2	Percentage of simple complaints investigated and completed within the prescribed timeframes	70%	25%	35%	50%	70%
2.3	Percentage of simple complaints resolved through conciliation and mediation within the prescribed timeframes	70%	70%	70%	70%	70%



3. Programme 3: Promotion of Access to Information (PAIA)

Promotion of Access to Information (PAIA) ensures 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.



This programme consists of the following sub-programmes:

1 Complaints and Investigations

The sub-programme is responsible for the handling of complaints and conducting investigations in accordance with the provisions of PAIA.

2 Compliance and monitoring

The sub-programme conducts monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of PAIA.

3.1 Complaints and Investigations:

Purpose: The sub-programme is responsible for the handling of complaints and conducting investigations in accordance with the provisions of PAIA.

The sub-programme encompasses the following functions:

- a) Receiving and investigating complaints about alleged violations of the right of access to information.
- b) Providing assistance to any person with the submission of their complaints in writing.
- c) Conducting pre-investigation proceedings.
- d) Resolving complaints by means of dispute resolution mechanisms.
- e) Conducting investigations.
- f) Issuing summons for the appearance of persons before the Regulator, to give oral or written evidence and to produce any records and information that the Regulator considers necessary to investigate a complaint.
- g) Conducting search and seizure.
- h) Referring investigation reports or any matter to the Enforcement Committee for a decision or guidance.
- i) Serving of the Regulator's information and Enforcement Notices.

3.2 Compliance and Monitoring:

Purpose: The sub-programme conducts monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of PAIA. It comprises the following functions: -

The sub-programme encompasses the following functions:

- a) Compiling, updating, and making available a PAIA guide in all official languages.
- b) Conducting assessments of whether a public or private body generally complies with the provisions of this Act insofar as its policies and implementation procedures are concerned.
- c) Drafting of compliance assessment bodies.
- d) Ensuring compliance with the Information Notice.
- e) Ensuring compliance with the Enforcement Notice.
- f) Refer non-compliance to Legal Services for criminal action.
- g) Ensuring execution of warrants.
- h) Enforcing the appearance of persons before the Regulator and compelling them to give oral or written evidence on oath and to produce any records and information that the Regulator considers necessary to investigate complaints.
- i) Referring court applications to Legal Services and monitoring progress.
- j) Consulting with and receiving reports from public and private bodies on the problems encountered in complying with this Act.

- k) Collecting public bodies’ reports, in terms of section 32 of PAIA.
- l) Collecting of private bodies’ reports, in terms of section 83(4) of PAIA.
- m) Obtaining a report from the Public Protector, regarding the number, nature, and outcome of complaints dealt with by the Public Protector.
- n) Making general enquiries on any matter, legislation, common law, and any practice and procedure concerning the objects of PAIA.
- o) Monitoring the implementation of PAIA and the implementation of recommendations contained in the assessment reports.
- p) Recommending to a public or private body that it makes such changes in the manner in which it administers PAIA, as the Regulator considers advisable.
- q) Provide inputs in the compilation of the annual report, as contemplated in section 84 of PAIA.
- r) Provide inputs to 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; and
- s) Developing and updating procedures in terms of which public and private bodies make information electronically available.

Table 10: Performance Matrix Outcomes, Outputs, Output Indicators and Annual Targets

Outputs		Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Outcome: Access to information promoted									
3.1	Complex complaints investigated and completed	Percentage of complex complaints investigated and completed within the prescribed timelines	N/A	100% of complex complaints received and investigations completed	99% of complex complaints received and investigations completed	70%	50%	60%	70%
3.2	Simple complaints resolved	Percentage of simple complaints investigated and completed within the prescribed timeframes	N/A	100% simple of complaints investigated and resolved	100% simple of complaints investigated and resolved	70%	70%	70%	70%
3.3	Simple complaints resolved through conciliation and settlement	Percentage of simple complaints resolved through conciliation and settlement within the prescribed timeframes	N/A	N/A	N/A	70%	70%	70%	70%

