



**INFORMATION
REGULATOR
(SOUTH AFRICA)**

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

Strategic Plan 2022/2023 to 2026/27

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ABBREVIATIONS

APP	-	Annual Performance Plan
BASA	-	Banking Association of South Africa
CBA	-	Credit Bureau Association
ICT	-	Information and Communication Technology
MTSF	-	Medium Term Strategic Framework
NT	-	National Treasury
PAIA	-	Promotion of Access to Information
PFMA	-	Public Finance Management Act
PESTEL	-	Political, Economic, Social, Technological, Environmental and Legal
POPIA	-	Protection of Personal Information Act
SP	-	Strategic Plan
FY	-	Financial Year

FOREWORD BY CHAIRPERSON OF THE INFORMATION REGULATOR

The financial year 2022/23 marked the first year of the second term of the Members of the Information Regulator (Regulator). Having spent the first term on institutional building and capacitation, the period under review marked the beginning of the effective implementation of the Regulator's constitutional and legislative mandates. We take pride in the following notable achievements:

1. The Promotion of Access to Information Act (PAIA) public hearing on transparency on the payment of royalties by the music industry which was held in August 2022.
2. The approval of the Protection of Personal Information Act (POPIA) codes of conduct for the Banking Association of South Africa (BASA) and the Credit Bureau Association (CBA) in September 2022.
3. The establishment of the Enforcement Committee, which had its inaugural sitting in November 2022.
4. The Taking-The-Regulator-To-The-Communities programme, known as Dikopano Sessions that were conducted in September and October 2022 in Orlando East and Ozwathini, respectively.
5. Hosting the International Data Privacy Day in January 2023 in partnership with Media Monitoring Africa (MMA) to create awareness on the protection of personal information of children. Learners from McAuley House in Parktown, Soweto and Tembisa were in attendance. They were educated on being digitally savvy and playing an active role in protecting their personal information.

The above-mentioned highlights are but the tip of the iceberg. However, a lot still needs to be done to build the Regulator's profile as the premier body for the promotion and protection of the right to privacy as it relates to the processing of personal information of data subjects and the right of access to information.

With regards to the PAIA, the complaints received, investigated, and finalised in accordance with section 77A to 77K and compliance monitoring on prioritised public and private bodies as stipulated in section 83(3) (b), remain fundamental to the execution of the Regulator's PAIA mandate. Compliance assessments have been conducted on private and public bodies.

The Regulator will continue to conduct more of these compliance assessments in the new financial year.

Work on the POPIA continues to focus on measuring complaints received, investigated, and finalised and considering the number of applications from responsible parties. These applications include the following: applications for prior authorisation by responsible parties who process information which requires such authorisation from the Regulator, applications for exemption from conditions for processing of personal information and applications for authorisation to process special personal information and personal information of children.

Security Compromises and the alarming rate at which they are increasing remain a great concern to the Regulator. The Regulator will continue to pay close attention to these incidents and carry out necessary monitoring and enforcement of compliance. We are in the final stage of issuing the Guidance Note on Security Compromises which will assist responsible parties in complying with POPIA. Any responsible party whose mechanisms to safeguard the personal information are found to be lacking in any way will face the might of the Regulator. The Regulator has prioritised the establishment of the security compromises unit within the POPIA Division. The unit will ensure that the Regulator effectively and systematically addresses the large number of security compromises reported to the Regulator by responsible parties who have experienced them.

The Regulator will intensify its awareness and education programmes that aim at raising awareness about the Regulator and understanding POPIA and PAIA. The children, vulnerable, and marginalised groups will not be left behind.

The Regulator is committed to realising its vision of becoming a world-class institution in the protection of personal information and the promotion of access to information through striving for excellence. In this regard, the Regulator is beginning to gain prominence regionally and internationally. However, excellence demands a great deal from the employees. Therefore, in the previous financial year, the Administration of the Regulator has put in place efforts that ensure the wellness of the employees.

These efforts will continue to improve in the new financial year not only to improve professionalism and efficiency amongst employees but also to assist them in maintaining a healthy balance between their work and families.

We look forward to the period of intensification of widespread knowledge of POPIA and PAIA and improving the visibility of the Regulator.

A handwritten signature in black ink, reading "Adv. Tlakula", enclosed in a thin black rectangular border.

