



**INFORMATION
REGULATOR
(SOUTH AFRICA)**

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

2017-2020 STRATEGIC PLAN

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FOREWORD BY CHAIRPERSON

Adv. Pansy Tlakula



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 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 consist of five (5) Members (Members) namely, the Chairperson and four ordinary Members. The Members 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) ordinary Members are part-time. One full-time ordinary Member is responsible for POPIA and the other full-time ordinary Member is responsible for PAIA.

The Members are in the process of establishing the Regulator and determining its organizational structure. The budget of the Regulator is currently located in the Department of Justice and Constitutional Development (Department). The Department has kindly provided Members with temporary accommodation and has seconded two officials to assist with the establishment of the Regulator.

This Strategic Plan and Annual Performance Plan were developed by Members with the kind assistance of the officials of the Monitoring and Evaluation Unit of the Department of Telecommunications and Postal Services.

The Members wish to express their profound gratitude to the Department of Justice and Constitutional Development for its assistance in the establishment of the Regulator and to the Department of Telecommunications and Postal Services for its assistance in the development of this Strategic Plan. This assistance fosters the principles of co-operative government provided for in the Constitution of the Republic of South Africa.

A handwritten signature in black ink, which appears to read "P. Tlakula". The signature is fluid and cursive.

Adv. Pansy Tlakula

Chairperson: Information Regulator



OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan and Annual Performance Plan:

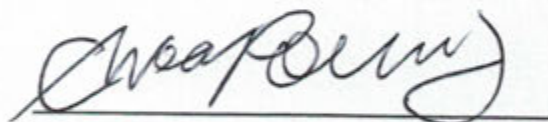
was developed by Members of the Information Regulator (Regulator) under the guidance of Adv. Pansy Tlakula, Chairperson of the Regulator;

it takes into account all relevant legislation governing the Regulator; and

accurately reflects the performance targets which the Regulator will endeavor to achieve given the resources made available in the budget for 2017/2018.

Adv. Collen Weapond
Full-time Member

Signature



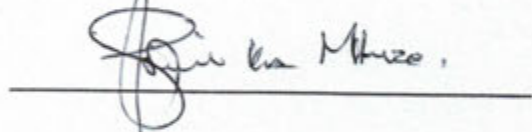
Adv. Lebogang Stroom-Nzama
Full-time Member

Signature



Mr. Sizwe Snail ka Mtuze
Part-time Member

Signature



Prof. Tana Pistorius
Part-time Member

Signature



Approved by:

Adv. Pansy Tlakula
Chairperson

Signature



Date 04 MAY 2017



PART A

STRATEGIC OVERVIEW



1. **VISION**

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

2. **MISSION**

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

3. **VALUES**

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

4. **MANDATES**

4.1 Constitutional mandate

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

4.1.2 To fulfil its mandate, five Members of the Regulator were appointed by the President of the Republic South Africa and took office on 1 December 2016.

4.2 Legislative mandate

4.2.1 Core functions in terms of POPIA

4.2.1.1 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.



4.2.1.2 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 for the collection and disclosure of personal information and provide the report of the results of the examination to the Minister.

4.2.1.3 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.

4.2.1.4 To handle complaints by:-

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



4.2.1.5 To conduct research on:-

- a) industry specific matters;
- b) desirability of acceptance of international instruments relating to the protection of personal information;
- c) report to Parliament.

4.2.1.6 Codes of Conduct

- a) To 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.

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

4.2.2 Core functions in terms of PAIA

4.2.2.1 Complaints

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

4.2.2.2 Investigations

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

4.2.2.3 To make assessments whether public and private bodies comply with the provisions of PAIA.



4.2.2.4 Additional functions

- 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 make recommendation to reform or amend PAIA or any other laws; and
- d) Make recommendations for procedures on how private and public bodies make information electronically available;
- e) Monitor implementation of PAIA;
- f) If possible to assist any person requesting information;
- g) To train Information Officers and Deputy Information Officers;
- h) To recommend to a public or private body to make changes in a manner in which it administers PAIA;
- i) To consult with and receive reports from public and private the bodies on problems encountered in complying with this Act;
- 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;
- l) Enquire into any matter including legislation, common law, practice and procedure related to PAIA; and
- m) If so requested by the Regulator, a private body may submit information about requests for access to records of that body and include this information in its Annual Report.