Outputs		Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
3.4	Own initiative assessments on compliance with the provisions of PAIA conducted in public and private bodies	Number of own initiative assessments on compliance with the provisions of PAIA conducted in public and private bodies	N/A (96)	96 (108) targeted public and private bodies assessed on compliance	108 (80) targeted public and private bodies monitored on compliance	80	50	60	70
3.5	Public and private bodies assessed upon request	Percentage of public and private bodies assessed upon request within the prescribed period	N/A	N/A	100% of public and private bodies assessed upon request	50%	50%	60%	60%
3.6	Public and private bodies assessed in the 2025/2026 financial year monitored on compliance with the recommendations contained in the Assessment Report	Percentage of public and private bodies assessed in the 2025/2026 financial year monitored on compliance with the recommendations contained in the Assessment Report	N/A	N/A	80%	100%	100%	100%	100%
3.7	Annual assessment reports developed and published	Number of annual assessment reports developed and published	N/A	N/A	N/A	1 Annual Assessment report developed and published	1 Annual Assessment report developed and published	1 Annual Assessment report developed and published	1 Annual Assessment report developed and published

Table 10.1: Output Indicators, Annual and Quarterly Targets

Outputs indicators		2026/27 Annual Targets	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.1	Percentage of complex complaints investigated and completed within the prescribed timelines	50%	20%	30%	40%	50%
3.2	Percentage of simple complaints investigated and completed within the prescribed timeframes	70%	35%	45%	60%	70%
3.3	Percentage of simple complaints resolved through conciliation or settlement within the prescribed timeframes	70%	35%	45%	60%	70%
3.4	Number of own initiative assessments on compliance with the provisions of PAIA conducted in public and private bodies	50	25	No milestone	25	No milestone
3.5	Percentage of public and private bodies assessed upon request within the prescribed period	70%	35%	45%	60%	70%
3.6	Percentage of public and private bodies assessed in the 2025/2026 financial year monitored on compliance with the recommendations contained in the Assessment Report	100%	100%	100%	100%	100%
3.7	Number of annual assessment reports developed and published	1 Annual Assessment report developed and published	No milestone	1 Annual Assessment report developed and published	No milestone	No milestone

Education and Communication (EDUCOM) programme provides 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.

1 Communication and Media Relations

2 Policy and Research

3 Stakeholder Management and Engagement

4 Education and Public Awareness

4. Programme 4: Education and Communication (EDUCOM)



This programme consists of the following sub-programmes:

This sub-programme is responsible for the provision of communication, media relations, public liaison and branding services.

This sub-programme manages the development of policy and the conduct of applied research.

This sub-programme is responsible for coordinating the Regulator's engagements with stakeholders nationally and internationally.

This sub-programme is responsible for the design, development and provision of education and training and public awareness activities.

4.1 Communication and Media Relations

Purpose: This sub-programme is responsible for the provision of communication, media relations, public liaison and branding services.

The sub-programme encompasses the following functions:

- a) Liaising with the media in order to influence the narrative on the Regulator's work and promote its key messages for the benefit of keeping the public and stakeholders informed. Building relations with the media to build and sustain favourable media coverage.
- b) Conducting internal communication initiatives to build knowledge in the work of the Regulator amongst the staff and keep them abreast on the organisational developments.
- c) Create content and digital platform management: including, packaging content into products that will be efficiently accessible to all persons and disseminated through digital and traditional platforms.
- d) Brand promotion through driving marketing initiatives, advertising, and events.
- e) Providing education by making public statements in relation to any matter affecting the protection of personal information of a data subject or of any class of data subjects.
- f) Promote timely and effective dissemination of accurate information by public bodies about their activities.

4.2 Policy and Research

Purpose: This sub-programme manages the development of policy and the conduct of applied research.

The sub-programme encompasses the following functions:

- a) Managing and undertaking research on the desirability of acceptance of international instruments relating to the protection of personal information.
- b) Managing and undertaking research on any other matter relating to the protection of personal information and access to information that should be drawn to Parliament's attention.
- c) Managing research to identify gaps in POPIA and PAIA and make recommendations to reform or amend POPIA and PAIA.
- d) Informing policy guidelines for public and private bodies.
- e) Managing reporting to Parliament on any policy matter affecting the protection of personal information, including the need for legislative, administrative, or other action necessary to protect the personal information of a data subject.
- f) Examining any proposed legislation or policy of government that may affect the protection of personal information of data subjects and reporting thereon in terms of section 40(1)(b)(iii) of POPIA.

4.3 Stakeholder Management and Engagement

Purpose: This sub-programme is responsible for coordinating the Regulator's engagements with stakeholders nationally and internationally.

