



National Prosecuting Authority
South Africa

Prioritising for Impact

ANNUAL PERFORMANCE PLAN
2025-26



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Foreword by the National Director of Public Prosecutions

Adv. Shamila Batohi | National Director of Public Prosecutions

As we enter a transitional phase for the National Prosecuting Authority (NPA), the overriding focus for the 2025-26 financial year will be to ensure the effective management of this period of senior leadership change, so that the work undertaken to build a well-run, professional organisation, which embraces our Independence, Professionalism, Accountability and Credibility (IPAC) values continue without major interruptions.

As a pivotal actor in the criminal justice system value chain and the Justice, Crime Prevention and Security Cluster (JCPS), we will contribute to the recently adopted Medium-Term Development Plan (MTDP) 2024-2029, aimed at giving effect to the Government of National Unity's (GNU's) three strategic national priorities, namely: Drive inclusive growth and job creation; Reduce poverty and tackle the high-cost of living; and Building a capable, ethical and developmental state. We will contribute predominantly to the third national priority, focusing on building a capable, ethical and developmental state that is able to deliver services to its citizens and promote a safe and secure environment. More specifically, the NPA will be part of activities to achieve a reformed, integrated and modernised criminal justice system; to increase feelings of safety within communities, particularly among women and children by prosecuting violent crimes, including gender-based violence and femicide; and to combat priority offences (economic and organised crime, and corruption).

To enhance our ability to deliver on the above, we will devote this year to further cementing our IPAC values to be able to hand over a solid, resilient organisation which the next leadership can continue to strengthen. Informed by the targeted findings from our Capability Enhancement Initiative, and reflective of our innovative partnerships with civil society and private sector actors, we will implement a project to upskill our staff and thus enhance their professionalism, particularly in relation to dealing with high-level, complex corruption and organised crime cases. This initiative will also enable us to increase our capabilities to implement the NPA's Organised Crime Strategy and continue to make progress towards exiting the Financial Action Task Force (FATF) greylist.

As a lead actor in rebuilding the rule of law in South Africa, we will harness our resources to maximise impact during a period when levels of serious crime and public fear of crime remain persistently high, thereby undermining both the rule of law and public trust in the state and the criminal justice value chain. To boost the NPA's credibility, we will embrace prioritisation as an approach in every aspect of what we do to consolidate the gains that we have made thus far. We must ensure that our limited resources are directed towards actions and cases with the utmost societal impact to enhance public trust and credibility.

The NPA will remain focused on attaining high-level outcomes in service to the people of South Africa, which underpin the 2025-2030 Strategic Plan, and are:

“As a lead actor in rebuilding the rule of law in South Africa, we will harness our resources to maximise impact during a period when levels of serious crime and public fear of crime remain persistently high, thereby undermining both the rule of law and public trust in the state and the criminal justice value chain. To boost the NPA’s credibility, we will embrace prioritisation as an approach in every aspect of what we do to consolidate the gains that we have made thus far.”

- Improved access to NPA services
- Improved public confidence in the NPA and the Criminal Justice System

In particular, we will continue with the expansion and improvement of the quality of services offered to gender-based violence (GBV) victims, through the establishment of additional Thuthuzela Care Centres (TCCs) and a focus on prioritising cases involving serial rapists. We will also continue to enhance internal efficiencies to work smarter, with amplified usage of technology and to advocate for the utilisation of the Electronic Case Management System (ECMS), across the criminal justice system value chain.

To efficiently deliver on our commitment to improve confidence in the NPA and the criminal justice system, we will continue to pursue innovative asset recovery measures and prioritise the full operationalisation and capacitation of the Investigating Directorate Against Corruption (IDAC), which was formally and permanently established in August 2024. In addition to enhancing the skills of IDAC staff to pursue high-level and complex corruption cases, this year, the IDAC will benefit from acquiring technical services and expertise from our partnerships with critical stakeholders in the Joint Initiative on Crime and Corruption, driven by the Presidency.

Further, we will continue with the capacitation of the recently established Office for Ethics and Accountability (OEA) to ensure our staff’s integrity and drive our commitment to our IPAC values.

As part of the legacy of the current NPA leadership to build a fit-for-purpose institution, we will continue to advocate for the enhancement of the NPA’s operational and financial independence and the regulation of the appointment process for the NDPP, as recommended by the Cabinet in its response to the State Capture Commission’s recommendations. These reforms also include advocating for the NPA to have its own Accounting Officer and to have a specific salary dispensation to

enable the NPA to both attract and retain the specialised, technical and scarce skills.

Lastly, while we will focus on strengthening the NPA as an institution, we will also focus on systemic issues affecting the criminal justice system that form part of the context within which the NPA operates and need to be addressed as the leadership transition takes place to enhance the NPA’s effectiveness and public confidence in it.

Our ability to deliver as a key player in the criminal justice value chain depends on the support and work of others. Over the past few years, we have built a solid, well-run organisation and enhanced the performance of the NPA in delivering on its mandate, and we expect the incoming leadership to keep building on the foundation that has been laid. We will continue to be supported by our performance monitoring structures which will focus squarely on holding each other accountable for performance against annual and operational plans, and on measuring our efforts in driving strategic initiatives.

I want to acknowledge the support of the Honourable Minister and the Director General of the Department of Justice and Constitutional Development (DoJ&CD) in enabling the NPA to enhance its capacity and in supporting critical NPA strategic initiatives. I am fully aware that the country demands more of us, and this APP will guide us in delivering against such expectations.



Adv. Shamila Batohi

National Director of Public Prosecution

[National Prosecuting Authority- Republic of South Africa]



Statement of the Deputy Director General: Corporate Services

Ms. Bulelwa Makeke | Acting Deputy Director-General: Corporate Services

The 2025-2026 annual performance plan (APP) for the National Prosecuting Authority (NPA) is developed to support the strategic vision enshrined in the Strategic Plan 2025-2030. This APP is the first instalment under the new strategic period, which aligns with the National Development Plan's long-term vision of ensuring that people living in South Africa are and feel safe by 2030.

Over the 2025-2026 financial year, the NPA will focus on consolidating and future-proofing the gains made in rebuilding the NPA's capabilities through implementing several innovative and strategic initiatives, which I shall entirely support.

Amongst the key strategic priorities is supporting the capacity-building interventions to enhance the specialist skills required to deal with these crime types and to ensure that budget allocation is prioritised accordingly. This includes focused attention on capacitating and resourcing the IDAC, and supporting all its endeavours to address state capture-related corruption. It will be critical to attract individuals who possess a unique combination of skills and qualities, and are committed to the Integrity, Professionalism, Accountability and Credibility (IPAC) values of the organisation.