Adv. Pansy Tlakula

Chairperson of the Information Regulator

STATEMENT BY CHIEF EXECUTIVE OFFICER

The 2023-2024 financial year represents the second year of the implementation of the Strategic Plan (SP) 2022-2027. The SP 2022-2027 has been updated, and new outcome and output indicators have been added to the SP and Annual Performance Plan (APP), respectively, to give effect to some of the provisions of POPIA. These indicators range from responsible parties assessed upon request in POPIA, examination of legislation in Legal Services, and finalisation of the recommendations and findings of the Enforcement Committee in the Administration. More communication, education, and stakeholder engagements will be undertaken during this financial year, and this will assist the Regulator with more robust engagements with responsible parties in terms of their compliance with both POPIA and PAIA.

In order to support the activities towards the achievement of these indicators, financial, human ICT, and communication resources will be procured using the appropriated budget and approved procurement plan. The Medium-Term Expenditure Framework (MTEF) budget is included as part of this APP.

The Regulator has decided to develop more policies and processes which will be approved in the 2023/2024 financial year to further assist it in the execution of its mandate. The Regulator has shown increased maturity in the planning and development of indicators and will endeavour to improve monitoring of the implementation of this APP.

The Annual Operational Plan which details the activities planned to achieve the indicators, will be finalised at the end of 2022-2023 and will be implemented from 01 April 2023.



Mosalanyane Mosala

Chief Executive Officer

PART A: OUR MANDATE

1. Constitutional Mandate

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

2. Legislative Mandate

The core functions in terms of POPIA are:

2.1 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.

2.2 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 providing a report on the results of the examination to the 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 reporting 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.

- 2.3 To consult with interested parties by:
- a) Inviting and receiving 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.
- 2.4 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.
- 2.5 To conduct research on:
- a) The desirability of acceptance of international instruments relating to the protection of personal information,
 - b) Any other matter that should be drawn to Parliament's attention.
- 2.6 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.
- 2.7 The Regulator is mandated to facilitate cross-border cooperation in the enforcement of privacy laws.

The core functions in terms of PAIA are:

- 2.8 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.

2.9 In respect of investigations to:

- a) Investigate complaints and in the course of an investigation, serve an information notice to the information officer or head of a private body.
- b) Refer a complaint to the enforcement committee; or
- c) Decide to take no action on the complaint; or
- d) Attempt to settle a complaint through conciliation; and
- e) Issue enforcement notices after considering the recommendations of the Enforcement Committee.

The Regulator is also mandated in terms of POPIA to,

2.10 To issue notices, and

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

2.12 In respect of additional functions to:

- a) Compile and make available a guide in an easily comprehensible form and manner as may reasonably be required by a person who wishes to exercise any right contemplated in PAIA and POPIA.
- b) The extent that financial and other resources are available-
 - (i) develop and conduct educational programmes, particularly for disadvantaged communities, on exercising the rights contemplated in this Act.
 - (ii) encourage public and private bodies to participate in the development and conduct of educational programmes, and to undertake such programmes themselves;
 - (iii) promote timely and effective dissemination of accurate information by public bodies about their activities.
- c) Identify gaps in PAIA or any other laws and make recommendations to reform or amend PAIA or any other laws.
- d) Make recommendations for –
 - (i) 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
 - (ii) procedures on how private and public bodies make information electronically available.
- e) Monitor implementation of PAIA.

- f) If reasonably possible, on request, assist any person wishing to exercise a right of access to information under PAIA.
- g) Train information officers and deputy information officers.
- h) Recommend to a public or private body to make changes in the manner in which it administers PAIA, as the Regulator considers advisable.
- 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 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 any legislation, the common law, any practice, and procedure related to the objects of PAIA.
- m) Submit, in its annual reports to the National Assembly, information contemplated in section 84 of PAIA.

3. Institutional Policies and Strategies Over the Five-Year Planning Period

In order to strengthen the work of the Regulator, a Readiness and Separation Project Plan is being implemented. This project plan identifies all the institutional policies and the separation activities which must be completed during the five-year planning period.

4. Relevant Court Cases

- My Vote Counts NPC v President of the Republic of South Africa and Others 2018 (2) SACR 644 (WCC).
- My Vote Counts NPC v Minister of Justice and Correctional Services and Another 2018 (8) BCLR 893 (CC); 2018 (5) SA 380 (CC)
- Black Sash Trust v Minister of Social Development and Others (Freedom Under Law Intervening) 2017 (3) SA 335 (CC); 2018 (12) BCLR 1472 (CC).
- Arena Holdings (Pty) Ltd. T/A Financial Mail and Others v South African Revenue Services and Others case number 88359/19

- Economic Freedom Fighters v Matamela Cyril Ramaphosa and Others case number 36809/20 [2021] ZAGPPHC 457 (20 July 2021)
- Smuts N.O. and Others v Member of the Executive Council: Eastern Cape Department of Economic Development Environmental Affairs and Tourism and Others (1199/2021) [2022] ZAECMKHC 42 (26 July 2022)
- Schreiber and Another v African National Congress (2021/26339) [2023] ZAGPJHC 78 (2 February 2023).

