



**INFORMATION
REGULATOR
(SOUTH AFRICA)**

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

ANNUAL PERFORMANCE PLAN FOR THE 2020/21 FINANCIAL YEAR

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Foreword by the Chairperson

The Information Regulator (Regulator) is established in terms of Section 39 of the Protection of Personal Information Act 4 of 2013 (POPIA), which enjoins the Regulator to be independent and impartial, and to perform its functions and exercise its powers without fear, favour or prejudice. It is accountable to the National Assembly.

The Regulator is responsible for the promotion and protection of the right to privacy as it relates to the protection of personal information and the right of access to information. In this regard, it exercises its powers and performs its functions in accordance with POPIA and the Promotion of Access to Information Act 2 of 2000 (PAIA).

The Regulator consists of five (5) members (Members) namely, the Chairperson and four (4) ordinary Members who were appointed by the President of the Republic of South Africa for a five (5) year term effective from 1 December 2016. The Chairperson and two (2) ordinary Members are full-time and the other two (2) Members are part-time. One full-time Member is responsible for POPIA and the other full-time Member is responsible for PAIA.

The three (3) years that the Members of the Regulator have been in office have been both challenging and exciting. When the Members took office on 1 December 2016, all that they had were copies of POPIA which were to guide them in the daunting task of establishing the Regulator. The honour and privilege of being given the responsibility to establish the first data protection authority for the country spurred the Members on to ensure that they establish an organisation which will be counted amongst the best data protection authorities globally. This commitment is reflected in the vision which they adopted, namely, "A world class institution in the protection of personal information and the promotion of access to information".

The budgetary constraints which the organisation is faced with has not deterred the Members from making progress in establishing the Regulator. The organisation now has its own offices. In consultation with the Minister of Finance, the Members decided on a phased in approach to the recruitment of staff. The first phase has been concluded. The Chief Executive Officer (CEO) and five (5) Executives have been appointed. The second phase is at an advanced stage. It entails the recruitment of one (1) more Executive, managers and administrative officers in the Human Resources and Finance Divisions.

The Regulator still uses the policies and systems of the Department of Justice and Constitutional Development (DoJ& CD), which has supported and continues to support the Regulator during its

formative stage. However, it is important for the Regulator to separate from the DoJ& CD. The separation is urgent and will ensure that the Regulator functions independently, impartially and without fear, favour and prejudice as POPIA obliges it to do. The recruitment of staff in the Human Resources and Finance Divisions will enable the Regulator to adopt policies and system of internal control.

The Members have spent a lot of time and effort on the establishment of the administration of the Regulator. However, they have not neglected the execution of some aspects of the core mandate of the Regulator, namely the protection of personal information and the promotion of access to information. In addition to making Regulations which were tabled in Parliament in December 2018, the Regulator is in the process of finalising the Draft Guidelines on the drafting of Codes of Conduct (Guidelines). These Guidelines will assist public and private bodies to draft their Codes of Conduct on the protection of personal information. It is envisaged that the Guidelines will be published in the Government Gazette during the 2020/21 financial year.

The urgent need to bring POPIA into full effect cannot be over emphasised. The absence of a fully functional and effective personal information regulatory authority is beginning to have an adverse effect on the country. The number of data breaches in both the public and private sectors, the unlawful and unauthorised use of personal information of individuals, cyber crime and identity theft are increasing at an alarming rate. Until the remaining sections of POPIA are brought into effect, the Regulator is unable to enforce compliance and victims are deprived of an appropriate remedy. It is for this reason that the Regulator has written to the Minister of Justice and Correctional Services and the President to request them to bring the remaining sections of POPIA into effect during the 2020/21 financial year. The coming into effect of the remaining section of POPIA will also trigger the transfer of the PAIA functions from the South African Human Rights Commission (SAHRC) to the Regulator.

The protection of personal information lies at the heart of the much talked about Fourth Industrial Revolution (4IR) and the digital economy. In the digital age, our country can only compete globally if it has a fully functional, effective and efficient protection of personal information regulatory authority. Whilst the Regulator is committed to implementing POPIA in its entirety, the unavailability of adequate budget remains a huge challenge.

The Regulator is not oblivious to the financial constraints facing the country. The meagre budget which we have been allocated will not deter us from executing the mandate of the Regulator, which we believe is a critical organisation in the digital age. We will therefore continue to engage

engage with the Minister of Finance and Parliament through the Portfolio Committee on Justice and Correctional Services for a reasonable budget.



Adv. Pansy Tlakula

Chairperson

Statement by the Accounting Officer

This Annual Performance Plan (APP) for the 2020/21 financial years serves as the implementation plan for the Strategic Plan that covers the 2020/21 to 2024/25 Medium Term Strategic Framework (MTSF) period. The Regulator will during the 2020/21 financial year continue with the fulfillment of its dual mandate which is encapsulated in sections 14 (right to privacy) and 32 (right to access to information) in the Constitution of the Republic of South Africa Act No.108 of 1996 (Constitution).

The APP sets out a detailed plan which will guide the Regulator in its pursuit of the two (2) outcomes that have been identified for the MTSF period, namely: personal information is promoted and protected and access to information is promoted. In order to achieve these outcomes, the focus of the Regulator during this MTSF period will be on the implementation of the priority areas that are listed below:

The implementation of education and awareness programmes nationwide aimed at informing and empowering the data subjects to protect their right to privacy as it relates to the protection of personal information and the mechanisms that they can use to prevent any violation; and
A data subject will be able to approach the Regulator to lodge a complaint about any possible unlawful processing of his or her personal information.

In respect of Legal, Policy, Research and Information Technology Analysis, the Regulator will:

- Embark on litigation on its own initiative or when it is cited as a party in matters relating to the protection of personal information;
- Conduct research relating to proposed legislation or proposed policy of government that may affect the protection of personal information of data subjects;
- Undertake research and monitor the developments in information processing and computer technology;
- Issue, develop, publish and monitor the implementation of the Guidelines for Codes of Conduct; and
- Develop and implement the Complaints Management System.