Enhancing public trust in prosecutions is essential for the legitimacy of the justice system. When the public trusts the prosecution, they are more likely to have confidence in the fairness and effectiveness of the justice system. They are also more likely to report crimes, provide information and cooperate with investigations. Accountability is a key value that the NPA holds dear, and to ensure that the public is able to hold prosecutors accountable for their actions and decisions, the OEA established in the NPA with reinforced legislative powers to investigate and address all ethical and integrity lapses by any member of the NPA, particularly prosecutors, and to promote ethical behaviour.

Public trust in the prosecution will also be enhanced through improved communication between prosecutors and the public to promote understanding and trust. In this regard, it is important to enhance all aspects of organisational communication, internally and externally.

One of the strategic priorities of the MTDP is improved governance and performance of public entities. In this regard, the NPA's Strategy, Operations and Compliance (SOC) will put renewed focus on improving the organisation's governance framework that promotes a clear framework for decision-making, ensuring that

“Amongst the key strategic priorities is supporting the capacity-building interventions to enhance the specialist skills required to deal with these crime types and to ensure that budget allocation is prioritised accordingly.”

decisions are informed, transparent and in the best interest of the organisation. This includes effective risk management processes and resource allocation to support the organisation's strategic objectives, within the budget constraints facing the NPA and government over the upcoming period.

Significant effort will go into improving audit outcomes for the NPA, which ultimately contributes to the audit outcome of DoJ&CD. There will be continuous interventions to enhance internal controls that have assisted the positive audit outcomes in the regulatory audit. However, the performance-related audit environment is an area that requires more careful management, especially with the management decision to use the ECMS as the main source of performance reporting. We acknowledge that there are many challenges that face the organisation in this regard, due to the lack of a seamless interface in the case management systems to ensure accurate data flow from the police to prosecutions and ultimately to DoJ&CD. In order to mitigate the significant risk of material misstatements and other negative audit outcomes, the NPA has an audit action plan that it monitors closely with its internal technical audit committees and through regular engagements with the Auditor-General.

It is pertinent that as the 2025-26 period begins, it also marks the end of term of the National Director of Public Prosecutions, and the exit of two of the three Deputy National Directors of Public Prosecutions. This means that the NPA will be managing a leadership transition at a time when it is critical to have stability at the highest echelons to guide and account for the organisation's strategic direction in the next five years and beyond. However, the organisation benefits from the foundation laid by the outgoing leadership in future-proofing the NPA. The upcoming period will also entail significant groundwork in exploring the best option for establishing the NPA's financial and operational independence, under the authority and oversight of the Minister of Justice.

In all the work that faces us in supporting the NPA's core business, I hereby commit to ongoing improvement and innovation in implementing this annual performance plan through efficient operations in a fully compliant environment.



Ms. Bulelwa Makeke

Acting Deputy Director-General: Corporate Services
[National Prosecuting Authority- Republic of South Africa]

OFFICIAL SIGN-OFF



It is hereby certified that this Annual performance Plan:

- Was developed by the management of the National Prosecuting Authority under the guidance of the National Director of Public Prosecutions, Adv. Shamila Batohi, supported by the Minister of Justice and Constitutional Development (DoJ&CD).
- Takes into account all the relevant policies, legislation and other mandates for which the National Prosecuting Authority is responsible.
- Accurately reflects the Outcomes and Outputs which the National Prosecuting Authority will endeavour to achieve over the period 2025-2026

Ms. Salome Baloyi
Chief Director:
Strategy Management Office

Ms. Hanika van Zyl
Chief Director:
Financial Management

Adv. Ouma Rabaji-Rasethaba
Deputy National Director of Public
Prosecutions: Asset Forfeiture Unit

Adv. Anton du Plessis
Deputy National Director of Public
Prosecutions: Strategy, Operations
and Compliance

Adv. Sibongile Mzinyathi
Deputy National Director of Public
Prosecutions: National Prosecutions
Service (Acting)

Approved in line with PFMA

Ms. Bulelwa Makeke
Deputy Director-General: Corporate
Services (Acting)

Approved in line with NPA Act

Adv. Shamila Batohi
National Director of Public
Prosecutions

Part A Our Mandate

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES



NATIONAL PROSECUTING AUTHORITY AMENDMENT BILL, 2023, AND MATTERS ARISING THEREFROM

The National Prosecuting Authority Amendment Bill, 2023 ("NPAA Bill" or "the Bill") has been tabled in Parliament by the Minister of Justice and Correctional Services ("Minister").

The object of the Bill is to amend the National Prosecuting Authority Act, 1998 (Act No. 32 of 1998) ("NPA Act"), to provide for the following:

- the establishment of a permanent Investigating Directorate ("ID"), to be known as the Investigating Directorate against Corruption ("IDAC");
- the establishment of additional, ad hoc IDs by Presidential Proclamation in respect of any matter not falling within the mandate of the IDAC;
- the permanent appointment, remuneration, conditions of service, and vetting of investigators in an ID or the IDAC;

- the establishment of a mechanism, in the form of a retired judge, to deal with complaints of a serious nature pertaining to persons appointed at or assigned to an ID or the IDAC;
- the bestowing of criminal investigatory powers on investigators appointed at or assigned to an ID or the IDAC; and
- the absorption of the present ID together with its mandate, per Presidential Proclamation, into the IDAC.

The Bill provides that the IDAC, in essence, has as its mandate the investigation, the carrying out of any functions incidental to investigations, and the prosecution of serious, high-profile or complex corruption, commercial or financial crime cases inter alia arising from the recommendations of commissions of inquiry, which would include the State Capture ("Zondo") Commission.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES



- The institutional policies and strategies are comprehensively addressed in the Strategic Plan 2025-2030.