4.2.3 The Regulator must submit its Annual Report to the National Assembly.



5. PLANNED INITIATIVES

5.1 The Regulator intends to prioritize the following areas:

- a) The adoption of the Regulations;
- b) Codes of conduct needs assessment;
- c) Stakeholder Engagement; and
- d) Analysis of legislation that impacts on its operating environment.

6. LITIGATION

The Regulator was cited as the 7th Respondent in the case of *The Black Sash Trust v the Minister of Social Development and Others* (Constitutional Court of South African case no. CCT 48/17). The Regulator filed an explanatory affidavit to clarify the relief sought by the applicant.

The court held amongst others that the South African Social Security Agency (SASSA) is under a duty to ensure that the payment method it determines "contains adequate safeguards to ensure that personal data obtained in the payment process remains private and may not be used for any purpose other than payment of the grants" and "precludes a contracting party from inviting beneficiaries to 'opt in' to the sharing of confidential information for the marketing of goods and services".

7. SITUATIONAL ANALYSIS

7.1 Performance Environment

- a) The Regulator approached the Department of Telecommunications and Postal Services in particular its Monitoring and Evaluation Unit to assist and facilitate the development of both its Strategic Plan for 2017 – 2020 and Annual Performance Plan for 2017 - 2018. The Strategic Plan complies with the Public Finance Management Act 1 of 1999 (PFMA) and Treasury Regulations (TR).
- b) The Regulator intends to approach National Treasury with regards to its budget allocation for the remainder of the Medium Term Expenditure Framework (MTEF) cycle.
- c) Certain sections of POPIA have commenced under Proclamation No. R25 of 2014, namely section 1, sections 39 – 54 and sections 112 – 113. The remaining sections will commence on a date to be determined by the President.
- d) The additional functions referred to in sections 83 and 84 of PAIA which are currently fulfilled by the South African Human Rights Commission (SAHRC) will be fulfilled by the Regulator as soon as reasonably possible after the remaining sections of POPIA have commenced.