The above-mentioned directly address the implementation of the mandate of the Regulator provided for in POPIA.

In order for Regulator to execute its mandate it has to build its own administrative capacity. In this regard the Regulator has developed the Organisational Structure which is being implemented in a phased in approach. To date all except one (1) Executive position and administrative positions have been filled. The implementation of the entire Organisational Structure is dependent on the availability of funds.

Finally, as the Chief Executive Officer and the Head of Administration of the Regulator, I am looking forward to ensuring that the efficient and effective systems of internal control are in place to promote good governance and to ensure that the Regulator fulfills its legislative mandate



Mr. Marks Thibela

Accounting Officer

Official Sign-Off

It is hereby certified that this Annual Performance Plan (APP):

- Was developed by the Management of the Information Regulator (Regulator) under the guidance of the Chairperson and Members;
- Takes into account all relevant policies, legislation and other mandates which the Regulator is responsible for; and
- Accurately reflects the Impact, Outcomes and Outputs which the Regulator will endeavor to achieve during the period 2020/21 financial year.

Mr. Prakash Narismulu

Signature _____

Chief Financial Officer

Mr. Marks Thibela

Signature 

Accounting Officer

Adv. Pansy Tlakula

Signature 

Chairperson

PART A: MANDATE

1. Constitutional Mandate

1.1. The Regulator was established to ensure respect for and to protect, enforce and fulfill the right to privacy and the right of access to information.

2. Legislative Mandate

2.1 Core functions in terms of POPIA

2.1.1. To provide education by:

- a) promoting an understanding and acceptance of the lawful processing of personal information;
- b) undertaking educational programmes;
- c) making public statements; and
- d) providing advice.

2.1.2. To monitor and enforce compliance by:

- a) public and private bodies;
- b) undertaking research and monitoring developments in information processing and computer technology
- c) examining proposed legislation, subordinate legislation, and policies, and provide a report on the result of the examination to the Minister of Justice and Correctional Services (Minister) and to Parliament.
- d) 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;
- e) conducting assessments in respect of the processing of personal information;
- f) monitoring the use of unique identifiers and report to Parliament;
- g) maintaining and publishing copies of the registers prescribed in POPIA; and

- h) examining proposed legislation that makes provision for the collection and disclosure of personal information and provide the report of the results of the examination to the Minister.

2.1.3. To consult with interested parties by:

- a) receiving and inviting representations;
- b) co-operating on a national and international basis with other bodies concerned with the protection of personal information; and
- c) acting as a mediator between opposing parties.

2.1.4. To handle complaints by:

- a) receiving and investigating complaints;
- b) gathering information;
- c) attempting to resolve complaints through dispute resolution mechanisms; and
- d) serving notices.

2.1.5. To conduct research on:

- a) the desirability of acceptance of international instruments relating to the protection of personal information; and
- b) any other matter that should be drawn to Parliament's attention.

2.1.6. In respect of codes of conduct to:

- a) issue, amend or revoke codes of conduct;
- b) make guidelines to assist bodies to develop or apply codes of conduct; and
- c) consider determinations by adjudicators under approved codes of conduct.

2.1.7. To facilitate cross-border cooperation in the enforcement of the privacy laws.

2.2. Core functions in terms of PAIA

2.2.1. In respect of complaints to:

- a) consider a complaint after the internal appeal procedures have been exhausted; and
- b) receive written complaints or to provide assistance to a person who wishes to make a complaint in writing.

2.2.2. In respect of investigations to:

- a) investigate complaints and in the course of an investigation serve an information notice on the Information Officer (IO) or head of a private body;
- b) refer a complaint to the Enforcement Committee;
- c) decide to take no action on the complaint;
- d) attempt to settle a complaint through conciliation; and
- e) issue enforcement notices after considering the recommendation of the Enforcement Committee.

2.2.3. To issue notices.

2.2.4. To issue enforcement notices after considering the recommendations of the Enforcement Committee

2.2.5. To make assessments whether public and private bodies comply with the provision of PAIA

2.2.6. In respect of additional functions to:

- a) compile and make available a guide on the usage of PAIA;
- b) where possible, develop and conduct educational programmes in particular for disadvantaged communities;
- c) identify gaps in PAIA or any other laws and makes recommendation to reform or amend PAIA or any other laws;
- d) make recommendations for procedures on how private and public bodies make information electronically available;
- e) monitor implementation of PAIA;
- f) if possible, assist any person requesting information;

- g) train Information Officers (IO) and Deputy Information Officers (DIO);
- h) recommend to a public or private body to make changes in the manner in which it administers PAIA;
- i) consult with and receive reports from public and private bodies on problems encountered in complying with PAIA;
- j) obtain advice from, consult with, and consider proposals or recommendations from parties in connection with the Regulator's functions;
- k) request the Public Protector (PP) to submit to the Regulator a report on the number of complaints processed relating to PAIA and the nature and outcome of those complaints; and
- l) enquire into any matter including legislation, common law, practice and procedure related to PAIA.

2.2.7. A private body should submit information about requests for access to its records and include this information in its Annual Report, upon request by the Regulator.

3. Update to the Institutional Policies and Strategies over the five-year planning period

Only certain sections of POPIA have come into effect. The Regulator has requested the Minister and the President to bring the remaining sections of POPIA into effect at the beginning of the 2020/21 financial year.

The Regulator is empowered in terms of POPIA to conduct research and to report to Parliament:

"from time to time on the desirability of the acceptance, by South Africa, of any international instrument relating to the protection of the personal information of a data subject".

POPIA also empowers the Regulator to make Regulations and to:

"issue, from time to time, codes of conduct, amend codes and to revoke codes of conduct and "make guidelines to assist bodies to develop codes of conduct or to apply codes of conduct".