The sub-programme encompasses the following functions:

- a) Consulting with and receiving reports from public and private bodies on the problems encountered in complying with POPIA and PAIA.
- b) Obtaining advice from, consulting with, or receiving and considering proposals or recommendations from any public or private body, an official of such a body or a member of the public in connection with the Regulator's functions in terms of POPIA and PAIA.
- c) Provide education by providing advice, upon request or on its own initiative, to a Minister or a public or private body on their obligations under the provisions, and generally on any matter relevant to the operation of POPIA.

4.4 Education and Public Awareness

Purpose: This sub-programme is responsible for the design, development and provision of education and training and public awareness activities.

The sub-programme encompasses the following functions:

Functions in terms of the Protection of Personal Information Act No. 4 of 2013 (POPIA)

- a) Provide education by promoting an understanding and acceptance of the conditions for the lawful processing of personal information and of the objects of those conditions.
- b) Provide education by undertaking educational programmes, for the purpose of promoting the protection of personal information, on the Regulator's own behalf or in co-operation with other persons or authorities acting on behalf of the Regulator.
- c) Provide education by giving advice to data subjects in the exercise of their rights.

Functions in terms of the Promotion of Access to Information Act No. 2 of 2000 (PAIA)

- a) Develop and conduct educational programmes to advance the understanding of the public, in particular the disadvantaged communities on PAIA and how to exercise the rights contemplated in the Act.
- b) Encourage public and private bodies to participate in the development and conduct of educational programmes referred to in the above paragraph and to undertake such programmes themselves.
- c) Train IO's and DIOs of public bodies.



Table 11: Performance Matrix Outcomes, Outputs, Output Indicators and Annual Targets

Outputs		Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Outcome: Personal information protected and access to information promoted									
4.1	Education programmes conducted to promote protection of personal information	Number of education programmes conducted to promote protection of personal information	11	11	14	14	14	14	14
4.2	Education programmes conducted to promote access to information	Number of education programmes conducted to promote access to information	10	10	14	14	14	14	14
4.3	Public Awareness programmes on the right of access to information and the right to privacy (protection of personal information)	Number of public awareness on the right of access to information and the right to privacy (protection of personal information)	37	36	24	24	20	20	20
4.4	Nationally representative sample of the population who are aware of their right to privacy (as it relates to the protection of personal information)	Percentage of the nationally representative sample of the population who are aware of their right to privacy (as it relates to the protection of personal information)	59%	33%	N/A	N/A	25%	N/A	30%
4.5	Nationally representative sample of the population who are aware of their right of access to information	Percentage of the nationally representative sample of the population who are aware of their right of access to information	15%	19%	N/A	N/A	20%	N/A	25%

Outputs	Outputs indicators	Audited/ Actual performance			Estimated Performance	MTEF Period			
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
4.6	Proposed legislation or policy of government examined, and reports submitted to Minister	Number of proposed legislation or policy of government examined, and reports submitted to the Minister	N/A	6	6	6	9	9	9

Table 11.1: Output Indicators, Annual and Quarterly Targets

Outputs indicators	2026/27 Annual Targets	Quarterly Targets				
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
4.1	Number of education programmes conducted to promote protection of personal information	14	3	4	4	3
4.2	Number of education programmes conducted to promote access to information	14	3	4	4	3
4.3	Number of public awareness programmes on the right of access to information and the right to privacy (protection of personal information)	20	6	6	4	4
4.4	Percentage of the nationally representative sample of the population who are aware of their right to privacy (as it relates to the protection of personal information)	25%	Data collection and data cleaning	Data analysis and editing	25%	No milestone
4.5	Percentage of the nationally representative sample of the population who are aware of their right of access to information	20%	Data collection and data cleaning	Data analysis and editing	20%	No milestone
4.6	Number of proposed legislation or policy of government examined, and reports submitted to the Minister	9	No milestone	No milestone	No milestone	9

5. Contribution of Outputs towards the Outcome and Impacts

The Regulator seeks to achieve and realise its impact of “all persons are empowered to assert their rights to privacy as it relates to protection of personal Information and the right of access to information.”, through the implementation of the 2022-2027 Strategic Plan. The Regulator is planning to achieve annual targets on a constant basis across all four (4) programmes (Administration, POPIA, PAIA, and Education & Communication). The achieved planned targets will be critical success factors to assist the Regulator with being on track in pursuing and achieving its five (5) year strategic outcomes. The achievement of the five (5) -year strategic outcomes will ensure the realisation of the desired impact of the Regulator.