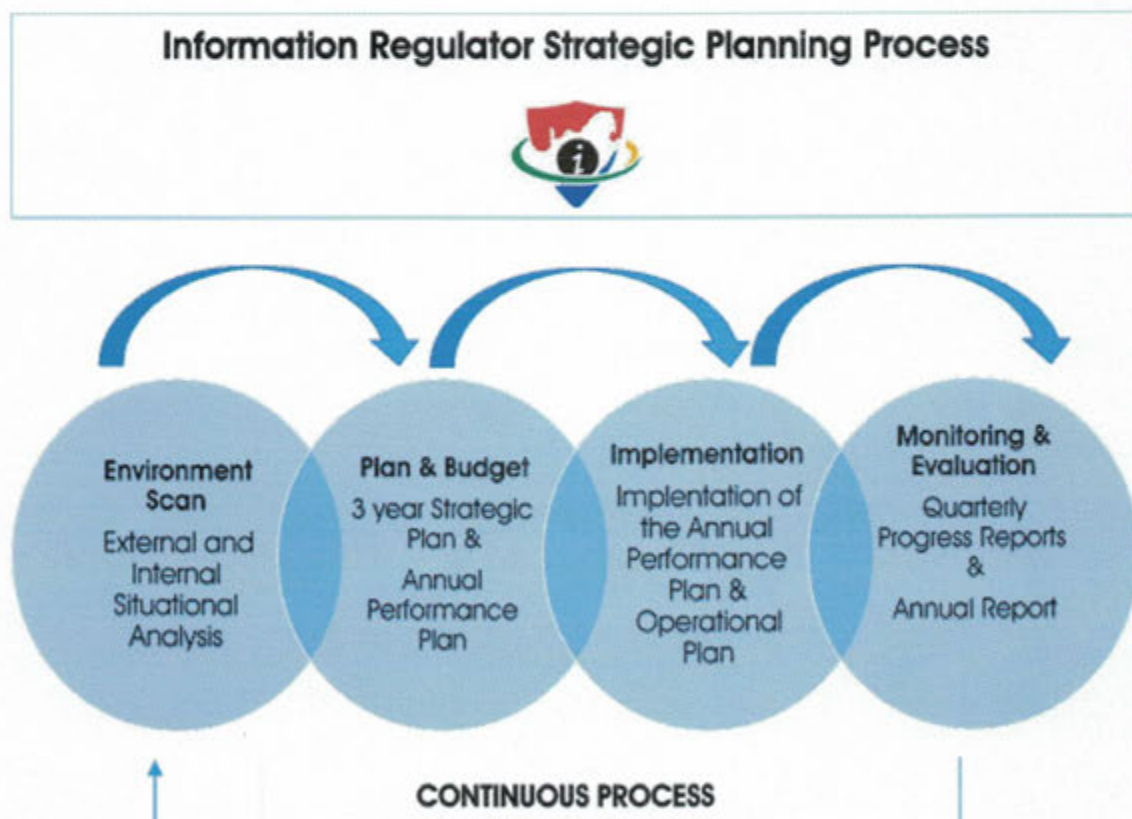


7.2 Organizational Environment

- a) The Regulator consists of five (5) Members, three (3) Full Time and two (2) Part Time Members. The Department kindly seconded two officials to provide administrative support.
- b) Section 47 of POPIA empowers the Regulator to establish its own administration in consultation with the Minister of Finance.
- c) The draft organizational structure has been developed with the assistance of the Department. The grading and job evaluation are being finalized after which the structure will be submitted to the Minister of Finance.
- d) The Regulator has prioritized the appointment of the Chief Executive Officer (CEO) and has in that regard consulted the Minister of Finance.

7.3 Description of the Strategic Planning Process

The Regulator's Strategic and Annual and Quarterly Plans were drafted by the Members of the Regulator in terms of the process outlined in Figure A below.



It is important to note that the Regulator was established in the second year of the 5 year Strategic Planning cycle.

The integrated strategic management approach is underpin by the following:-

- Promote a culture of structured and informed planning and management of performance excellence and accountability at all levels in the Information Regulator;
- Be transparent with organizational planning and performance information;
- Provide an effective planning and performance review system;
- Provide early warning system/signs in the case of underperformance;
- Provide relevant and accurate information timeously;
- Easily communicate performance results;
- Define roles and responsibilities for planning and managing performance information; and
- Improve integrated structures, systems, and processes required to conduct planning and manage performance information within the Regulator.

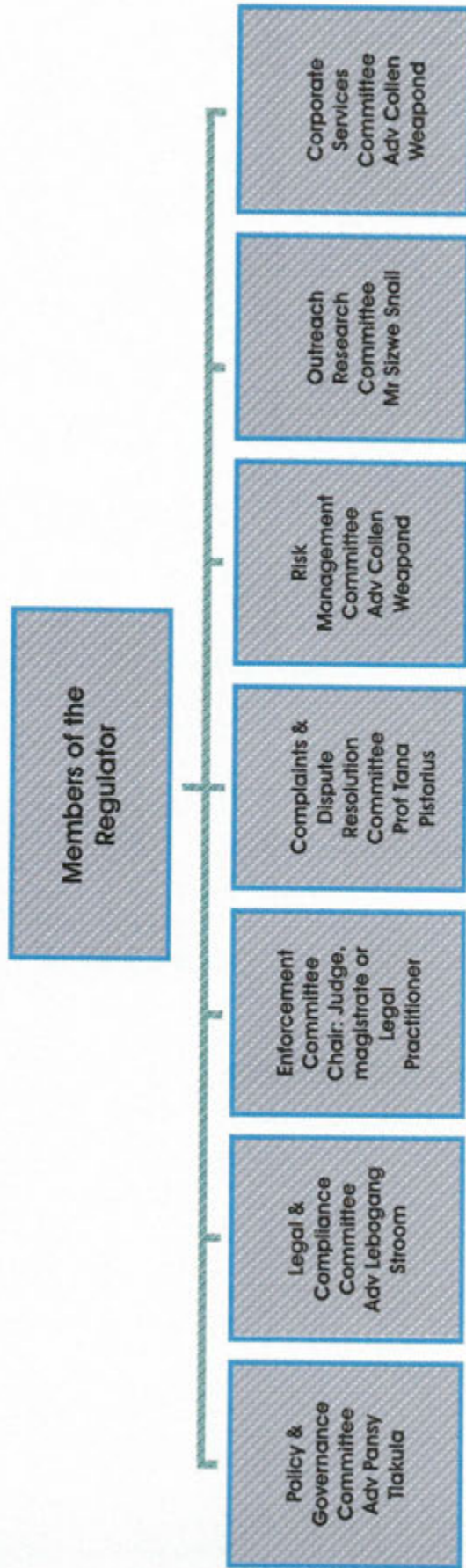
In terms of the planning cycle the Regulator undertakes Environmental Scanning which provides the input required to develop an informed Strategic Plan taking into consideration all internal and external factors. The Strategic Plan is further cascaded in the Annual Performance Plan which also allows for costing of priorities against allocated resources.