PART B: OUR STRATEGIC FOCUS

5. Vision

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

6. 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.

7. Values

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

7.1. Transparency

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

7.2. Accountability

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

7.3. Integrity

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

7.4. Excellence

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

7.5. 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.

7.6. Responsiveness

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

8. SITUATIONAL ANALYSIS

8.1 External Environmental Analysis

Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis was also considered in order to give an analysis of external factors or environment which have the potential to impact on the implementation of the strategic plan.

PESTEL ¹	Threats (External)	Implications for the Regulator	Opportunities (External)	Implications for the Regulator
Political	The listing of the Regulator in the PFMA.	Independence could be compromised.	New policies and legislation can influence functional, efficient, and integrated State. Policies and bills that are aligned with the mandate of the Regulator.	Collaboration with other entities to enhance implementation of the Regulator's mandate.
Economic	The increase in the country's national debt.	The increase in the country's national debt may lead to budget cuts which will have implications for the budget of the Regulator.	Government initiatives and programmes to revive the economy.	There would be more work for Regulator.

¹ PESTEL stands for Political, Economic, Social, Technological, Environmental & Legal.

PESTEL ¹	Threats (External)	Implications for the Regulator	Opportunities (External)	Implications for the Regulator
Social	High unemployment levels. Limitations that arise out of the disasters (e.g. Covid 19).	High security compromise complaints. Inability to execute the Regulator's mandate efficiently. Inaccessibility of the Regulator's services.	Increased advocacy around security measures and building resilience.	Increased resources to increase advocacy.
Technological	Rapid advancing technology.	Cyber security risks The Regulator's inability to keep abreast with technologies.	Ability to leverage technology to support access to information and protection of personal information	Ability to adapt to changes.
Environmental	Global warming.	Create a conducive working environment.	Opportunity to adopt a green posture as an organisation.	Business continuity plan.
Legal	Low level of compliance and understanding of the legislation.	Increased number of complaints.	Public awareness programmes and stakeholder engagements should be undertaken.	Improved level of compliance.

8.2 Internal Environmental Analysis

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

Strengths	<ul style="list-style-type: none">• An approved organisational structure which is aligned with our mandate.• Critical vacancies filled.• The Regulator has enforcement powers.• Qualified staff.• A dual mandate of the Regulator encourages a careful balancing of the rights of privacy and access to information in the execution of its mandate.
Weaknesses	<ul style="list-style-type: none">• Retention of staff.• Finalisation of Information and Communication Technology (ICT) Resources.• Inadequate office space.• Inaccessibility of the Regulator.• Finalisation of processes.

Part C: MEASURING OUR PERFORMANCE

9. Institutional performance information

Impact statement	All persons are empowered to assert their rights to privacy as it relates to the protection of personal information) and access to information.
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9.1 Measuring Our Outcomes

Outcome	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
Personal information protected. and Access to information promoted.	Percentage of complex complaints received, investigated, and completed within the prescribed timeframes (POPIA)	0%	50%	60%	70%	80%	80%
	Percentage of simple complaints received, investigated, and resolved within the prescribed timeframes (POPIA).	0%	100%	100%	100%	100%	100%

Outcome	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
	Number of responsible parties assessed on compliance with POPIA		4	12	18	24	26
	Percentage of responsible parties assessed upon request within the prescribed period.		New	50%	60%	70%	80%
	Percentage of complex complaints received, investigated and completed within the prescribed timelines. (PAIA)	0%	50%	60%	70%	80%	80%
	Percentage of Simple Complaints received and resolved within the prescribed timelines. (PAIA)	0%	100%	100%	100%	100%	100%
	Number of targeted Public and Private Bodies assessed on compliance with the provisions of PAIA.	0%	96	108	120	132	140

Outcome	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
	Percentage of public and private Bodies assessed upon request within the prescribed period.	—	New	50%	60%	70%	80%
	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).	0%	5%	10%	15%	20%	25%
	Percentage of the nationally representative sample of the population who are aware of their right of access to information	0%	5%	10%	15%	20%	25%