3. UPDATES TO RELEVANT COURT RULINGS

The below relevant court rulings and / or rulings which would likely have an impact on the NPA's operations or service delivery obligations are addressed comprehensively in the Strategic Plan 2025-2030:

- Maughan and Another v Zuma 2023 (2) SACR 435 (KZP) and President of the Republic of South Africa v Zuma and Others 2024 (1) SACR 32 (GJ)
- Embrace Project NPC and Others v Minister of Justice and Correctional Services and Others 2025 (1) SACR 36 (GP)
- Director of Public Prosecutions Eastern Cape v Coko 2024 (2) SACR 113 (SCA)
- Mapisa-Nqakula v National Director of Public Prosecutions and Others 2024 JDR 1749 (GP)
- The State v Mdluli and Others (CC 3/2001 – Gauteng Division, Pretoria – judgment delivered on 10 April 2024)
- Lethena and Others v Minister of Police and Another 2024 (1) SACR 92 (GJ)
- Nzuza and Others v National Director of Public Prosecutions and Others 2024 (2) SACR 251 (GP)
- National Director of Public Prosecutions v Mdhlovu 2024 (2) SACR 331 (SCA)

A marble statue of Lady Justice, blindfolded and holding scales of justice in her right hand and a sword in her left. She stands on a pedestal with books. The background is a blurred library with bookshelves. The image is overlaid with a white geometric pattern of interconnected diamonds.

Part B

Our Strategic Focus

4. VISION

Justice in our society so that people can live in freedom and security.

5. MISSION

Guided by the Constitution, we in the National Prosecuting Authority, ensure justice for the victims of crime by investigating serious, complex, high profile corruption cases; by prosecuting without fear, favour, or prejudice, and by working with our partners and the public to solve and prevent crime.

6. VALUES

Integrity, which is displayed through ethical conduct, high moral standards, honesty, moral principles, and values, zero tolerance for bribery or corruption, keeping promises, truthfulness and being beyond reproach.

Accountability, which is based on transparent actions and spending, regular contact with partners and routine reporting.

Service excellence, which means providing first class customer service and complying with the Batho Pele principles.

Professionalism, which can be seen through commitment, dedication, punctuality, competence, and professional conduct in and out of court.

Credibility, which is built by behaving consistently and aiming to inspire belief and trust.

The values are contextualised in the NPA Code of Conduct.

7. SITUATIONAL ANALYSIS



The Situational Analysis Report (SAR) provides a comprehensive review of the current circumstances influencing the NPA during the 2025-26 financial year. The analysis examines internal and external factors, including strengths, weaknesses, opportunities, and threats, to inform strategic decision-making and planning.

This SAR is crucial in aiding the organisation in navigating the complexities of the current business environment by identifying external and internal factors that may influence organisational performance. By understanding our strengths and weaknesses, we can leverage our capabilities to capitalise on opportunities and mitigate potential risks and threats. This informed approach enables management to make strategic decisions that drive growth, improve efficiency, and enhance our competitive position.

The Department of Planning, Monitoring and Evaluation (DPME) requires that strategic and annual performance plans be preceded and informed by a situational analysis¹. The organisational situational analysis typically employs the PESTLE² model (to assess external factors) and the three strategic drivers of the NPA—Governance, Delivery, and Resourcing—to evaluate internal factors.

The SAR is comprehensively addressed in the Strategic Plan 2025-2030.

1 Department of Planning, Monitoring and Evaluation. (2020). Revised Framework for Strategic Plans and Annual Performance Plans.

2 PESTLE is a model of analysis which is used to review political, economic, sociological, technological, legal and environmental factors.



Part C

Measuring Our Performance

8. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION



The NPA performance as of 31 December 2024 shows an overall achievement of 69% against its year-to-date targets. This performance level demonstrates a solid achievement in the third quarter, which was greatly impacted by holidays and the unavailability of all stakeholders. The Q3 achievement of 69% is an improvement compared to Q1's achievement of 58%; however, it is slightly below Q2's achievement of 75%.

The above performance is an improvement in comparison to the achievement noted in the same Q3 performance during the reporting period of 2023-2024. During 2023/24, the NPA achieved 54% of its planned targets, while during the same period of 2024/25, performance improved significantly, with the NPA achieving 69% of its targets, reflecting a 28% increase in performance compared to the previous year.

The year-to-date performance is further summarised as per the output below:

- **Victim-centric services enhanced**

There are currently 66 Thuthuzela Care Centers (TCCs) operating around the country, offering crucial support services to victims of sexual assault. An additional center is to be established before the end of this financial year in the Free State division. In the current reporting period, one TCC was established in Mitchells Plain. This extension is a continuous initiative to enhance access to justice and all-encompassing care.

The OWP continued to maintain the unit's outstanding performance record of ensuring that witnesses and related persons were not threatened, harmed, or killed while they were on the witness protection programme.

- **Effective prosecutions conducted**

In relation to the performance of the three court fora, the NPA continues to demonstrate strong performance and achieve high conviction rates across. As of December 2024, all court fora exceeded their Q3 targets and achieved the following conviction rates: High Courts (93%), Regional Courts (82%), and District Courts (93%).

- **Fraud and corruption dealt with**

During the reporting period, 36 convictions were obtained from 40 verdict cases, representing a 90% conviction rate, which is on par with the set target of 90%. The performance increased by two percentage points compared to the previous quarter, compared with the corresponding period of the previous financial year, in which 87% was obtained.

The Investigating Directorate Against Corruption has authorised 17 investigations into state capture and complex corruption matters to date, exceeding the annual target of 11. In holding key actors and entities accountable for state capture and other related complex corruption, IDAC has also enrolled 6 cases to date, thus achieving its set annual target.

- **Proceeds of crime addressed**

Recoveries totalling R1.287 billion were obtained, significantly above the target of R98 million by 1216% (R1.191 billion). It's crucial to understand that this indicator is conviction-based, meaning that collaboration with all involved is necessary for the finalisation of criminal investigations and prosecutions.

Freezing orders valued at R394 million were obtained. This performance is 87.6% above the quarterly target of R47m, the total annual target is R210m. The significant achievement is attributed to ensuring new cases are sourced earlier and existing cases are expedited and finalised more efficiently.

9. PROGRAMME NAME

The **National Prosecuting Authority** is Programme 4 of the budget vote of the Department of Justice and Constitutional Development (DoJ&CD). It supports the efforts of the DoJ&CD to improve, modernise, strengthen, and focus on achieving the outputs and outcomes of the work of the Criminal Justice System (CJS).