The output indicators planned for the 2026/27 APP relate to the outcomes “Personal information protected and access to information promoted which contribute to the impact statement of the Regulator.



Table 12: The outcomes and the impacts will be achieved through the following programmes:

Programme	Focus area
Programme 1: Administration	The programme plays a crucial role by providing leadership and support to the other programmes in their respective core mandates.
Programme 2: Protection of Personal Information	The outputs are chosen to reflect the mandate of the Regulator as provided for in section 40 of POPIA and section 83(2), 83(3)(e), (f), and (g) of PAIA. Collectively, the provisions require the Regulator to be the chief promoter of rights affecting the protection of personal information and promotion of access to information.
Programme 3: Promotion of Access to Information	The outputs are chosen to reflect the mandate of the Regulator as provided for in section 40 of POPIA and section 83(2), 83(3)(e), (f), and (g) of PAIA. Collectively, the provisions require the Regulator to be the chief promoter of rights affecting the protection of personal information and promotion of access to information.
Programme 4: Education & Communication	The focus is on creating awareness and providing educational programmes, which will assist the Regulator to enforce the laws it has the mandate over, and empower all persons to assert their rights.

5.1 Programme Resource Allocation

Table 13: Programme Resource Allocation

Economic Classification	2024/25	2025/26	2026/27	2027/28	2028/29
	R'000	R'000	R'000	R'000	R'000
Current payments	108 831	134 998	137 105	142 455	147 350
Compensation of Employees	81 510	105 077	108 002	112 422	117 574
Goods and Services	27 321	29 921	29 103	30 033	29 776
Payments for Capital Assets	2 029	743	3 212	3 460	3 100
Machinery and Equipment	1 529	743	2 177	2 460	2 000
Software and other Intangible Assets	500	-	1 035	1 000	1 100
Total	110 860	135 741	140 317	145 915	150 450
Year on Year Growth	-	22,4%	3,4%	4,0%	3,1%

5.2 Allocation per Division/Programme

Table 14: Allocation per programme

Programme	2026/27	2027/28	2028/29
	R'000	R'000	R'000
Administration	82 891	85 636	87 433
POPIA	22 354	23 299	24 350
PAIA	16 305	16 995	17 762
EDUCOM	18 767	19 985	20 905
Total	140 317	145 915	150 450

5.3 Compensation of Employees

Table 15: Compensation of Employees

Programme	2026/27	2027/28	2028/29
	R'000	R'000	R'000
Administration	56 289	58 462	61 192
POPIA	21 408	22 338	23 341
PAIA	15 444	16 115	16 838
EDUCOM	14 861	15 507	16 203
Total	108 002	112 422	117 574

5.4 Goods and Services

Table 16: Goods and Services

Programme	2026/27	2027/28	2028/29
	R'000	R'000	R'000
Administration	23 390	23 714	23 141
POPIA	946	961	1 009
PAIA	861	880	924
EDUCOM	3 906	4 478	4 702
Capital Assets	3 212	3 460	3 100
Total	32 315	33 493	32 876

6. Key Risks and Mitigation Actions

Table 17: Risks and mitigation actions

ERM Risk No	ERM Risk	Mitigation action	Due Date	ERM Risk Owner
ERM/01	Failure to sustainably deliver the IR mandate within statutory timeframes	» Increase resources (human and financial)	31 March 2027	Senior Manager: Human Resource Management & Administration Chief Financial Officer
ERM/02	Inability to automate operations and decision-making	» Organisational change management » Digital transformation	31 March 2027	Senior Manager: Human Resource Management & Administration Chief Information Officer
ERM/03	Inability to enforce POPIA and PAIA	» Segmentation of work » Review of POPIA and PAIA legislation	31 March 2027	POPIA and PAIA Executives Chief Legal Officer
ERM/04	Reduced credibility in data protection oversight	» Build organisational cyber security capability	31 March 2027	Chief Information Officer
ERM/05	Sustained non-compliance with POPIA and PAIA	» Collaborate with stakeholders for training programmes » Monitor and enforce compliance	31 March 2027	EDUCOM Executive POPIA and PAIA Executives
ERM/06	Failure to sustain financial and strategic investments	» Finalise the funding model	31 March 2027	Chief Financial Officer
ERM/07	Adverse litigation outcomes and legal precedent	» Continue litigating if and when necessary » Provide an opportunity for legal expertise to draft all documents » Due diligence prior to appointing external service providers	31 March 2027	Chief Legal Officer
ERM/08	Reduced systemic regulatory impact	» Increase awareness of the IR mandate » Collaborate with other regulatory bodies that report to Parliament	31 March 2027	EDUCOM Executive
ERM/09	Late detection of emerging risks, performance and assurance	» Improved quality of reporting. » Improved implementation of policies and legislation » Accountable reporting mechanisms	31 March 2027	All Divisional Heads
ERM/10	Loss of public trust	» Improved communication and service transparency » Assessing the levels of awareness and motivations around loss of public trust	31 March 2027	EDUCOM Executive