4. Relevant Court Cases

- My Vote Counts NPC v President of the Republic of South Africa and Others.
- The President of the Republic of South Africa vs. The Public Protector and Others.
- Arena Holdings (Pty) Ltd. T/A Financial Mail and Another vs. South African Revenue Services and Others

PART B: STRATEGIC FOCUS

Vision

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

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 so as to protect the rights of everyone.

Values

- Transparency
- Accountability
- Integrity
- Excellence
- Impartiality
- Responsiveness

5. Updated Situational Analysis

The Regulator conducted a strategic planning review session with specific focus on the internal and external environments as follows:

5.1. External Environment

5.1.1 Opportunities

The Regulator was established at a critical time when there is an unprecedented retention of personal information in the digital space. This has resulted in a dire need to ensure the protection of personal information. Artificial Intelligence (AI) is intrinsically linked to the day to day living. Whilst the Regulator welcomes technological innovations, such innovations should comply with POPIA.

The Regulator is a member of Regional and International bodies on the protection of personal information and access to information.

The involvement of the Regulator in these bodies provides it with the opportunity to share best practices with similar institutions globally. The Regulator is one of the three (3) authorities in Africa which have a dual mandate, namely the protection of personal information and the promotion of access to information. The full establishment of the Regulator will enable it to take the lead on the African Continent and will also serve as a benchmark for other countries that are still in the process of establishing regulatory bodies.

5.1.2 Threats

The delay in the full establishment of the administration and operationalization poses a Risk of the Regulator losing its credibility. The data subjects who are victims of unlawful processing of their personal information are without recourse. Moreover, South Africa is becoming a hotbed for cybercrime. It is therefore important for the Minister and the President to bring the remaining sections of POPIA into operation urgently.

The coming into effect of the remaining sections of POPIA will contribute towards building trust. Without a fully functional Regulator, foreign and local investors will be hesitant to invest in the economy of the country.

5.2. Internal Environment

5.2.1 Strengths

The Regulator is an independent institution that is subject only to the Constitution and the law. It performs its functions and exercises its powers without fear, favour or prejudice. The Regulator is accountable to the National Assembly. It is the sole regulatory body that is mandated to protect personal information and to promote access to information in South Africa. The decisions of the Regulator can only be reviewed by a court of law.

5.2.2 Weaknesses

The Regulator is the custodian of both POPIA and PAIA. Section 40(1) of POPIA provides for duties, powers and functions of the Regulator which inter alia includes: to provide education, to monitor compliance, perform consultations, handle complaints, conduct research, issue Codes of Conduct, facilitate cross-border cooperation and in general

perform duties incidental or conducive to the performance of any of the preceding functions. The execution of these duties and functions requires adequate resources such as skilled and experienced human capital, substantial funding and specialised Information and Communication Technology (ICT) infrastructure.

PART C: PERFORMANCE INFORMATION

6. Institutional Performance

6.1. Names of Programmes, Purpose, Sub Programmes, Outcomes, Outputs, Performance Indicators and Targets

6.1.1. Programme 1: Protection of Personal Information

6.1.1.1. Purpose

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

6.1.1.2. List of Sub-Programmes

The following are sub-programmes within this Programme:

- a) Complaints and Investigations sub programme is responsible for the handling of complaints and conducting of investigations in accordance with the provisions in POPIA.
- (b) Compliance and Monitoring sub programme conducts monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of POPIA.

6.1.1.3. Performance matrix with outcomes, outputs, indicators and targets

Outcome	Output	Output indicators	Actual Performance			Estimated Performance (Baseline)	Medium Term period Targets		
			2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Personal information promoted, protected and respected	Draft Guidelines for Codes of Conduct for POPIA	Approved Guidelines for Codes of Conduct	-	-	-	Draft Guidelines for Codes of Conduct developed	Approved Guidelines for Codes of Conduct published and implemented	Implementation of the published Guidelines for Codes of Conduct	Implementation of the published Guidelines for Codes of Conduct
	Draft a Readiness Plan for the implementation of POPIA	Approved Readiness Plan for POPIA	-	-	-	-	Readiness Plan for POPIA developed, approved and implemented	Continue with the implementation of the Readiness Plan for POPIA	Continue with the implementation of the Readiness Plan for POPIA
	Draft Guidelines for the registration of Information Officers	Approved Guidelines for the registration of Information Officers	-	-	-	Draft Guidelines for the registration of Information Officers developed	Guidelines for the registration of Information Officers approved and published	Approved Guidelines for the registration of Information Officers implemented	Approved Guidelines for the registration of Information Officers implemented
	Update the PAIA Guide to incorporate POPIA	Approved and updated Guide for POPIA and PAIA	-	-	-	-	Drafting of the Guide for POPIA and PAIA	Approval of Guide for POPIA and PAIA	Implementation of the Approved Guide for POPIA and PAIA
Personal information promoted, protected and respected	Handling of complaints related to the alleged violations of the protection of personal information	Approved POPIA Complaints Management Processes, Standard Operating Procedures (SOP) and Manual	-	-	-	Approved Complaints Management Processes, SOP and Manual	Testing and piloting of the Complaints Management Processes, SOP and Manual	Design and implement the electronic Complaint Management System	Implement the electronic Complaint Management System