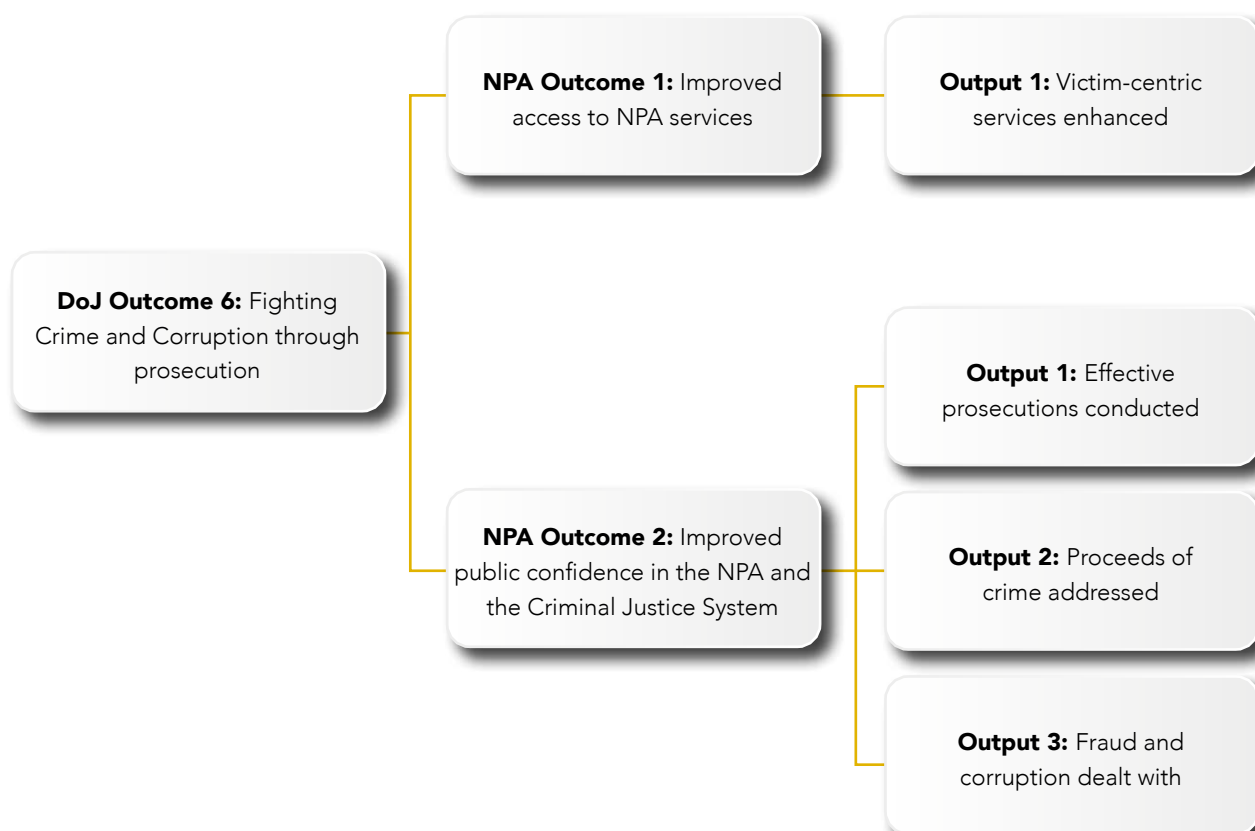
9.1 PROGRAMME PURPOSE

The National Prosecuting Authority was established in terms of section 179 of the Constitution of the Republic of South Africa. The duties and powers of the prosecuting authority, as outlined in the constitution, are to:

- institute and conduct criminal proceedings on behalf of the State;
- carry out any necessary functions incidental to instituting and conducting such criminal proceedings; and
- discontinue criminal proceedings.

The NPA bears the responsibility of providing a coordinated prosecuting service that ensures justice is delivered to the victims of crime through general and specialised prosecutions; removes the profit from crime; and protects certain witnesses.

9.2 NPA STRATEGIC OVERVIEW



9.3 PROGRAMME OUTPUTS

There are five (5) sub-programmes in the NPA:

- **National Prosecutions Service (NPS):** Primarily responsible for general and specialised prosecutions and appeals that might follow, which include resolving criminal matters outside of the formal trial process through alternative dispute resolution mechanisms, settling admissions of guilt for minor offences and considering dockets brought by the police where persons have not been charged.
- **Investigating Directorate Against Corruption (IDAC):** Established as a permanent entity which investigates and prosecutes identified serious, complex and high-profile corruption and related cases falling within its mandate (including those identified in the Judicial Commission of Inquiry into Allegations of State Capture, also known as the Zondo Commission) and other commissions of inquiries.
- **Asset Forfeiture Unit (AFU):** This unit seizes assets that are the proceeds of crime or have been involved in the offence through a criminal or civil process.
- **Office for Witness Protection (OWP):** Provides protection, support, and related services to vulnerable, intimidated witnesses and persons in judicial proceedings in terms of the Witness Protection Act (1998).³
- **Strategy, Operations and Compliance (SOC):** Provides corporate support services to the National Prosecuting Authority in terms of finance, human resources, ICT, strategy support, integrity, security, communications, and risk management.

9.4.1 OUTCOME, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outputs	Output Indicators	Audited outcome			Adjusted estimates	Medium-term estimates		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
NPA Outcome 1: Improved access to NPA services								
Victim-centric services enhanced	Number of new Thuthuzela Care Centres established	5 (60)	2 (62)	2 (64)	2 (66)	2 ⁴	2	2
	Conviction rate in sexual offences	74,3%	74,8%	72%	70%	70%	70%	70%
NPA Outcome 2: Improved public confidence in the NPA and the Criminal Justice System								
Effective prosecutions conducted	Conviction rate in High Court	91%	89.2%	91%	87%	87%	87%	87%
	Conviction rate in Regional Court	80,6%	82.6%	82%	74%	74%	74%	74%
	Conviction rate in District Court	93,9%	94.5%	95%	88%	88%	88%	88%
	Conviction rate in Murder Prosecutions	N/A	N/A	N/A	N/A	74%	74%	74%
	Number of witnesses and related persons threatened, harmed or killed while on the witness protection programme	0	0	0	0	0	0	0

³ In terms of the Witness Protection Act 112 of 1998, the mandate of the Witness Protection Unit resides with DOJ&CD, however for operational reasons the unit is currently located within the NPA.

⁴ Represents new TCCs to be established per financial year.