7. Infrastructure Projects

None

8. Public Private Partnership

None



Technical Indicator Descriptions (TIDs)

1. Technical Indicator Descriptions (TIDs)

1.1 Programme 1: Administration

1.1.1 Programme 1A: Office of the Chairperson (OCHAIR)

Table 18: Percentage of recommendations and findings of the Enforcement Committee considered and finalised within prescribed timeframe

Indicator Title	Percentage of recommendations and findings of the Enforcement Committee considered and finalised within prescribed timeframe
Definition	This indicator measures the percentage of recommendations and findings of the Enforcement Committee made to the Regulator in terms of section 93 of POPIA, considered and finalised by the Members of the Regulator 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)
Means of verification	» Outcome report, or » Enforcement Notice, or » Rejection notice, or » Take no action notice
Assumptions	The Enforcement Committee will make recommendations to the Regulator
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Finalisation of all recommendations made by the Enforcement Committee within the prescribed timeframe
Indicator responsibility	Chief Executive Officer

1.1.2 Programme 1B: Office of the Chief Executive Officer (OCEO)

Table 19: Number of Provincial presence model developed

Indicator Title	Number of Provincial presence model developed
Definition	The indicator measures the number of Provincial Presence Model developed. It is intended for the establishment of offices of the Information Regulator in all provinces and ensuring the accessibility of the services of the Regulator.
Source of data	» Provincial presence project plan
Method of calculation or assessment	Simple count
Means of verification	» Developed Provincial Presence Model
Assumptions	Availability of budget
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Provincial Presence Model developed
Indicator responsibility	Chief Executive Officer

1.1.3 Programme 1C: Legal Services

Table 20: Legislative amendments to PAIA submitted to the Minister

Indicator Title	Legislative amendments to PAIA submitted to the Minister
Definition	This indicator measures the submission of proposed amendments of PAIA
Source of data	» Approved final version of the submission for amendments of PAIA
Method of calculation or assessment	Simple count
Means of verification	» Proposed amendments (PAIA) » Submission letter
Assumptions	Proposed legislative amendments of PAIA submitted to the Minister
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Amendments to PAIA submitted to the Minister
Indicator responsibility	Chief Legal Officer

Table 21: Legislative amendments to POPIA submitted to the Minister

Indicator Title	Legislative amendments to POPIA submitted to the Minister
Definition	This indicator measures the submission of proposed amendments of POPIA
Source of data	» Approved final version of the submission for amendments of POPIA
Method of calculation or assessment	Simple count
Means of verification	» Proposed amendments (POPIA) » Submission letter
Assumptions	Proposed legislative amendments of POPIA submitted to the Minister
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Amendments to POPIA submitted to the Minister
Indicator responsibility	Chief Legal Officer

Table 22: POPIA Rules of Procedure for the Enforcement Committee gazetted

Indicator Title	POPIA Rules of Procedure for the Enforcement Committee gazetted
Definition	This indicator measures the publication of the final version of the POPIA Rules of Procedure. Final version means the document after the incorporation of the accepted public comments by the Members
Source of data	» Final version of the POPIA Rules of Procedure
Method of calculation or assessment	Simple count
Means of verification	» Final Version of the POPIA Rules of Procedure » Notice of publication in the Gazette
Assumptions	POPIA Rules of Procedure will be finalised and published
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Rules of Procedure gazetted
Indicator responsibility	Chief Legal Officer