6.1.1.4. Quarterly Targets for 2020/21 Financial Year

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Draft Guidelines for Codes of Conduct	Approved Guidelines for Codes of Conduct	Approved Guidelines for Codes of Conduct	Consideration of the comments received	Consideration of the comments received	Draft Guidelines for Codes of Conduct tabled for adoption	Guidelines for Codes of Conduct published
Draft Readiness Plan for the implementation of POPIA	Approved Readiness Plan for the implementation of POPIA	Readiness Plan for the implementation of POPIA developed, approved and implemented	Drafting of the Readiness Plan for the implementation of POPIA	Drafting of the Readiness Plan for the implementation of POPIA	Tabling of the Draft Readiness Plan for the implementation of POPIA	Approval and piloting of the Readiness Plan for the implementation of POPIA
Draft Guidelines for the registration of Information Officers	Approved Guidelines for the registration of Information Officers	Guidelines for the registration of Information Officers approved	Develop the Guidelines for the registration of Information Officers	Develop the Guidelines for the registration of Information Officers	Guidelines for the registration of Information Officers tabled for discussion	Guidelines for the registration of Information Officers approved
Update Guide for PAIA and incorporate POPIA	Approved and updated Guide for POPIA and PAIA	Approval of the Guide for POPIA and PAIA	Draft PAIA Guide to incorporate POPIA	Draft PAIA Guide to incorporate POPIA	Tabling and discussion of the Draft Guide for POPIA and PAIA	Approval of the Draft Guide for POPIA and PAIA
Handling of complaints related to the alleged violations of the protection of personal information	Approved POPIA Complaints Management Processes, Standard Operating Procedures (SOPs) and Manual implemented	Piloting of the Complaints Management Processes, SOP and Manual for POPIA	Pilot the Complaints Management Processes, SOPs and Manual for POPIA	Pilot the Complaints Management Processes, SOP and Manual for POPIA	Pilot the Complaints Management Processes, SOP and Manual for POPIA	Pilot the Complaints Management Processes, SOP and Manual for POPIA
	Automated Complaints Management System acquired	Acquisition and automation of the Complaints Management System	Drafting of the specifications for the Automated Complaint Management System	Approval of the specifications for the Automated Complaint Management System	Continuation of the procurement process	Acquisition and testing of the system

6.1.2. Programme 2: Promotion of Access to Information

6.1.2.1. Purpose

To ensure the effective implementation of the promotion of the constitutional right of access to any information held by the state and by any other person and that is required for the exercise of any rights

6.1.2.2. List of Sub-Programme

The following are sub-programmes within this Programme:

- a) Complaints and Investigations sub programme is responsible for the handling of complaints and conducting of investigations in accordance with the provisions of PAIA.
- (b) Compliance and Monitoring sub programme conducts monitoring and enforcement of compliance by public and private bodies in accordance with the provisions of PAIA.

6.1.2.3. Performance matrix with outcomes, outputs, indicators and targets

Outcome	Output	Output indicator	Actual Performance			Estimated Performance (Baseline)	Medium Term period Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Access to information promoted	Develop process for PAIA functions handover from the South African Human Rights Commission (SAHRC)	Memorandum of Cooperation (MOC) Implemented	-	-	-	Memorandum of Cooperation (MOC) signed	Memorandum of Cooperation (MOC) Implemented	Memorandum of Cooperation (MOC) Implemented	Full implementation of PAIA
	Draft a Readiness Plan for the implementation of PAIA	Approved Readiness Plan for PAIA		-	-	-	Readiness Plan developed, approved and implemented	Continue with the implementation Plan for PAIA	Full implementation of PAIA

6.1.2.4. Quarterly Targets for 2020/21 Financial Year

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Develop process for PAIA functions and over from the South African Human Rights Commission (SAHRC)	Signed Memorandum of Cooperation (MOC) Implemented	Quarterly Memorandum of Cooperation (MOC) and implemented	Memorandum of Cooperation (MOC) and implemented	Memorandum of Cooperation (MOC) and implemented	Memorandum of Cooperation (MOC) implemented	Full implementation of PAIA
Draft a Readiness Plan for the implementation of PAIA	Approved Readiness Plan for the implementation of PAIA	Readiness Plan for the implementation of PAIA developed, approved and implemented	Drafting of the Readiness Plan for the implementation of PAIA	Drafting of the Readiness Plan for the implementation of PAIA	Tabling of the Draft Readiness Plan for the implementation of PAIA	Approval and piloting of the Readiness Plan for the implementation of PAIA

6.1.3. Programme 3: Education and Communication

6.1.3.1. Purpose

To provide strategic direction for the provision of Education and Communication

6.1.3.2. List of Sub-Programme

The following are sub-programmes within this Programme:

Education and Public Awareness sub programme is responsible for the provision of public education, awareness and stakeholder management.

Communication and Media Relations sub programme is responsible to provide communication, media relations, public liaison and branding services.

6.1.3.3. Performance matrix with outcomes, outputs, indicators and targets

Outcome	Output	Output indicators	Actual Performance			Estimated Performance (Baseline)	Medium Term period Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Personal information promoted, protected and respected	Develop and implement educational, awareness and stakeholder management programmes aimed at promoting the protection of personal information	Number of public awareness sessions conducted in line with the approved Public Awareness Strategy and Plan for POPIA	-	-	-	-	9 Public awareness workshops in all Provinces	18 Public awareness workshops in all Provinces	27 Public awareness workshops in all Provinces
		Approved Communication and Branding Strategy	-	-	-	-	Develop the Communication and Branding Strategy and Plan	Phased-in implementation of the Communication and Branding Strategy and Plan	Phased-in implementation of the Communication and Branding Strategy and Plan

Outcome	Output	Output indicators	Actual Performance			Estimated Performance (Baseline)	Medium Term period Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
		Number of stakeholders engagements held in accordance with the Approved Stakeholder Engagement Strategy and Plan	-	57	75	75	80 Stakeholder Engagements held	90 Stakeholder Engagements held	100 Stakeholder Engagements held

6.1.3.4. Quarterly Targets for 2020/21 Financial Year

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Develop and implement educational, awareness and stakeholder management programmes aimed at promoting the protection of personal information.	Approved and Implemented Public Awareness Strategy and Plan for POPIA	Conduct 9 Public Awareness sessions	3	2	2	2
	Approved Communication and Branding Strategy and Plan	Approved Communication and Branding Strategy and Plan	Develop the Communications and Branding Strategy and Plan	Develop and approve the Strategy and Plan	Implement Phase One (1) of the Approved Strategy and Plan	Implement Phase One (1) of the Approved Strategy and Plan
	Number of Stakeholders Engagement held as part of the implementation of the Stakeholder Engagement Strategy and Plan	80 Stakeholder Engagements held	20	20	20	20

6.1.4. Programme 4: Legal, Policy, Research and Information Technology Analysis

6.1.4.1. Purpose

To ensure the rendering of legal, policy, research and information technology analysis services.