The implementation of the Annual Performance Plan ensures the achievement of set objectives and targets. In order to ensure implementation and periodic reporting of performance, the Annual Performance Plan unpacks the year one targets into quarterly targets which are implemented and monitored on a quarterly basis. Furthermore, the Annual Performance Plan will inform the development of operational plans which will unpack quarterly targets into actions steps and deliverables within the quarters. This detailed level of planning not only allows for proactive and continuous monitoring and evaluation but will also informs the contents of the individual performance agreements thus ensuring alignment between all levels of planning.

Monitoring and evaluation of the implementation of set targets provides information on progress or lack thereof and related challenges hindering performance, which directly feeds into the next planning cycle. In order to ensure optimal monitoring and evaluation, the Members of the Regulator and its Executives when appointed will present and interrogate the performance reports on a quarterly basis to evaluate the Regulator's performance and put in place immediate mitigating measures to ensure delivery of targets especially in the case where progress is delayed.



8. HIGH LEVEL GOVERNANCE STRUCTURE OF THE REGULATOR



9. 2017/2018 BUDGET OVERVIEW AND MTEF ESTIMATES

INFORMATION REGULATOR	ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATES				
		2015/16	2016/17	2017/18	2018/19	2019/20
Rand thousand			10	20 937	27 374	28 907
Programmes						
Corporate Services						
Policy and Governance						
Outreach and Research						
Legal and Compliance						
Complaints and Dispute Resolution						
Enforcement						
Total			10	25 937	27 374	28 907
Economic classification						
Current payments	-					
Compensation of employees			1 206	17 486	17 486	17 486
Salaries and wages						
Social contributions						
Goods and services			5 171	5 916	5 916	5 916
Administrative fees						
Advertising						



INFORMATION REGULATOR	ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATES					
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Rand thousand				10	20 937	27 374	28 907
Minor Assets							
Audit costs: External							
Bursaries: Employees							
Catering: Departmental activities							
Communication (G&S)				109	390	390	390
Computer services				656	500	500	500
Consultants: Business and advisory services							
Infrastructure and planning services							
Legal services (G&S)							
Science and technological services							
Contractors							
Agency and support/outsourced services							
Entertainment							
Fleet services (including government motor transport)							
Inventory: Clothing material and accessories							
Inventory: Fuel, oil and gas							
Inventory: Materials and supplies							
Inventory: Medical supplies							
Inventory: Other supplies							
Consumable supplies							



INFORMATION REGULATOR	ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATES					
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Rand thousand				10	20 937	27 374	28 907
Consumables: Stationery, printing and office supplies				70	500	500	500
Operating leases							
Rental and hiring							
Property payments							
Transport provided: Departmental activity							
Travel and subsistence				1 800	3 326	3 326	3 326
Training and development							
Operating payments					200	200	200
Venues and facilities					500	500	500
Interest and rent on land							
Interest (incl. interest on unitary payments (PPP))							
Rent on land							
Transfers and subsidies							
Provinces and municipalities							
Provinces							
Provincial Revenue Funds							
Provincial agencies and funds							
Municipalities							
Municipal bank accounts							
Municipal agencies and funds							