1.1.4 Programme 1D: Information and Communication Technology (ICT)

Table 23: Number of service applications developed in a digital platform

Indicator Title	Number of service applications developed in a digital platform
Definition	This indicator measures the number of services developed in a digital platform (Special Personal Information and Personal Information of Children applications). Special Personal Information (SPI) applications, which refer to applications by responsible parties who intend to process SPI as defined in section 26 of POPIA. Personal Information of Children applications, which refer to applications by responsible parties who intend to process personal information of children as defined in section 34 of POPIA.
Source of data	» Meeting recordings from consultations with the POPIA division
Method of calculation or assessment	Simple count
Means of verification	» Development report » System screenshot
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Developed and functioning services in a digital platform
Indicator responsibility	Chief Information Officer

1.1.5 Programme 1E: Finance

Table 24: Percentage expenditure on allocated budget annually for Goods and Services and Capital Assets spent

Indicator Title	Percentage expenditure on allocated budget annually for Goods and Services and Capital Assets spent
Definition	This indicator measures the percentage on annual allocated budget on Goods and Services and Capital assets against actual Expenditure
Source of data	» 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 allocated budget – excluding COE budget x 100)
Means of verification	» Quarterly Expenditure Reports
Assumptions	Delivery and submission of invoices for all procurement scheduled for each quarter
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	95% expenditure of annual allocated budget on Goods and Services and Capital assets
Indicator responsibility	Chief Financial Officer

Table 25: Percentage of Goods and Services and Capital Assets procured against approved procurement and demand plan

Indicator Title	Percentage of Goods and Services and Capital Assets procured against approved procurement and demand plan
Definition	This indicator measures the percentage of Goods and Services and Capital Assets procured against actual Procurement and Demand Plan.
Source of data	<ul style="list-style-type: none"> » Supply Chain Management Batches (Memo for procurement, specifications/terms of reference quotations) » Procurement Approvals Report » Demand Management Plan
Method of calculation or assessment	Actual procurement divided by projected Goods and Services and Capital Assets targets multiply by 100 or (Actual Procurement/ Total Projected X 100)
Means of verification	» Award letters/or purchase order
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
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	95% of Goods and Services and Capital Assets procured
Indicator responsibility	Chief Financial Officer

Table 26: Unqualified external audit opinion obtained

Indicator Title	Unqualified external audit opinion obtained
Definition	The indicator measures obtaining an unqualified audit opinion from the AGSA on Annual Financial Statements
Source of data	» AGSA Management Letter
Method of calculation or assessment	Simple count
Means of verification	» AGSA Audit Report » 2025/26 Audit Action Plan
Assumptions	None
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Unqualified external audit opinion (Financial Statements)
Indicator responsibility	Chief Financial Officer

1.2 Programme 2: Protection Of Personal Information (POPIA)

Table 27: Percentage of complex complaints investigated and completed within the prescribed timeframes

Indicator Title	Percentage of complex complaints investigated and completed within the prescribed timeframes
Definition	The indicator measures the percentage of complex complaints, investigated, and completed within the prescribed timeframes. Complex complaints refer to complaints that are resolved within twelve (12) months from the date of classification.
Source of data	<ul style="list-style-type: none"> » Submitted Complaint Form / Portal submission » Complaints Register » Report on complaint investigation and referred » Case files
Method of calculation or assessment	Number of complex complaints classified, investigated, and completed divided by the total number of complaints received multiplied by 100
Means of verification	<ul style="list-style-type: none"> » Investigation Reports and, or » Referral forms to the Enforcement Committee
Assumptions	The Regulator will receive complaints
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	50% of complex complaints investigated, and completed
Indicator Responsibility	Executive: Protection of Personal Information (POPIA)

Table 28: Percentage of simple complaints investigated and completed within the prescribed timeframes

Indicator title	Percentage of simple complaints investigated and completed within the prescribed timeframes
Definitions	The indicator measures the percentage of simple complaints investigated and completed within the prescribed timeframes. Simple complaints refer to complaints resolved in the past 3 months from the date of allocation to an investigator.
Source data	<ul style="list-style-type: none"> » Submitted Complaints Form » Complaints Register/Investigation File
Method of calculation/assessment	Number of simple complaints completed divided by the total number of complaints received (investigated) multiplied by 100
Means of verification	<ul style="list-style-type: none"> » Complaints register » Pre-investigation report » Take no action form OR Settlement Certificate OR outcome letter
Assumptions	The Regulator will receive (investigate) complaints
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	70% of simple complaints investigated, and completed
Indicator Responsibility	Executive: Protection of Personal Information (POPIA)