Outputs	Output Indicators	Audited outcome			Adjusted estimates	Medium-term estimates		
		2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
NPA Outcome 2: Improved public confidence in the NPA and the Criminal Justice System								
Fraud and corruption dealt with	Conviction rate in complex commercial crime	N/A	N/A	N/A	N/A	90%	90%	90%
	Conviction rate in serious organised crime	90%	90%	90%	90%	90% ⁵	90%	90%
	Number of persons sentenced for corruption	339	338	334	210 ⁶	230	240	250
	Number of IDAC investigations authorised	-	13	18	11	8	10	13
	Conviction rate for corruption	N/A	N/A	N/A	N/A	80% ⁷	80%	82%
	Number of state capture, complex corruption, and matters related thereto enrolled	-	18	3	6	7	10	10
	Number of prosecutions instituted involving money laundering charges ⁸	-	-	84	90	90	90	90
	Number of prosecutions finalised involving money laundering charges	-	-	-	50	55	65	70
Proceeds of crime addressed	Total value of freezing orders obtained	R5.5bn	R570m	R932m	R700m	R700m	R700m	R700m
	Total value of recoveries obtained	R117m	R2.63bn	R787m	R350m	R160m	R160m	R160m

5 This represents an initial norm to obtain a reliable baseline. The MTDP mid-term target is 90%.

6 Persons convicted for contravening the Prevention and Combating of Corrupt Activities Act, 12 of 2004 (PRECCA), shall be reported, thus the target was revised.

7 New indicator the 2024/29 MTDP indicator is to improve the conviction rate for corruption with a mid-term target of 82% and a 5-year target of 84%.

8 This is a new indicator to address FATF requirements and prosecutions instituted will counted at the time of plea. (serious and complex money laundering).

9.4.2 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target for 2025/26	Quarterly targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Outcome 6: Fighting Crime and Corruption through prosecution					
Number of new Thuthuzela Care Centres established	2	-	-	-	2
Conviction rate in sexual offences	70%	70%	70%	70%	70%
Conviction rate in High Court	87%	87%	87%	87%	87%
Conviction rate in Regional Court	74%	74%	74%	74%	74%
Conviction rate in District Court	88%	88%	88%	88%	88%
Conviction rate in murder prosecutions	74%	74%	74%	74%	74%
Number of witnesses and related persons threatened, harmed or killed while on the witness protection programme	0	0	0	0	0
Conviction rate in complex commercial crime	90%	90%	90%	90%	90%
Conviction rate in serious organised crime	90%	90%	90%	90%	90%
Number of persons sentenced for corruption	230	57	63	60	50
Conviction rate for corruption	80%	80%	80%	80%	80%
Number of IDAC investigations authorised	8	3	2	2	1
Number of state capture, complex corruption, and matters related thereto enrolled	7	2	1	1	3
Number of prosecutions instituted involving money laundering charges	90	23	24	21	22
Number of prosecutions finalised involving money laundering charges	55	13	16	11	15
Total value of freezing orders obtained	R700m	R150m	R200m	R200m	R150m
Total value of recoveries obtained	R160m	R80m	R30m	R30m	R20m

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

- Covered comprehensively in the strategic plan 2025-2030

10. PROGRAMME RESOURCE CONSIDERATIONS

10.1 RECONCILING PERFORMANCE WITH THE BUDGET AND MTEF

Sub-Programme	Audited outcome			Adjusted estimates	Medium-term estimates		
R thousand	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
National Prosecutions Service	3,193,928	3,569,434	3,827,049	4,439,788	4,587,261	4,707,007	4,921,361
Investigating Directorate Against Corruption	51,402	101,675	178,534	310,680	308,645	319,659	334,114
Asset Forfeiture Unit	149,150	173,441	219,560	261,402	276,080	286,259	299,202
Office for Witness Protection	176,333	197,136	213,693	266,832	277,810	289,425	302,513
Strategy, Operations and Compliance	626,039	569,398	574,344	609,919	638,149	665,717	694,321
Total	4,196,852	4,611,084	5,013,180	5,888,621	6,087,945	6,268,067	6,551,511
ECONOMIC CLASSIFICATION							
Compensation of employees	3,552,695	3,923,514	4,262,084	4,489,656	5,195,962	5,326,053	5,566,901
Goods and services	467,236	597,649	671,614	801,608	830,696	877,909	917,605
Of which:							
Administrative fees	14,468	14,913	14,829	16,982	19,657	20,558	21,487
Advertising	-	451	987	812	934	977	1021
Minor assets	4,199	3,061	5,337	4,250	4,632	4,844	5,062
Bursaries: Employees	2,514	2,412	4,245	755	824	862	901
Catering: Departmental activities	220	686	3098	1,670	1,855	1,939	2,026
Communication (G&S)	16,505	20,923	32,359	23,233	26,476	27,690	28,942
Computer services	88,693	133,261	104,509	105,766	97,620	104,656	109,388
Consultants: Business and advisory services	5,179	9,958	6138	44,141	53,088	56,112	58,650
Legal services (G&S)	18,500	43,547	14,936	81,040	71,743	77,515	81,020
Contractors	14,721	25,891	71,977	38,394	51,524	54,899	57,382
Agency and support/ outsourced services	14,374	19,923	29602	58,578	53,918	56,847	59,417
Fleet services (including government motor transport)	10,899	16,336	21,168	11,585	12,563	13,139	13,733
Inventory: Other supplies	-	79	1208	-	-	-	-
Consumable supplies	6,307	2,003	4459	4,761	5,372	5,618	5,872

Sub-Programme	Audited outcome			Adjusted estimates	Medium-term estimates		
R thousand	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Consumables: Stationery, printing and office supplies	70,782	63,609	33,467	36,259	42,099	44,028	46,019
Operating leases	25,949	37,971	49,597	83,772	87,291	91,519	95,658
Rental and hiring	-	10	230	349	376	393	411
Property payments	79,266	78,302	79,463	101,566	105,647	110,716	115,723
Travel and subsistence	34,879	50,748	83,224	61,150	69,465	72,647	75,932
Training and development	30	1538	2198	5,504	6,000	6,275	6,558
Operating payments	58,433	70,217	103,975	120,041	118,567	125,582	131,261
Venues and facilities	1318	1,810	4,608	1,000	1,045	1,093	1,142
Total Current Payments	4,019,931	4,521,163	4,933,698	5,291,264	6,026,658	6,203,962	6,484,506
Payments for financial assets	4,573	5,290	612	1127	-	-	-
Transfers and subsidies to:	26,512	34,555	31,172	22,500	22,540	23,587	24,654
Departmental agencies and accounts	9,978	10,978	11,882	12,005	11,934	12,440	13,003
Households	16,534	23,577	19,290	10,495	10,606	11,147	11,651
Payments for capital assets	47,820	50,076	47,698	56,242	38,747	40,518	42,351
Other machinery and equipment	35,670	23,963	30,449	56,242	733	767	802
Transport equipment	12,150	26,113	17,249	-	38,014	39,751	41,549
TOTAL	4,098,836	4,611,084	5,013,180	5,371,133	6,087,945	6,268,067	6,551,511

10.2 EXPENDITURE TRENDS

The expenditure is expected to increase marginally to R6, 551 billion at an average annual rate of 6.11% over the MTEF period. The focus will be on achieving the strategic objectives and performance targets as set out in this Plan for 2025/26.