Outcome	Outcome Indicator	Baseline 2021/22	Performance Targets over the Medium-Term Strategic Period				
			2022/23	2023/24	2024/25	2025/26	2026/27
	Number of education programmes conducted to promote the protection of personal information	0	7	9	9	11	11
	Number of education programmes conducted to promote access to information.	0	7	9	9	11	11
	Number of public awareness on the right of access to information and the right to privacy (protection of personal information) conducted at a community level	0	34	34	34	34	34

10. Explanation of enablers to achieve targets.

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

11. Explanation of the outcome's contribution to the achievement of the impact.

- Complex and simple complaints resolved and finalised are intended outcomes (results) over the medium-term strategic period of five (5) years. The increased number of these complaints and timeous completion, as well as finalisation, for those referred to the Enforcement Committee, will contribute to the impact result of empowering all persons to assert their rights in terms of the Regulators' mandate.
- The Regulator will also conduct assessments on its own initiative or, as requested, whether there is compliance with POPIA and PAIA. The outcomes of these assessments and the monitoring of measures intended to improve compliance would also contribute to ensuring that persons are empowered to assert their rights in terms of the Regulator's mandate.
- Stakeholder engagements and educational programmes would have direct contributions to the achievement of the impact.
- The key measure to determine whether the achievement of outcomes has had an impact on the citizens would be to undertake a research study on whether a sampled representation of the population is aware of the right to privacy as it relates to the protection of personal information and the right of access to information.

12. Key risks and mitigation actions.

OUTCOME	KEY RISKS	RISK MITIGATION
Personal information protected and Access to information promoted	Inadequate processes and Standard Operating Procedures	Processes and Standard Operating Procedure Manuals to be developed for each Division.
	Inadequate compliance with the communications protocol (when imparting information to the public)	<ul style="list-style-type: none"> • Implementation of approved Standard Operating Procedures • Implementation of approved Communication Policy
	Governance failures	<ul style="list-style-type: none"> • To develop and approve the Governance Guide • To hold a workshop on the Governance Guide with each Division • To validate documentation submitted by programmes. • To provide compliance reports • Performance information to be included as a chapter in the Governance Guide
	Inadequate implementation of mitigation plans	<ul style="list-style-type: none"> • Reporting on high-level comparative reports • Combined Assurance Value Chain to be included in the Governance Guide

	Non-listing of Regulator	<ul style="list-style-type: none"> Interventions by the Portfolio Committee
	High Staff Turnover	<ul style="list-style-type: none"> Implementation of Employee Wellness Programme People Management Training Coaching and Mentoring Managers Adherence to the values of the Regulator Implementation of Workplace Skills Plans (WSP)
	Heightened Security Compromises	<ul style="list-style-type: none"> Implementation of ICT Security policy Security controls such as Firewalls with Intrusion Detection System (IDS, Intrusion Prevention System (IPS), Encryption, and Patch Management solution
	Inadequate office space	<ul style="list-style-type: none"> Procurement of additional office space. Implementation of Remote work (verify with mam Shube the correct name)
	Unauthorised, irregular, fruitless and wasteful expenditure	<ul style="list-style-type: none"> Training of all staff in Financial Management and SCM

		<ul style="list-style-type: none"> • Monitor procurement practices. • Develop Financial Manuals. • • Establishment of SCM committees, i.e. Bid Specification Committee (BSC), Bid Evaluation Committee (BEC) and Regional Control Committee (RCC). • The Loss and Theft committee to enforce the implementation of the Debt Management policy and ensure the implementation of Irregular, Fruitless and Wasteful expenditure guidelines. • Enhance the effectiveness of internal controls.
	Loss of assets (theft, damage, negligence)	<ul style="list-style-type: none"> • Implement a manual assets management system. • Implement effective asset management practices.
	Under/overspending of the budget	<ul style="list-style-type: none"> • Develop a detailed procurement plan. • Drive procurement from Finance Division.

		<ul style="list-style-type: none"> • Fill funded and vacant posts timeously.
	Delays in processing tenders (above 1 million)	<ul style="list-style-type: none"> • Delegation of increased approval threshold for procurement • Procurement plans are to be approved by the end of March of each financial year. • Train officials on Bid Committees.
	Inability to appoint service providers timeously	<ul style="list-style-type: none"> • Procurement plans to be approved by the end of March of each financial year. • Establishment of SCM committees, i.e. BSC, BEC and RCC. • Issue Request For Quotations (RFQs) to not less than 10 prospective bidders for submission of quotations. • Monitor the procurement plans and demand plans.