6.1.4.2. List of Sub-Programme

The following are sub-programmes within this Programme:

- a) Legal Services and Litigation sub programme is responsible to provide legal advice and represents the Regulator in Litigation before courts and similar *fora*.
- b) Policy and Research sub programme is responsible for the development of policy and the conducting of research.
- c) Information Technology Analysis sub programme is responsible for managing the provision of research into information processing and computer technology on issues relating to the processing of personal information.

6.1.4.3. Performance matrix with outcomes, outputs, indicators and targets

Outcome	Output	Output indicators	Actual Performance			Estimated Performance (Baseline)	Medium Term period Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Personal information promoted, protected and respected	Develop and approve research strategy and plan aimed at ensuring the protection of personal information	Approved and implemented Research Strategy and Plan	-	-	-	-	Research Strategy and Plan developed, approved and implemented	Approved Research Strategy and Plan implemented	Approved Research Strategy and Plan implemented
		Number of research studies conducted in accordance with the Approved Research Strategy and Plan	-	-	-	-	One (1) Research study conducted in accordance with the Approved Research Strategy and Plan	One (1) Research study conducted in accordance with the Approved Research Strategy and Plan	One (1) Research study conducted in accordance with the Approved Research Strategy and Plan

6.1.4.4. Quarterly Targets for 2020/21 Financial Year

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Develop and improve research strategy and plan aimed at ensuring the protection of personal information	Approved Research Strategy and Plan	Develop and approve Research Strategy and Plan	Research Strategy and Plan drafted	Draft Research Strategy and Plan tabled developed	Draft Research Strategy and Plan tabled	Draft Research Strategy and Plan approved
	Number of research studies conducted in accordance with the Approved Research Strategy and Plan	One (1) Research study conducted in accordance with the Approved Research Strategy	Nil	Nil	Nil	One (1) Research study conducted in accordance with the Approved Research Strategy and Plan

6.1.5. Programme 5: Administration

6.1.5.1. Purpose

To provide effective and efficient leadership and corporate support services in the day-to-day management of the Information Regulator

6.1.5.2. List of Sub-Programme

The following are sub-programmes within this Programme:

Office of the Chairperson sub programme is responsible for providing Leadership, Policy direction, Strategic direction and the promotion of Corporate Governance within the Regulator;

Office of the Chief Executive Officer sub programme is responsible for providing Strategic Leadership in the effective and efficient day-to-day Operational Management of the Regulator;

Corporate Services sub programme is responsible for providing support services in relation to Human Resources, Administrative Services and Information and Communication Technology (ICT); and

Finance sub programme is responsible for providing efficient and effective Financial and Management Accounting as well and Supply Chain Management.

6.1.5.3. Performance matrix with outcomes, outputs, indicators and targets

Outcome	Output	Performance Indicator	Actual Performance			Estimated Performance (Baseline)	Medium Term period Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Personal information promoted, protected and respected	Fully established Administration to enable delivery on the mandate	Approved Phase Two (2) of the Organisational Structure implemented	-	-	Approved and implemented Phase One (1) of the Organisational Structure	Approved Phase Two (2) positions of the Organisational Structure	Approved and implemented Phase Two (2) of the Organisational Structure	Approved and implemented Phase Three (3) of the Organisational Structure	Approved and implemented Phase Four (4) of the Organisational Structure
		Approved list of Corporate Services Policies and Guidelines	-	-	-	-	List of Corporate Service Policies and Guidelines identified	All Corporate Service Policies developed and approved	All Corporate Services implemented
		Approved Delegation of Authority Framework	-	-	-	Delegation of Authority Framework drafted	Delegation of Authority Framework approved	Delegation of Authority Framework implemented	Delegation of Authority Framework implemented

Outcome	Output	Performance Indicator	Actual Performance			Estimated Performance (Baseline)	Medium Term period Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
		Identified list of Finance Policies to be developed	-	-	-	List of all the prioritised Finance Policies and Guidelines identified	All prioritised Finance Policies and Guidelines developed	All Finance Policies and Guidelines implemented	All Finance Policies and Guidelines implemented
		Separation Plan (Finance and Human Resources) finalised and implemented	-	-	-	Draft Separation Plan (Finance and Human Resources) from the DoJ & CD developed	Separation Plan (Finance and Human Resources) from the DoJ & CD developed and approved	Separation Plan (Finance and Human Resources) from the DoJ & CD implemented	Approved Separation Plan (Finance and Human Resources) implemented

6.1.5.4. Quarterly Targets for 2020/21 Financial Year

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Fully established Administration to enable delivery on the mandate	Approved Phase Two (2) of the Organisational Structure implemented	Approved and implemented Phase Two (2) of the Organisational Structure	Recruitment of staff for the vacant and funded Phase Two (2) Posts	Recruitment of staff for the vacant and funded Phase Two (2) Posts	Recruitment of staff for the vacant and funded Phase Two (2) Posts	Phase Three (3) positions identified and approved
	Approved list of Corporate Services Policies and Guidelines	Identified list of Corporate Services Policies and Guidelines	Identification and development of Corporate Services Policies and Guidelines	Development of the identified Corporate Services Policies and Guidelines	Tabling of the identified Corporate Services Policies and Guidelines	Approval of the identified Corporate Services Policies and Guidelines
	Approved Delegation of Authority Framework	Approved Delegation of Authority Framework	DOA Framework developed	DOA Framework approved	DOA Framework implemented	DOA Framework implemented
	Identified list of Finance Policies developed	Development of all the prioritised Finance Policies and Guidelines	Development of all the prioritised Finance Policies and Guidelines	Development of all the prioritised Finance Policies and Guidelines	Tabling of the prioritised Finance Policies and Guidelines	Approval of all the prioritised Finance Policies and Guidelines