Table 29: Percentage of simple complaints resolved through conciliation and mediation within the prescribed timeframes

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 refer to complaints resolved in the past 3 months of allocation.
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
Means of verification	<ul style="list-style-type: none"> » Settlement Certificate » Complaints Register
Assumptions	The Regulator will receive complaints
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	70% of simple complaints resolved
Indicator responsibility	Executive: Protection of Personal Information (POPIA)

1.3 Programme 3: Promotion of Access to Information (PAIA)

Table 30: Percentage of complex complaints investigated and completed within the prescribed timelines

Indicator Title	Percentage of complex complaints investigated and completed within the prescribed timelines
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 refer to complaints that are resolved within twelve (12) months from the date of classification.
Source of data	Complaint form Complaints Register Investigation file Standard Operating Procedures
Method of calculation or assessment	Number of complex complaints investigated and completed divided by number of complex complaints received multiplied by 100
Means of verification	» Complaints Register » Investigation Reports and Referral forms to the Enforcement Committee » Settlement certificate or Conciliation certificate » Closing Report / Closing Letter
Assumptions	The Regulator will receive complaints
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	50% of complex complaints investigated and completed
Indicator responsibility	Executive: Promotion of Access to Information (PAIA)

Table 31: Percentage of simple complaints investigated and completed within the prescribed timeframes

Indicator Title	Percentage of simple complaints investigated and completed within the prescribed timeframes
Definition	The indicator measures the percentage of simple complaints received in the past 3 months and resolved within the turnaround period of 3 months, as prescribed in the Standard Operating Procedure. Simple complaints refer to complaints resolved in the past 3 months from the date of allocation to an investigator.
Source of data	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
Means of verification	» Complaints Register » Rejection letter or Pre-investigation report » Settlement Certificate or Conciliation Certificate » Closing Report / Closing Letter
Assumptions	The Regulator will receive complaints
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	70% of simple complaints investigated and completed
Indicator responsibility	Executive: Promotion of Access to Information (PAIA)

Table 32: Percentage of simple complaints resolved through Conciliation and Settlement within the prescribed timeframes

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 Mediation within the prescribed timeframes of 3 months.
Source of data	» Complaint Form » Complaints Register
Method of calculation or assessment	Number of simple complaints completed through Conciliation and Mediation divided by the total number of complaints referred for Conciliation and Mediation multiplied by 100.
Means of verification	» Complaints Register » Conciliation or Settlement Certificate » Attendance Registers
Assumptions	The Regulator will receive complaints
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	70% of simple complaints resolved through Conciliation or Settlement
Indicator responsibility	Executive: Promotion of Access to Information (PAIA)

Table 33: Percentage of simple complaints resolved through Conciliation and Settlement within the prescribed timeframes

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 » Assessment file
Method of calculation or assessment	Simple count
Means of verification	<ul style="list-style-type: none"> » Compliance Assessment Reports » Attendance Register
Assumptions	The Annual Assessment Plan will be approved
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	50 public and private bodies assessed
Indicator responsibility	Executive: Promotion of Access to Information (PAIA)

Table 34: Number of own initiative assessments on compliance with the provisions of PAIA conducted in public and private bodies

Indicator Title	Percentage of public and private bodies assessed upon request within the prescribed period
Definition	This indicator measures the percentage of requests for assessment received and assessment finalised within the three-month turnaround period
Source of data	» 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 requests received multiplied by 100
Means of verification	» Closing/Rejection Letter; or » Compliance Assessment Reports
Assumptions	The Regulator will receive a request for assessment
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	70% of all requests for assessment received
Indicator responsibility	Executive: Promotion of Access to Information (PAIA)

Table 35: Percentage of Public and Private bodies assessed in the 2025/2026 financial year monitored on compliance with the recommendations contained in the Assessment Report