10.3 NPA HUMAN RESOURCES CONSIDERATIONS

Salary Level	Total posts	Filled posts	Vacant posts	Vacancy Rate	Salary Cost	Total Cost
2	9	8	1	11.11	1,590,936.12	1,789,803.13
3	1	1	0	0.00	232,000.00	232,000.00
4	52	45	7	13.46	15,264,976.98	17,639,528.96
5	677	563	114	16.84	177,543,638.56	213,493,860.22
6	2	2	0	0.00	713,230.42	713,230.42
7	752	585	167	22.21	270,069,567.25	347,166,349.69
8	1584	1506	78	4.92	998,581,966.18	1,050,301,350.88
9	280	174	106	37.86	118,474,030.65	190,647,865.42
10	1306	1092	214	16.39	904,638,496.26	1,081,921,131.97
11	126	96	30	23.81	87,781,893.75	115,213,735.55
12	1540	1234	306	19.87	1,611,162,862.07	2,010,689,471.30
13	64	45	19	29.69	62,475,973.86	88,854,718.38
14	220	171	49	22.27	275,021,958.10	353,829,419.78
15	19	13	6	31.58	24,429,002.79	35,703,927.16
16	4	3	1	25.00	6,568,065.12	8,757,420.16
17	1	1	0	0.00	2,658,000.00	2,658,000.00
TOTAL	6637	5539	1098	16.54	4,557,206,598.11	5,519,611,813.02

11. UPDATED KEY RISKS AND MITIGATION



The NPA has identified the strategic risks that may potentially affect the achievement of the predetermined results and service delivery in alignment with the revised focus of the organisation. Further thereto, mitigation plans have been developed in line with the identified outcomes, i.e. (1) *Improved public confidence in the NPA and the Criminal Justice System*; (2) *Improved access to NPA services*.

No.	Outcome	Risk Name	Risk Mitigation Plans
SR1.	Improved public confidence in the NPA and the Criminal Justice System. Improved access to NPA services for all.	Negative audit outcomes.	Performance audit: - Escalate challenges relating to quality assurance by external role players, the Acting DDG to raise performance reporting challenges to the DoJ&CD EXCO. - Continue to roll-out the Change Management programme. - Management to consider data capturing support for ECMS through work study. - Engage with IJS and JCPS partners to fully implement ECMS. - Introduce ECMS at the induction/aspirant prosecutor programme for prosecutors. - Development of performance reporting business process and standard operating procedures. Regulatory Audit: - In future, asset management will be incorporated into the Logis System. The engagement is taking place with the National Treasury. - Continue to raise awareness of 30-day compliance in payment of invoices (screensavers). - Collaborate with internal audit in addressing some of the supply chain control weaknesses through regular audits/inspections. - Appointment of Senior and Junior State Advocates in the regions to support the decentralisation of the LAD function; training to be provided. - Escalate the need for the digitalisation of a contingent liability register.
SR2.	Improved public confidence in the NPA and the Criminal Justice System.	Delays in the investigation and prosecution of complex and high-profile corruption, commercial crime cases.	- The NPA to lobby for dedicated corruption courts to fast-track cases/ dedicated presiding officers to oversee corruption matters. - Review the process of Section 38 appointments to support investigation, prosecution of complex corruption matters, and asset recovery. Section 38 to partner with internal prosecutors to share skills and knowledge. Proposals include expeditious appointments due to the AFU's civil environment. - Continue the collaborative work (prosecuting team, AFU advocates and investigators) with the Advisory Panel to provide advice, make suggestions and offer guidance regarding complex commercial crime or corruption cases. - Embed the implementation of Corporate Alternative Dispute Resolution as a key anti-corruption initiative. - SCCU plans to reinforce its methodology with greater emphasis on the incorporation of technology to enhance and improve performance. - IDAC will leverage external support for the purpose of establishing the Digital Evidence Unit (DEU). - Enhance International cooperation and mutual legal assistance coordination through strengthened legislative reform. - Strengthen recovery through unexplained wealth orders facilitated by input in legislative reform.

No.	Outcome	Risk Name	Risk Mitigation Plans
SR3.	Improved public confidence in the NPA and the Criminal Justice System.	Sustainability of the organisation and loss of institutional knowledge.	• Implement and monitor the succession plan without creating expectations. • Management to explore leadership programmes and training for individual staff early in their careers. • Develop a clear strategy and implementation plan to address skills gaps identified by the Capability Review Assessment. • Enhance the roll-out of mentorship programmes by seasoned prosecutors. • Develop and implement a knowledge management strategy, policy, and implementation plan: - Webinars/Masterclasses. - Continuous awareness of knowledge management portal (screensavers).
SR4.	Improved public confidence in the NPA and the Criminal Justice System. Improved access to NPA services for all.	Increase in civil litigation.	• Continue the roll-out of training in collaboration with lawyers' organisations within the BAR Councils. • Ongoing civil litigation training for Prosecutors, in collaboration with the Judiciary. • Continuous engagement with the State Attorney's office and the Solicitor General to ensure that the cases are effectively and timeously defended and improve relations. • Infuse civil litigation training as part of the Aspirant Prosecutors' programme.
SR5.	Improved public confidence in the NPA and the Criminal Justice System.	Safety and security of Prosecutors including information security risks.	• Timeous protection of assessed threatened employees. • Establishment of in-house protective security support. • Coordination of security for high-risk cases and special events. • Enforce the classification of sensitive information. • Managing compliance with the outsourced security services. • Conduct a study on the best international practices on the safety of court officials. • Encourage specialised units to involve Security Management Services during the planning phase of high-profile cases. • Engage Security Management Services to conduct pre-screening (sweeping) of meeting venues where sensitive and confidential information will be held. • Enhance visibility of the Security unit through awareness sessions and internal communication platforms. • Enforce guidelines on the classification of information. • SMS to develop a policy guide regulating meetings where sensitive information is discussed. • Security management to explore the practice of ongoing integrity testing/Ad-hoc integrity testing.

12. PUBLIC ENTITIES



Not applicable.

13. INFRASTRUCTURE PROJECTS



Not applicable.

14. PUBLIC PRIVATE PARTNERSHIPS



The public private partnerships relevant to the NPA are addressed in the Strategic Plan.