Output	Output Indicator	Annual Target for 2020/21	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
	Separation Plan (Finance and Human Resources) finalised and implemented	Finalisation and implementation of the Separation Plan (Finance and Human Resources) from the DoJ & CD	Development of the Separation Plan (Finance and Human Resources) from the DoJ & CD	Development and approval of the Separation Plan from the DoJ & CD Implementation of the Separation Plan (Finance and Human Resources) from the DoJ & CD	Implementation of the Separation Plan (Finance and Human Resources) from the DoJ & CD	Implementation of the Separation Plan from the DoJ & CD

7. Explanation of Planned Performance over the Five Year Period

a) Contribution towards the National Development Plan (NDP)

The Regulator does not contribute directly towards any of the outcomes in the National Development Plan. However, it supports constitutional democracy through the protection and promotion of two (2) rights which are enshrined in sections 14 and 32 of the Constitution.

b) Rationale for the choice of the Outcome Indicators

The selected Outcome Indicators focus on the mandate of the Regulator which is derived from sections 14 (right to privacy) and 32 (right of access to information) of the Constitution. The Regulator intends to measure the volume of complaints received as a determinant that people are aware of their constitutional rights to privacy as it relates to the protection of personal information and of the existence of the Regulator.

With regard to the PAIA, the intention is to determine the level of improvement in compliance with the Act by both the public and private bodies. Compliance relates to the development and implementation of the Guide on how to use PAIA and POPIA.

c). Explanation of enablers to achieve the targets

The followings targets will be set over the medium-term period in each of the outcomes

Outcome	Explanation of enablers to achieve targets
<p>1. Personal information is promoted, protected and respected</p>	<ul style="list-style-type: none"> • The implementation of education and awareness programmes nationwide aimed at informing and empowering the data subjects to protect their right to privacy as it relates to the protection of personal information and the mechanisms that they can use to prevent any violation; and • Data subjects will be able to approach the Regulator to lodge complaints about any possible unlawful processing of their personal information. <p>In respect of Legal, Policy, Research and Information Technology Analysis, the Regulator will:</p> <ul style="list-style-type: none"> • Embark on litigation on its own initiative or when it is cited as a party in matters relating to the protection of personal information; • Conduct research relating to proposed legislation or proposed policy of government that may affect the protection of personal information of data subjects; • Undertake research and monitor the developments in information processing and computer technology; • Issue, develop, publish and monitor the implementation of the Guidelines for Codes of Conduct; and • Develop and implement the Complaints Management System; and • Develop human capital, systems, structures and business process for efficient and effective organisational performance management.
<p>2. Access to information promoted</p>	<ul style="list-style-type: none"> • The implementation of education and awareness programmes aimed at empowering the public on how to exercise their right of access to information and • The development and implementation of a Complaints Management System.

8. Key Risks

Outcome	Key risk	Mitigation Action
1. Personal information promoted, protected and respected	<ul style="list-style-type: none"> • Delay in the operationalisation of POPIA 	<ul style="list-style-type: none"> • The Regulator has submitted a request to the Minister and the President to issue a Proclamation that will bring into effect the remaining sections of POPIA.
	<ul style="list-style-type: none"> • Delay in the full-establishment of the administration of the Regulator 	<ul style="list-style-type: none"> • Develop and implement a Separation Plan from the DoJ&CD covering Financial and Human Resource areas of the Regulator. • Finalisation of the Complete Organisational Structure and Operating Model.
	<ul style="list-style-type: none"> • Inadequate funding to effectively and efficiently fulfill mandate 	<ul style="list-style-type: none"> • Secure funding from the National Treasury to fill prioritised positions on a phased-in approach over MTSF period.
2. Access to information promoted	<ul style="list-style-type: none"> • Delay in the operationalisation of POPIA 	<ul style="list-style-type: none"> • Develop and implement a Separation Plan from the DOJ&CD covering the Financial and Human Resource areas of the Regulator.
	<ul style="list-style-type: none"> • Delay in the full-establishment of the Administration of the Regulator 	<ul style="list-style-type: none"> • Finalisation of the complete Organisational Structure Model.
	<ul style="list-style-type: none"> • Inadequate funding to effectively and efficiently fulfill mandate 	<ul style="list-style-type: none"> • Secure funding from the National Treasury to fill prioritised positions on a phased-in approach over the MTSF period.

9. Resource Considerations

9.1. Budget Allocation

Economic classification	MEDIUM TERM BUDGET ALLOCATION			
	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000
Current payments	26 095	41 781	52 675	58 985
Compensation of Employees	19 517	30 356	40 474	45 484
Goods and services	6 578	11 425	12 201	13 501
Payments for capital assets	2 812	3 716	4 332	4 730
Machinery and equipment	2 812	3 716	4 332	4 730
Total	28 907	45 497	57 007	63 715

9.2 Narrative: Explain the contribution of the resources towards achievement of outputs

The Regulator's mandate is to ensure respect for and to promote, enforce and fulfill the right to privacy as it relates to the protection of personal information and the right of access to information. Section 47 of POPIA empowers the Regulator to establish its own administration to assist it in the performance of its functions. To this end the largest portion of the 2019/20 financial year budget was allocated for the Compensation of Employees (CoE) which includes the Members, Executive Officers and support staff. The Regulator received an additional allocation for the 2020/21 Medium Term Expenditure Framework (MTEF) period as follows: R15 million (2020/21); R25 million (2021/22); and R30 million (2022/23), respectively.