INFORMATION REGULATOR	ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATES				
		2015/16	2016/17	2017/18	2018/19	2019/20
Rand thousand			10	20 937	27 374	28 907
Departmental agencies and accounts						
Social security funds						
Departmental agencies (non-business entities)						
Higher education institutions						
Foreign governments and international organisations						
Public corporations and private enterprises						
Public corporations						
Subsidies on products and production (pc)						
Other transfers to public corporations						
Private enterprises						
Subsidies on products and production (pe)						
Other transfers to private enterprises						
Non-profit institutions						
Households						
Social benefits						
Other transfers to households						
Payments for capital assets				2 535	3 972	4 068
Buildings and other fixed structures	-	-	-	-	-	-
Buildings	-	-	-	2 532	3 972	4 068
Other fixed structures	-	-	-	-	-	-



INFORMATION REGULATOR	ADJUSTED APPROPRIATION	MEDIUM TERM EXPENDITURE ESTIMATES					
		2015/16	2016/17	2017/18	2018/19	2019/20	
Rand thousand			10	20 937	27 374	28 907	
Machinery and equipment			400	500	500	500	
Transport equipment							
Other machinery and equipment			400	500	500	500	
Heritage assets							
Software and other intangible assets							
Payments for financial assets							
Total economic classification			10	25 937	27 374	28 907	



10. STRATEGIC OUTCOME ORIENTATED GOALS

Strategic Outcome Orientated Goal 1	<ul style="list-style-type: none"> •South Africans that are aware and understand their rights with regards to the protection of personal information and access to information
Strategic Outcome Orientated Goal 2	<ul style="list-style-type: none"> •A conducive legislative, policy and technological environment that promotes the protection of personal information and access to information
Strategic Outcome Orientated Goal 3	<ul style="list-style-type: none"> •A conducive regulatory environment that allows for protection of personal information and access to information
Strategic Outcome Orientated Goal 4	<ul style="list-style-type: none"> •Informed stakeholders and cooperative relationships to ensure protection of personal information and access to information
Strategic Outcome Orientated Goal 5	<ul style="list-style-type: none"> •Protection of personal information and access to information through resolving of complaints
Strategic Outcome Orientated Goal 6	<ul style="list-style-type: none"> •Alignment of National legislation with International best practice through research
Strategic Outcome orientated Goal 7	<ul style="list-style-type: none"> •Optimally functional independent Information Regulator



PART B

STRATEGIC OBJECTIVES



11. 2017- 2020 Strategy Map

STRATEGIC OUTCOME ORIENTATED GOAL	STRATEGIC OBJECTIVE(SO)
1. South Africans that are aware and understand their rights with regards to the protection of personal information and access to information	SO 1.1: Develop and implement awareness and educational programmes aimed at promoting the protection of personal information and access to information
2. A conductive legislative, policy and technological environment that promotes the protection of personal information and access to information	SO 2.1 Monitor and research the processing of personal information and computer technology to ensure the promotion of protection of personal information and access to information
	SO.2.2 Monitor and enforce compliance by public and private bodies to ensure that existing and proposed legislation and policy promotes the protection of personal information and access to information
3. A conducive regulatory environment that allows for protection of personal information and access to information	SO.3.1 Make Regulations, Guidelines, Codes of Conduct and Notices
4. Informed stakeholders and cooperative relationships to ensure protection of personal information and access to information	SO.4.1 Undertake engagements with relevant stakeholders concerned with the protection of personal information and access to information
5. Protection of personal information and access to information through resolving of complaints	SO.5.1 Conduct prompt investigation of complaints and ensure resolution of disputes related to the violation of the protection of personal information and access to information
6. Alignment of National legislation with International best practice through research	SO.6.1 Conduct comparative legal research relating to the protection of personal information and access to information and report to Parliament
7. Optimally functional independent Information Regulator	SO.7.1 Create a high performing Information Regulator to deliver on its mandate