13. Infrastructure projects

N/A

14. Public Private Partnerships (PPPs)

N/A

PART D: TECHNICAL INDICATOR DESCRIPTION TABLE (TID)

15. Protection of Personal Information (POPIA) Technical Indicator Description (TIDs)

Indicator title	Percentage of complex complaints received, investigated, and completed within the prescribed timeframes.
Definitions	The indicator measures the percentage of complex complaints received, investigated, and completed within the turnaround period of 12 months, as prescribed in the Standard Operating Procedure.
Source data	<ul style="list-style-type: none"> Submitted Complaint Form. Complaints Register Standard Operating Procedure for handling complaints. Report on complaints investigated and completed. Case files.
Method of calculation/assessment	Number of complex complaints received, investigated, and completed divided by the total number of complaints received multiplied by one hundred
Means of verification	<ul style="list-style-type: none"> Complaints register. Investigation Reports. Settlement certificates. Enforcement Notices. Outcome letters.
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	Exceed the annual target.
Indicator Responsibility	Executive POPIA

Indicator title	Percentage of simple complaints received, investigated, and resolved within the prescribed timeframes.
Definitions	The indicator measures the percentage of simple complaints received, investigated, and resolved within the turnaround period of 3 months, as prescribed in the Standard Operating Procedure.
Source data	<ul style="list-style-type: none"> • Submitted Complaint Form • Complaints Registers • Standard Operating Procedure for handling complaints. • Case files
Method of calculation/assessment	Number of simple complaints resolved divided by number of complaints received multiplied by one hundred.
Means of verification	<ul style="list-style-type: none"> • Complaints register. • Investigation Reports. • Settlement certificates. • Enforcement Notices. • Outcome letters.
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	Achieve the annual target.
Indicator Responsibility	Executive POPIA

Indicator title	Number of responsible parties monitored on compliance with POPIA.
Definitions	The indicator measures the number of responsible parties monitored in accordance with the annual approved monitoring plan.
Source data	<ul style="list-style-type: none"> • POPIA Compliance, Monitoring and Enforcement Framework. • Annual approved monitoring plan. • Compliance and Monitoring Register. • Monitoring reports.
Method of calculation/assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • Annual approved monitoring plan. • Attendance registers. • Compliance monitoring files.
Assumptions	The annual monitoring plan is approved.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Achieve annual target
Indicator Responsibility	Executive: POPIA

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

Indicator Title	Percentage of complex complaints received, investigated and completed within the prescribed timelines (PAIA)
Definition	This indicator measures the percentage of complex complaints received in the past 12 months and investigations completed within the turnaround period of 12 months, as prescribed in the Standard Operating Procedures.
Source of data	<ul style="list-style-type: none"> • Complaints form • Complaints Register • Investigation file. • Standard Operating Procedure.
Method of calculation or assessment	Number of complex complaints investigated and completed divided by number of complex complaints received multiplied by one hundred.
Means of verification	<ul style="list-style-type: none"> • Investigation Reports and referral forms to the Enforcement Committee. • Rejection letter. • Pre-investigation report. • Settlement certificates. • Conciliation certificates. • Closing report.
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	100% of the annual target.
Indicator responsibility	Executive: PAIA

Indicator title	Percentage of Simple Complaints received and resolved within the prescribed timelines. (PAIA)
Definitions	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.
Source data	<ul style="list-style-type: none"> • Complaints form • Complaints Register • Investigation file. • Standard Operating Procedure.
Method of calculation/assessment	Number of simple complaints resolved divided by number of simple complaints received multiplied by one hundred.
Means of verification	<ul style="list-style-type: none"> • Complaints register. • Rejection letter. • Pre-investigation report. • Settlement certificates. • Conciliation certificate • Closing report.
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	Exceed the annual target.
Indicator Responsibility	Executive PAIA

Indicator Title	Number of targeted Public and Private Bodies assessed on compliance with the provision of PAIA.
Definition	This indicator measures the number of targeted public and private bodies monitored on compliance with the relevant provision of PAIA in accordance with an approved Compliance Monitoring & Enforcement Framework.
Source of data	<ul style="list-style-type: none"> • Annually Approved Assessment Plan • Compliance and monitoring register. • Compliance and Monitoring & Enforcement Framework. • 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	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	All targeted public and private bodies assessed.
Indicator responsibility	Executive: PAIA