10. Public Entities

None

11. Infrastructure projects

None

12. Public Private Partnerships

None

PART D: TECHNICAL INDICATOR DESCRIPTION

Programme 1: Protection of Personal Information

Indicator Title	Approved Guidelines for Codes of Conduct
Definition	The Guidelines for Codes of Conduct are provided for in POPIA (Guidelines)
Source of data	Approved Guidelines
Method of Calculation / Assessment	Verify the final version against the comments received from the stakeholders
Means of verification	Check the actual Approved Guidelines
Assumptions/ Data Limitations	All inputs received have been considered when the final version is approved
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	Approved Guidelines
Indicator Responsibility	Executive : Legal, Policy, Research and Information Technology Analysis

Indicator Title	Approved Readiness Plan for the implementation of POPIA and PAIA
Definition	Readiness Plan that will guide the Regulator to prepare for the implementation of POPIA and PAIA once the proclamation is issued by the President
Source of data	Existing POPIA and PAIA
Method of Calculation / Assessment	Approved Readiness Plan
Assumptions	Extension will not be granted by the Minister to delay the full implementation of POPIA.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Full implementation of the Readiness Plan.
Indicator Responsibility	Executives: POPIA and PAIA

Indicator Title	Approved Guidelines for the registration of Information Officers
Definition	The Guidelines are provided for in POPIA to outline the process for registering Information of Officers
Source of data	Documents used in compiling the Guidelines
Method of Calculation / Assessment	Check if the Guidelines are in compliance with the provisions of POPIA
Means of verification	Check if the approved document is in place
Assumptions	The remaining sections of POPIA will have been brought into operation during the financial year
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	N/A
Reporting Cycle	Quarterly
Desired performance	The Guidelines have been published and implemented
Indicator Responsibility	Executive: POPIA

Indicator Title	Approved and updated Guide for POPIA and PAIA
Definition	The Guide is provided for both in POPIA and PAIA which assist Persons to use PAIA and POPIA.
Source of data	Existing PAIA Guide
Method of Calculation / Assessment	Updated Guide for PAIA to incorporate POPIA
Assumptions	Executive for PAIA will have assumed duty
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	Approved and Updated Guide for POPIA and PAIA
Indicator Responsibility	Executive: POPIA and PAIA

Indicator Title	Approved POPIA Complaints Management Processes, Standard Operating Procedures (SOP) and Manual implemented
Definition	Complaints Handling System aimed at implementing effective management of Complaints.
Source of data	Approved Complaints Handling systems and Manual
Method of Calculation / Assessment	Check if the Complaints Register is in line with the approved Complaints Handling Manual and SOP
Means of verification	Complaints Register
Assumptions	Envisaged that once all the sections of POPIA become operational the Regulator will receive complaints in high volume and lack of adequate Human Resource capacity will be an impediment.
Aggregation of Beneficiaries (where applicable)	N/A
Statistical Transformation (where applicable)	N/A
Measurement type	N/A
Reporting Cycle	Quarterly
Desired performance	All Complaints handled in accordance with Complaints Management Processes, Manual and SOP
Indicator Responsibility	Executive: POPIA

Indicator Title	Automated Complaints Management System for POPIA and PAIA acquired
Definition	Electronically fitted device which will be in a position to assist and record complaints registered in an automated manner
Source of data	Evidence of the procurement process undertaken and also the delivery of the actual infrastructure and acquisition of licenses
Method of Calculation / Assessment	Check the actual system against the process flow to determine if there is an alignment
Means of verification	Actual delivery of the system
Assumptions	The Automated Complaints Management System to alleviate the Manual Complaints Handling system and expedite resolving of complaints.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	N/A
Reporting Cycle	Annually
Desired performance	System acquired and also being implemented
Indicator Responsibility	Executive: POPIA and PAIA

Programme 2: Promotion of Access to Information

Indicator Title	Signed Memorandum of Cooperation (MOC) Implemented
Definition	This is an agreement signed between the Regulator and the SAHRC to facilitate the transfer of the PAIA functions to the Regulator
Source of data	Signed MoC
Method of Calculation / Assessment	Manual check
Means of verification	Manual check of the availability of the signed MoC
Assumptions	The transfer of the PAIA functions may take place during the 2020/21 financial year.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	N/A
Reporting Cycle	Quarterly
Desired performance	Implement all the activities in the MoC
Indicator Responsibility	Executive: PAIA

Indicator Title	Approved Readiness Plan for the implementation of PAIA
Definition	A Readiness Plan that will guide the Regulator to prepare for the implementation of the enforcement sections of PAIA once the proclamation is issued by the President
Source of data	Readiness Plan for PAIA
Method of Calculation / Assessment	Approved Readiness Plan
Assumptions	Executive PAIA would have assumed duty
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Full implementation of the Readiness Plan.
Indicator Responsibility	Executive: PAIA

Programme 3: Education and Communication

Indicator Title	Number of public awareness sessions conducted in line with the approved and implemented Awareness Strategy and Plan for POPIA
Definition	Public awareness workshops are conducted in accordance with POPIA to raise awareness to the public about their right to privacy as it relates to the protection of personal information.
Source of data	Invitations and attendance registers
Method of Calculation / Assessment	Simple count
Means of verification	Check the attendance registers to confirm the number of people who attended the workshops
Assumptions	All participants who confirmed attendance will turn up for the workshop.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	N/A
Reporting Cycle	Quarterly
Desired performance	Achieve the set target
Indicator Responsibility	Executive: Education and Communication

Indicator Title	Approved Communication and Branding Strategy and Plan
Definition	The Communication and Branding Strategy and Plan will be used to market the brand of the Regulator and raise awareness about its existence and its mandate.
Source of data	The Approved Strategy and Plan for Communication and Branding
Method of Calculation / Assessment	Manual check of the existing document
Means of verification	Check the approved document
Assumptions	Timely appointment of the service provider to develop the Communication and Branding Strategy and Plan
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	N/A
Reporting Cycle	Quarterly
Desired performance	Approved Strategy and Plan implemented within the financial year
Indicator Responsibility	Executive: Education and Communication