12. 2017-2020 STRATEGIC PLAN

STRATEGIC OUTCOME ORIENTATED GOALS	STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	KEY PRIORITIES		
			2017/18	2018/19	2019/20
1. South Africans that are aware and understand their rights with regards to the protection of personal information and access to information	SO 1.1: Develop and implement awareness and educational programmes aimed at promoting the protection of personal information and access to information	Approved Public Awareness Strategy	Public Awareness Strategy developed to promote: <ul style="list-style-type: none"> protection of personal information access to personal information 	Phase one (1) of the Public Awareness Strategy implemented	Phase two (2) of the Public Awareness Strategy implemented
		Approved Training and Development Programme	-	Training and Development Programme developed to promote: <ul style="list-style-type: none"> protection of personal information access to personal information 	Phase one (1) of the Training and Development Programme implemented
2. A conductive legislative, policy and technological environment that promotes the protection of personal information and access to information	SO 2.1 Monitor and research the processing of personal information and computer technology to ensure the promotion of protection of personal information and access to information	Approved Research Strategy	-	Research Strategy developed focusing on: <ul style="list-style-type: none"> Processing of personal information Computer technology that promote protection of personal information and access to information 	Phase one (1) of Research Strategy, focusing on processing of personal information and computer technology, implemented



STRATEGIC OUTCOME ORIENTATED GOALS		STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	KEY PRIORITIES			
2016-2020	2016-2020			2017/18	2018/19	2019/20	
3. A conducive regulatory environment that allows for protection of personal information and access to information	SO.2.2 Monitor and enforce compliance by public and private bodies to ensure that existing and proposed legislation and policy promotes the protection of personal information and access to information	Make Regulations, Guidelines, Codes of Conduct and Notices	Number of existing and proposed Legislation and Policies for examination	Two (2) existing and proposed Legislation and Policies, that may affect the protection of personal information and access to information, identified for examination	Identified Legislation and Policies examined to ensure protection of personal information and access to information and results reported to Minister and Parliament	Identified Legislation and Policies examined to ensure protection of personal information and results reported to Minister and Parliament	
			Approved Assessment Tool and System	-	Assessment Tool and System developed for the assessment of Public and Private bodies in respect of lawful processing of personal information	Assessments conducted on Identified Public and Private bodies	
			Approved Regulations	Thirteen (13) Regulations developed as per Section 11(2) of the POPI Act	Guidelines and Notices developed	-	
4. Informed stakeholders and cooperative relationships to ensure protection of personal information and access to information	Undertake engagements with relevant stakeholders concerned with the protection of personal information and access to information	Number of Codes of Conduct needs assessment conducted with identified industry stakeholders	Number of Codes of Conduct needs assessment conducted	Two (2) Codes of Conduct needs assessment conducted with identified industry stakeholders	Code of Conducts issued and related Guidelines developed	Additional Code of Conducts issued and related Guidelines developed	
			Approved Stakeholder Engagement Strategy	Stakeholder Engagement Strategy developed and implementation commenced	Code of Conducts Register developed and maintained	Code of Conducts Register maintained	
				Implementation of the Stakeholder Engagement Strategy continued	Stakeholder Engagement Strategy implemented and reviewed		



STRATEGIC OUTCOME ORIENTATED GOALS	STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	KEY PRIORITIES		
			2017/18	2018/19	2019/20
5. Protection of personal information and access to information through resolving of complaints	Conduct prompt investigation of complaints and ensure resolution of disputes related to the violation of the protection of personal information and access to information	Approved Complaints Management System	-	Complaints Management System developed	Complaints screened and investigated in line with approved Investigations Manual
		Approved Investigations Manual		Investigations Manual developed	
		Identified complaints timeously resolved		Complaints screened and handled as appropriately	
6. Alignment of National legislation with International best practice through research	Conduct comparative legal research relating to the protection of personal information and access to information and report to Parliament	Approved International & Regional Benchmarking/ Consultations Reports	International & Regional Benchmarking/ Consultations conducted	International & Regional Benchmarking/ Consultations and Research conducted and Reports submitted to Parliament	International & Regional Benchmarking/ Consultations and Research conducted and Reports submitted to Parliament
		Approved Research Plan	Research Plan developed		
7. Optimally functional independent Information Regulator	Create a high performing Information Regulator to deliver on its mandate	Approved Organisational Structure	Organisational Structure developed, funded and priority positions identified and filled	Approved Organisational Structure implemented	Approved Organisational Structure implemented
		Corporate Services Policies, Procedures and Systems	-	Corporate Services Policies, Procedures and Systems developed	Corporate Services Policies, Procedures and Systems implemented
		Approved Corporate Governance policies	Corporate Governance Policies developed	Corporate Governance Policies implemented	Corporate Governance Policies implemented
		Approved Branding and Communications Strategy	Branding and Communications Strategy developed for the Information Regulator	Phase one (1) of the Branding and Communications Strategy implemented	Phase two (2) of the Branding and Communications Strategy implemented
		Suitable office accommodation	Office accommodation for the Regulator secured	-	-