Part D

Technical Indicator Descriptions (TIDs)

Indicator title	NUMBER OF NEW THUTHUZELA CARE CENTRES ESTABLISHED
Definition	Newly established TCCs throughout the country to provide specialised victim-centric services to the victims of gender-based violence (GBV) and related offences.
Source/collection of data	List of operational TCCs and New TCC Establishment Verification Form.
Method of calculation	Simple count of the total number of newly established TCCs in the reporting period.
Means of verification	New established TCCs verification forms can be verified against the list of operational TCCs.
Assumptions	Sufficient financial support and buy-in from all relevant stakeholders.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Annual
Desired performance	2
Indicator responsibility	DNDPP: NPS

Indicator title	CONVICTION RATE IN SEXUAL OFFENCES
Definition	The percentage of cases finalised with a guilty verdict for contravening the Criminal Law (Sexual Offences and Related Matters) Amendment Act, No 32 of 2007 in all court fora, HC, DC, RC and dedicated courts.
Source/collection of data	ECMS for lower courts and Daily Court Return for High Courts (until ECMS High Court module is available).
Method of calculation	The total number of cases finalised with a guilty verdict (including Sec 57A of the Criminal Procedure Act, 51 of 1977 "CPA") divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing in the case of a guilty verdict or on the date of the verdict of not guilty. One case may result in convictions of more than one count.
Means of verification	ECMS recorded data for Lower Courts; High Courts ECMS as soon as the High Court module is available. High Court daily court return can be verified against the DPP register, or files for High Courts or High Court judgment or orders.
Assumptions	Proper screening of dockets.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Non- cumulative
Reporting cycle	Quarterly
Desired performance	70%
Indicator responsibility	DNDPP: NPS

Indicator title	CONVICTION RATE IN HIGH COURT
Definition	The percentage of cases finalised with a guilty verdict in the High Court as a percentage of cases finalised with a verdict in the same forum.
Source/collection of data	Daily court returns until the ECMS High Court is available.
Method of calculation	The total number of cases finalised with a guilty verdict (including Sec 57A of the CPA) divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing in the case of a guilty verdict or on the date of the verdict of not guilty. One case may result in conviction of more than one count.
Means of verification	High Court daily court return can be verified against the DPP register, or files for High Courts or High Court judgment or orders.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Non- cumulative
Reporting cycle	Quarterly
Desired performance	87%
Indicator responsibility	DNDPP: NPS

Indicator title	CONVICTION RATE IN REGIONAL COURT
Definition	The percentage of cases finalised with a guilty verdict in the Regional Court as a percentage of cases finalised with a verdict in the same forum.
Source/collection of data	ECMS for lower courts.
Method of calculation	The total number of cases finalised with a guilty verdict (including Sec 57A of the CPA) divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing in the case of a guilty verdict or on the date of a verdict of not guilty. One case may result in conviction of more than one count.
Means of verification	ECMS recorded data for Lower courts
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative the year-to-date
Reporting cycle	Quarterly
Desired performance	74%
Indicator responsibility	DNDPP: NPS

Indicator title	CONVICTION RATE IN DISTRICT COURT
Definition	The percentage of cases finalised with a guilty verdict in the District Court as a percentage of cases finalised with a verdict in the same forum.
Source/collection of data	ECMS for lower courts.
Method of calculation	The total number of cases finalised with a guilty verdict (including Sec 57A of the CPA) divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing in the case of a guilty verdict or on the date of a verdict of not guilty. One case may result in conviction of more than one count.
Means of verification	Daily court Return
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative the year-to-date
Reporting cycle	Quarterly
Desired performance	88%
Indicator responsibility	DNDPP: NPS

Indicator title	CONVICTION RATE IN MURDER PROSECUTIONS
Definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained in cases where any of the charges included a charge of murder.
Source/collection of data	ECMS for Lower courts and Daily Court Return in High courts.
Method of calculation	The total number of cases finalised with a guilty verdict (including Sec 57A) divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing after guilty verdict or at verdict if not guilty. One case may result in conviction of more than one focus area.
Means of verification	ECMS and ICMS recorded data for Lower courts and SCCU; High courts as soon as the High court module is available. High court daily court return can be verified against the DPP register and files for High courts.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Non- cumulative
Reporting cycle	Quarterly
Desired performance	74%
Indicator responsibility	DNDPP: NPS

Indicator title	CONVICTION RATE IN SERIOUS COMMERCIAL CRIME
Definition	The percentage of cases finalised with a guilty verdict in the Specialised Commercial Crime Court (SCCC) or cases identified by the case number starting with SCCC, as a percentage of these cases finalised with a verdict in the regional court.
Source/collection of data	ECMS for Lower courts.
Method of calculation	The total number of cases finalised with a guilty verdict (including Sec 57A of the CPA) divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing in the case of a guilty verdict or on date of verdict of not guilty. One case may result in conviction of more than one count.
Means of verification	ECMS recorded data for Lower courts.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	90%
Indicator responsibility	DNDPP: NPS

Indicator title	CONVICTION RATE IN SERIOUS ORGANISED CRIME
Definition	The percentage of cases finalised with a guilty verdict in the court as a percentage of these cases finalised with a verdict.
Source/collection of data	Organised Crime register held at DPP Office.
Method of calculation	The total number of cases finalised with a guilty verdict (including Sec 57A of the CPA) divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing in the case of a guilty verdict or on date of verdict of not guilty. One case may result in conviction of more than one count.
Means of verification	ECMS recorded data for Lower courts.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	90%
Indicator responsibility	DNDPP: NPS

Indicator title	NUMBER OF WITNESSES AND RELATED PERSONS THREATENED, HARMED OR KILLED WHILST ON THE WITNESS PROTECTION PROGRAMME
Definition	This indicator tracks the number of witnesses and related persons harmed, threatened or killed whilst on the witness protection programme.
Source/collection of data	Central datasheet.
Method of calculation	The total number of witnesses and related persons that were harmed, threatened or killed by a person or persons from whom they were protected either directly or through an agent, while on the NPA witness protection programme.
Means of verification	Monthly Performance Reports.
Assumptions	Buy-in from witnesses, availability of resources, financial allocation.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Non-cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	0
Indicator responsibility	SD: OWP