Indicator Title	Numbers of stakeholder engagement held in accordance with the Approved Stakeholder Engagement Strategy and Plan
Definition	Stakeholder engagements are conducted to raise awareness in both private and public bodies regarding compliance with POPIA. The Strategy and Plan will outline the nature of engagement and the approach to be followed
Source of data	Invitations and attendance registers
Method of Calculation / Assessment	Simple count
Means of verification	Verify information on the attendance registers
Assumptions	All invited stakeholders will attend the planned workshops
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	N/A
Reporting Cycle	Quarterly
Desired performance	Achieve the set target
Indicator Responsibility	Executive: Education and Communication

Programme 4: Legal, Policy, Research and Information Technology

Indicator Title	Approved Research Strategy and Plan
Definition	Develop and approve Research Strategy and Plan aimed at ensuring the protection of personal information
Source of data	Benchmark with similar institutions, research tertiary institutions, consultations with tertiary and similar institutions
Method of Calculation / Assessment	Check the actual Strategy if it is line with the relevant provisions of POPIA
Means of Verification	Check if the actual Approved Research Strategy and Plan is available
Assumptions/ Data Limitations	Lack of adequate in-house research capacity
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual
Desired performance	Approved Research Strategy and Plan
Indicator Responsibility	Executive : Legal, Policy, Research and Information Technology Analysis

Indicator Title	Conduct Research study in accordance with the Approved Research Strategy and Plan
Definition	Conduct one Research Study
Source of data	Information on data collected and the actual research report
Method of Calculation / Assessment	Check the actual report produced against the set research objectives
Means of verification	The actual research report that has been approved should be presented as evidence
Assumptions/Data Limitations	No in-house Library
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual
Desired performance	One research study concluded
Indicator Responsibility	Executive : Legal, Policy, Research and Information Technology Analysis

Programme 5: Administration

Indicator Title	Approved Phase Two (2) of the Organisational Structure implemented
Definition	Filling of the sixteen (16) vacant and funded posts identified for phase two (2) of the Organisational Structure as part of the establishment of the Administration of the Regulator
Source of data	Organisational Structure containing the identified positions and the job evaluation reports
Method of Calculation / Assessment	Simple count of the actual posts from the approved list
Means of verification	Report of the vacancies that have been filled
Assumptions	Functional Job Evaluation System
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual
Desired performance	All posts in phase two filled within the financial year
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Approved list of Corporate Services Policies and Guidelines
Definition	Twenty (20) Corporate Services Policies developed and approved as part of establishing the Administration of the Regulator to operate independently from the DoJ&CD
Source of data	POPIA and other relevant prescripts used to develop the policies
Method of Calculation / Assessment	Counting all the approved policies on the list
Means of verification	Approved policies available
Assumptions	Availability of Members of the Regulator
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual
Desired performance	All policies approved to ensure that the separation of the Regulator from DoJ&CD is implemented
Indicator Responsibility	Executive: Corporate Services

Indicator Title	Approved Delegation of Authority Framework
Definition	The Delegation of Authority Framework (DoA) is a document that outlines the responsibilities that are delegated from the Members to the CEO and from the CEO to the Staff
Source of data	DoA Framework that has been approved by the Regulator
Method of Calculation / Assessment	Assess the document and ascertain if all the responsibilities that require delegation to the administration have been included
Means of verification	Check the actual document that has been approved
Assumptions	Although the functions may have been delegated, such can be revoked by the Regulator at any time
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	N/A
Reporting Cycle	Quarterly
Desired performance	DoA Framework approved and also implemented during the 2020/21 financial year
Indicator Responsibility	Members and CEO

Indicator Title	Identified list of Finance Policies to be developed
Definition	All the Finance related Policies have to be developed in compliance with the Public Finance Management Act No.1 of 1999 (PFMA) to enable the Regulator to operate independently from the DoJ&CD
Source of data	Legislation and Regulations used in the development of the policies. Policies from similar institutions.
Method of Calculation / Assessment	Simple count of approved policies
Assumptions	Some Policies may be adapted from other Institutions of similar nature and only required few adjustments to be made
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Monthly
Desired performance	All policies approved to ensure that the separation of the Regulator from DoJ&CD is implemented
Indicator Responsibility	Chief Financial Officer

Indicator Title	Separation Plan finalised and implemented
Definition	Separation Plan is developed to ensure that the Regulator operates as an independent institution as provided for in section 39 of POPIA
Source of data	Benchmark reports on the Separation Plan produced by other newly established institutions. Guidelines and prescripts from the National Treasury governing the establishment of new institutions
Method of Calculation / Assessment	Checking actual progress against the activities in the Separation Plan
Means of Verification	Checking the actual document to ensure that it is approved and all activities implemented
Assumptions	The Separation Plan would have been finalised and approval granted.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	The separation of the Regulator from the DoJ&CD so that it operates as an independent institution
Indicator Responsibility	Chief Financial Officer and Executive: Corporate Services

PART E: LIST OF ACRONYMS AND ABBREVIATIONS

AI	Artificial Intelligence
APP	Annual Performance Plan
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CoE	Compensation of Employees
DoJ & CD	Department of Justice and Constitutional Development
EE	Employment Equity Plan
ENE	Estimate of National Expenditure
ICT	Information and Communication Technology
4IR	Fourth Industrial Revolution
MoC	Memorandum of Cooperation
Minister	Minister of Justice and Correctional Services
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
PAIA	Promotion of Access to Information Act No. 2 of 2000
PFMA	Public Finance Management Act No.1 of 1999 as amended
POPIA	Protection of Personal Information Act No.4 of 2013
Regulator	Information Regulator
SAHRC	South African Human Rights Commission
SOP	Standard Operating Procedures