Indicator Title	Percentage of Public and Private bodies assessed in the 2025/2026 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 2025/2026 financial year and monitored on compliance with the recommendations contained in the Assessment Report
Source of data	» 2025/26 Assessment reports
Method of calculation or assessment	Number of public and private bodies assessed in the 2025/2026 financial year divided by the number of public and private bodies monitored, multiplied by 100
Means of verification	» Compliance Monitoring Register. » Compliance Monitoring Notices issued to bodies that have not complied with the recommendations
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
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	100% public and private bodies assessed in the 2025/2026 financial year are monitored on compliance with the recommendations contained in the Assessment Report
Indicator responsibility	Executive: Promotion of Access to Information (PAIA)

Table 36: Number of annual assessment reports developed and published

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
Means of verification	<ul style="list-style-type: none"> » Assessment Reports » Annual Assessment Plan » Quarterly Travel and Assessment Plan
Assumptions	There will be assessments conducted in public and private bodies
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Annual Assessment report developed and published
Indicator responsibility	Executive: Promotion of Access to Information (PAIA)

1.4 Programme 4: Education and Communication (EDUCOM)

Table 37: Number of education programmes conducted to promote protection of personal information

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
Means of verification	<ul style="list-style-type: none"> » Approved consolidated education and training report. » Attendance registers for each education and training programme conducted
Assumptions	The targeted audience will be responsive to the sessions scheduled and conducted
Disaggregation of beneficiaries (where applicable)	Rural organised community structures (where possible) 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)
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Education and training programmes planned will be effective and will promote compliance by responsible parties
Indicator responsibility	Executive: Education & Communication

Table 38: Number of education programmes conducted to promote access to information

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
Means of verification	<ul style="list-style-type: none"> » Approved consolidated education and training report » Attendance registers for each education and training programme conducted
Assumptions	The targeted audience will be responsive to the sessions scheduled and conducted.
Disaggregation of beneficiaries (where applicable)	Rural organised community structures (where possible) 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)
Calculation type	Non-cumulative
Reporting cycle	Quarterly
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

Table 39: Number of public awareness on the right of access to information and the right to privacy (protection of personal information)

Indicator Title	Number of public awareness on the right of access to information and the right to privacy (protection of personal information)
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
Method of calculation or assessment	Simple count
Means of verification	<ul style="list-style-type: none"> » Approved Public Awareness Report; or » Attendance registers
Assumptions	The targeted audience will be responsive to the programmes 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
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Public awareness on the right of access to information and the right to privacy
Indicator responsibility	Executive: Education & Communication

Table 40: 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)

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 who indicate awareness of their right to privacy. A nationality representative study refers to a study that uses a sample of people selected in a manner that represents the demographics of an entire population.
Source of data	<ul style="list-style-type: none"> » Approved Research Proposal » Fieldwork Report
Method of Calculation / Assessment	The total number of respondents who indicate awareness about their rights to privacy divided by the total number of the sample population multiplied by one hundred (100)
Means of verification	» Survey Research Report in line with the approved research proposal
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
Calculation type	Cumulative
Reporting Cycle	Annually
Desired performance	Half of the sampled respondents will indicate awareness about their rights to privacy by FY 2026/2027
Indicator Responsibility	Executive: Education & Communication

Table 41: Percentage of the nationally representative sample of the population who are aware of their right of access to information

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 indicates awareness of their right of access to information. A nationality representative study refers to a study that uses a sample of people selected in a manner that represents the demographics of an entire population.
Source of data	<ul style="list-style-type: none"> » Approved Research proposal » Fieldwork report
Method of calculation or assessment	The total number of respondents who indicate awareness about their right of access to information divided by the total number of the sample population multiplied by one hundred (100)
Means of verification	» Survey Research report undertaken in line with the approved research proposal
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
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Half of the sampled respondents will indicate awareness about their rights of access to information in FY 2026/2027
Indicator responsibility	Executive: Education & Communication

Table 42: Number of proposed legislation or policy of government examined, and reports submitted

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
Source of data	<ul style="list-style-type: none"> » Parliamentary Monitoring Group website or » Government Gazette website and » Register for proposed legislation or policy of government
Method of calculation or assessment	Simple count
Means of verification	<ul style="list-style-type: none"> » Reports on the outcome of the examination of each proposed legislation or policy » Email submission to the department
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
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	The recommendation will ensure alignment of legislation or government policy with POPIA. The recommendations will influence the improvement of the application of POPIA.
Indicator responsibility	Executive: Education & Communication



We Protect



We Promote



We Assist

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