Indicator Title	Percentage of Public and Private Bodies assessed upon request within the prescribed period.
Definition	This indicator measures the percentage of requests for assessment received and assessment reports completed within the turnaround period.
Source of data	<ul style="list-style-type: none"> • Compliance and Monitoring Register. • Request for assessment form.
Method of calculation or assessment	Number of requests for assessment completed divided by the number of assessment requests received multiplied by 100.
Means of verification	<ul style="list-style-type: none"> • Compliance Assessment Reports. • Pre-assessment report
Assumptions	The Regulator will receive requests for assessment.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Assessment reports issued on all requests for assessment received.
Indicator responsibility	Executive: PAIA

Indicator Title:	The number of education programmes conducted for the public to promote the protection of personal information
Definition:	This indicator measures the number of education programmes conducted for the public to promote the protection of personal information.
Source of data	<ul style="list-style-type: none"> • Approved global training programme. • Approved quarterly training plans. • Education materials developed and approved.
Method of Calculation / Assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • Training reports. • Attendance registers for each programme conducted.
Assumptions	The targeted audience will be responsive to the sessions scheduled and conducted.
Disaggregation of Beneficiaries (where applicable)	Rural organised civic structures, and public officials will be targeted as priority groups for the programmes.
Spatial Transformation (where applicable)	All nine provinces will be targeted for the delivery of education programmes. There will be a special focus on rural areas.
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	Education programmes planned will be effective and will promote compliance by responsible parties and empower the public to take active measures to protect personal information.
Indicator Responsibility	Executive: Education & Communication

Indicator Title:	The number of education programmes conducted for the public to promote access to information
Definition:	This indicator measures the number of education programmes conducted for the public to promote access to information
Source of data	<ul style="list-style-type: none"> • Approved global training programme. • Approved quarterly training plans. • Education materials developed and approved
Method of Calculation / Assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • Training reports. • Attendance registers for each programme conducted.
Assumptions	The targeted audience will be responsive to the sessions scheduled and conducted.
Disaggregation of Beneficiaries (where applicable)	Rural organised civic structures, and public officials will be targeted as a priority group for the programmes.
Spatial Transformation (where applicable)	All nine provinces will be targeted for the delivery of education programmes. There will be a special focus on rural areas.
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Education programmes planned will be effective and will promote compliance by responsible parties and empower the public to take active measures to promote access to information.
Indicator Responsibility	Executive: Education & Communication

Indicator Title	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).
Definition	This indicator measures the percentage of respondents within a nationally representative sample of the population that indicate awareness about their rights to privacy.
Source of data	<ul style="list-style-type: none"> • Approved Research proposal • Fieldwork report
Method of Calculation / Assessment	The total number of respondents that indicate awareness about their rights to privacy divided by the total number of the sample population multiplied by one hundred (100).
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

Indicator Title:	Percentage of the nationally representative sample of the population who are aware of their right of access to information.
Definition:	This indicator measures the percentage of respondents within a nationally representative sample of the population that indicate awareness about their right of access to information.
Source of data	<ul style="list-style-type: none"> • Approved Research proposal • Fieldwork report
Method of Calculation / Assessment	The total number of respondents that indicate awareness about their right of access to information divided by the total number of the sample population multiplied by one hundred (100).
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 FY 2026/2027.
Indicator Responsibility	Executive: Education & Communication

Indicator Title:	The number of public awareness programmes on the right of access to information and the right to privacy (protection of personal information) conducted at a community level
Definition:	This indicator measures the number of high-level events, a public campaign, activations, community meetings and provincial Dikopanos conducted to raise awareness about the right of access to information (through PAIA) and the right to privacy (protection of personal information) (through POPIA) conducted at a community level.
Source of data	<ul style="list-style-type: none"> • Approved public awareness concept notes and plans
Method of Calculation / Assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • Activity Reports. • Photographs • Attendance registers
Assumptions	The targeted audience will be responsive to the sessions scheduled.
Disaggregation of Beneficiaries (where applicable)	Rural and disadvantaged communities (individuals and organised civic structures) will be targeted as priority groups for the programmes.
Spatial Transformation (where applicable)	The Northern Cape, Limpopo, North West, Free State, Eastern Cape, KZN, Western Cape and Mpumalanga provinces will be targeted for the delivery of public awareness programmes. There will be a special focus on rural areas.
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	<p>To reach as many people as possible in raising awareness about POPIA and PAIA,</p> <p>Half the activities conducted will be with communities over and above the areas identified in the spatial transformation.</p>
Indicator Responsibility	Executive: Education & Communication