PART C

ANNUAL PERFORMANCE PLAN



13. 2017/18 ANNUAL PERFORMANCE PLAN AND QUARTERLY TARGETS

	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2017/18	Quarterly Targets				RESOURCES (BUDGET)	RESPONSIBILITY
				1 ST	2 ND	3 RD	4 TH		
1	Strategic Goal: South Africans that are aware and understand their rights with regards to the protection of personal information and access to information								
1.1	Strategic Objective: Develop and implement awareness and educational programmes aimed at promoting the protection of personal information and access to information								
1.1.1	Approved Public Awareness Strategy	Quarterly	Public Awareness Strategy developed to promote; <ul style="list-style-type: none">• protection of personal information• access to personal information	Framework for Public Awareness developed	Draft Public Awareness Strategy developed	Public Awareness Strategy finalised	Public Awareness Strategy approved	Yes - Internal	
1.1.2	Approved Training and Development Programme	Quarterly	No target for 2017/18						
2	Strategic Goal: A conducive legislative, policy and technological environment that promotes the protection of personal information and access to information								
2.1	Strategic Objective: Monitor and research the processing of personal information and computer technology to ensure the promotion of protection of personal information and access to information								
2.1.1	Approved Research Strategy and Programmes	Quarterly	No target for 2017/18						



	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2017/18	Quarterly Targets				RESOURCES (BUDGET)	RESPONSIBILITY
				1 ST	2 ND	3 RD	4 TH		
2.2	Strategic Objective: Monitor and enforce compliance by public and private bodies to ensure that existing and proposed legislation and policy promotes the protection of personal information and access to information								
2.2.1	Number of existing and proposed Legislation and Policies for examination	Quarterly	Two (2) existing and proposed Legislation and Policies, that may affect the protection of personal information and access to information, identified for examination	Draft criteria for the identification of priority existing and proposed Legislation and Policies developed	Criteria for the identification of priority existing and proposed Legislation and Policies finalised	One (1) existing or proposed Legislation identified using approved criteria	One (1) existing or proposed Policy identified using approved criteria	Internal budget	Legal & Compliance Committee
3	Strategic Goal: A conducive regulatory environment that allows for protection of personal information and access to information								
3.1	Strategic Objective: Make Regulations, Guidelines, Codes of Conduct and Notices								
3.1	Number of Regulations developed	Quarterly	Thirteen (13) Regulations developed as per Section 112(2) of the POPI Act	Thirteen (13) draft Regulations developed	Thirteen (13) Regulations gazetted for public comments	Thirteen (13) Regulations finalised inclusive of public comments	Thirteen (13) Regulations Tabled in Parliament	No – Internal	All members
3.2	Number of Code of Conduct needs assessments conducted	Quarterly	Two (2) Codes of Conduct needs assessment conducted with identified industry stakeholders	Draft report on identification of relevant industry stakeholders for engagements developed	Final report on identification of relevant industry stakeholders for engagements developed	One (1) Code of Conduct needs assessment conducted with identified industry stakeholder	One (1) additional Code of Conduct needs assessment conducted with identified industry stakeholder	Budget (travel, accommodation and logistics)	Legal & Compliance Committee



PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2017/18	Quarterly Targets				RESOURCES (BUDGET)	RESPONSIBILITY	
			1 ST	2 ND	3 RD	4 TH			
4	Strategic Goal: Informed stakeholders and cooperative relationships to ensure protection of personal information and access to information								
4.1	Strategic Objective: Undertake engagements with relevant stakeholders concerned with the protection of personal information and access to information								
4.1.1	Approved Stakeholder Engagement Strategy	Quarterly	Stakeholder Engagement Strategy developed and implementation commenced	Stakeholder Engagement Strategy finalised	Two (2) Identified Stakeholders engaged in line with approved Stakeholder Engagement Strategy	One (1) additional identified Stakeholder engaged in line with approved Stakeholder Engagement Strategy	Two (2) additional identified Stakeholders engaged in line with approved Stakeholder Engagement Strategy	Budget (Travel, Accommodation & Logistics)	Outreach & Research Committee
5	Strategic Goal: Protection of personal information and access to information through resolving of complaints								
5.1	Strategic Objective: Conduct prompt investigation of complaints and ensure resolution of disputes related to the violation of the protection of personal information and access to information								
5.1.1	Approved Complaints Management System	Quarterly	No targets for 2017/18						
5.1.2	Approved Investigations Manual	Quarterly	No targets 2017/18						



	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2017/18	Quarterly Targets				RESOURCES (BUDGET)	RESPONSIBILITY
				1 ST	2 ND	3 RD	4 TH		
5.1.3	Identified complaints timeously resolved	Quarterly	No targets 2017/18						
6	Strategic Goal: Alignment of National legislation with international best practice through research								
6.1	Strategic Objective: Conduct comparative legal research relating to the protection of personal information and access to information and report to Parliament								
6.1.1	Approved International and Regional Benchmarking/ Consultation reports	Quarterly	International & Regional Benchmarking/ Consultations conducted	Regional Consultation conducted through participation in Data Protection Conference and outcomes Report developed	Participation in International Conference of Information Commissioners and outcomes Report developed	-	International Benchmarking conducted in one (1) country and benchmarking report developed	Yes – International travel budget	Identified Members
6.1.2	Approved Research Plan	Quarterly	Research Plan developed	Draft Research Proposal developed	Research Proposal finalised	Draft Research Plan developed	Research Plan finalised and approved	Budget – No (Internal)	Outreach & Research Committee



	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2017/18	Quarterly Targets				RESOURCES (BUDGET)	RESPONSIBILITY
				1 ST	2 ND	3 RD	4 TH		
7	Strategic Goal: Optimally functional Independent Information Regulator								
7.1	Strategic Objective: Create a high performing Information Regulator to deliver on its mandate								
7.1.1	Approved Organisational Structure	Quarterly	Organisational Structure developed, funded and priority positions identified and filled	Draft Organisational Structure developed	Organisational Structure consulted with relevant Ministries	Organisational Structure consulted with relevant Ministries	Priority positions identified and filled		Corporate Services Committee
7.1.2	Approved Corporate Governance Policies	Quarterly	Corporate Governance Policies developed	Code of Conduct and Ethics for Members developed Declaration of Interests Policy developed	Charter of Members Roles and Responsibilities developed	Procedure and Process for the evaluation of performance developed for Members, Committees, Chairperson and Individual Members	Delegation of Authority developed		Policy & Governance Committee
7.1.3	Approved Branding and Communications Strategy	Quarterly	Branding and Communications Strategy developed	First draft Branding and Communications Strategy developed	Second draft Branding and Communications Strategy developed	Branding and Communications Strategy finalised	Branding and Communications Strategy approved	Budget – Yes/ co funded	Corporate Services Committee
7.1.4	Suitable office accommodation		Office accommodation for the Regulator secured	Engagements with Public Works and other relevant Departments commenced	Engagements with Public Works and other relevant Departments continued	Engagements with Public Works and other relevant Departments finalised	Office accommodation secured	Budget – Yes	Corporate Services Committee



14. ACRONYMS AND ABBREVIATIONS

CEO	Chief Executive Officer
SO	Strategic Objective
MTEF	Medium Term Expenditure Framework
PFMA	Public Finance Management Act
TR	Treasury Regulations
PAIA	Promotion of Access to Information Act
POPIA	Protection of Personal Information Act
Regulator	Information Regulator
Members	Members of the Regulator
Department	Department of Justice and Constitutional Development
Minister	Minister of Justice and Correctional Services
SAHRC	South African Human Rights Commission