Indicator title	NUMBER OF PERSONS SENTENCED FOR CORRUPTION
Definition	This indicator measures the number of persons sentenced for contravening the Prevention and Combating of Corrupt Activities Act, 12 of 2004 (PRECCA).
Source/collection of data	ECMS for lower courts and Daily Court Return for High Courts (until High Court module is available).
Method of calculation	Simple count.
Means of verification	ECMS recorded data for Lower courts and SCCU; High Courts daily court return until the High Court module is available. High court daily court return can be verified against the DPP Register, or for High Courts, or High Court judgement or High Court order.
Assumptions	Quality investigation of cases, proper screening of dockets, cases to be prioritised for prosecution.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	230
Indicator responsibility	DNDPP: NPS

Indicator title	NUMBER OF IDAC INVESTIGATIONS AUTHORISED
Definition	Number of investigations authorised in terms of section 28(1)(a) and section 28(13) of the NPA Act: State Capture matters: Zondo Commission, Mpati Commission, Nugent Commission, Individual PML, Professional PMLO, Professional PMLN, TBML, Priority corruption matters, Complex corruption or related offences, Corruption matters involving foreign official/PEP, Corruption matters involving a domestic official/PEP, Private sector corruption.
Source/collection of data	Register/Central datasheet.
Method of calculation	Sum of authorised investigations calculated from date of authorisation by the Investigating Director.
Means of verification	Copies of authorisations.
Assumptions	Compliance requisites to institute investigation in terms of the NPA Act.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative (annually)
Reporting cycle	Quarterly and bi-annually
Desired performance	8
Indicator responsibility	Investigating Director: Investigating Directorate Against Corruption

Indicator title	CONVICTION RATE FOR CORRUPTION
Definition	This indicator measures the percentage of cases finalised for contravening the Prevention and Combating of Corrupt Activities Act, 12 of 2004 (PRECCA).
Source/collection of data	ECMS for lower courts and Daily Court Return for High Courts (until High Court module is available).
Method of calculation	The total number of cases finalised with a guilty verdict (PRECCA) divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing in the case of a guilty verdict or on date of verdict of not guilty. One case may result in conviction of more than one count.
Means of verification	ECMS recorded data for Lower courts and SCCU; High Courts daily court return until the High Court module is available. High court daily court return can be verified against the DPP Register, or for High Courts, or High Court judgement or High Court order.
Assumptions	Quality investigation of cases, proper screening of dockets, cases to be prioritised for prosecution.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	80%
Indicator responsibility	DNDPP: NPS

Indicator title	NUMBER OF STATE CAPTURE, COMPLEX CORRUPTION, AND MATTERS RELATED THERETO ENROLLED
Definition	The indicator refers to the total number of cases relating to state capture, complex corruption and matters related thereto enrolled by the IDAC.
Source/collection of data	Central datasheet.
Method of calculation	Simple count of matters enrolled.
Means of verification	Daily court returns, charge sheet, or court book.
Assumptions	There is <i>prima facie</i> evidence for conclusion of investigations and enrolment.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	7
Indicator responsibility	Investigating Director: Investigating Directorate Against Corruption

Indicator title	NUMBER OF PROSECUTIONS INSTITUTED INVOLVING MONEY LAUNDERING
Definition	Relates to prosecutions instituted involving money laundering charges (counted when the charges are put to the accused at plea stage).
Source/collection of data	NPA daily court returns (HC, RC, DC and specialised unit central data sheets).
Method of calculation	The total number of cases where accused have pleaded in respect of charges involving money laundering measured on the date of plea.
Means of verification	In the High Court, through the indictment, the DPP Register, or the High Court file. For the lower courts, the charge sheet containing money laundering charges and the date of plea.
Assumptions	Properly investigated matters, thoroughly screened dockets, cases prioritised for prosecution.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	90
Indicator responsibility	DNDPP: NPS

Indicator title	NUMBER OF PROSECUTIONS FINALISED INVOLVING MONEY LAUNDERING CHARGES
Definition	Relates to prosecutions finalised with a guilty verdict involving money laundering charges.
Source/collection of data	NPA daily court returns (HC, RC, DC and specialised unit central data sheets).
Method of calculation	The total number of cases finalised with a verdict of guilty in respect of charges involving money laundering.
Means of verification	The charge sheet containing money laundering charges.
Assumptions	Properly investigated matters, thoroughly screened dockets, cases prioritised for prosecution.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	55
Indicator responsibility	DNDPP: NPS

Indicator title	TOTAL VALUE OF FREEZING ORDERS OBTAINED
Definition	Value of assets frozen in freezing orders obtained in the reporting period. It measures the total value of the proceeds, instrumentalities or benefit of crime restrained or preserved from the control of criminals and provides an indication of the depth of the impact of the AFU.
Source/collection of data	Case report form that is captured in a central data sheet.
Method of calculation	The total estimated net market value of assets frozen by orders obtained in the reporting period. The value is estimated and counted at the time when the initial order is obtained. Assets include all assets as defined in the POCA such as immaterial goods, claims, obligations or rights. The value of savings to a victim, where applicable is included in the calculation of the value of freezing orders.
Means of verification	Court order or case report forms.
Assumptions	The estimate of the value is made at the time when not all the information is available.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	R700m
Indicator responsibility	DNDPP: AFU

Indicator title	TOTAL VALUE OF RECOVERIES
Definition	Recoveries are made when the benefit, proceeds or instrumentalities are recovered. Recoveries include payments made to CARA or victims of crime as a result of the intervention of the AFU. Recoveries also include the return of movable assets, immovable assets or immaterial goods (including but not limited to claims in terms of contractual obligations or rights and such claims resulting in savings) to the identified victims. The definition of property in POCA provides the basis to determine property capable of being recovered. The recoveries further include recoveries made through C-ADR or through the use of external entities specialising in the recovery of assets.
Source/collection of data	The proof of payment or proof of recovery, as the case may be, is uploaded to a central data repository. A case report form reflecting the recovery is also uploaded. The recovery is captured on the central data sheet for both victims of crime and CARA payments. The indicator is reported as a single combined total of the value of all recoveries. Letters of confirmation from victims of return of assets or the extent of savings where applicable.
Method of calculation	The total amount paid or the net market value of property transferred to the victims of crime or paid into CARA during the reporting period resulting from orders or agreements obtained. This refers to orders obtained as a result of litigation in terms of POCA, settlement agreements in terms of A-ADR and recoveries by expert entities. Payment to victims is measured only when the proof of payment or transfer is received. The value includes all recoveries including immaterial goods, rights and interests and is guided by the definition of property in POCA. The recovery is reflected when the AFU receives notice of the recovery and not the actual date of the recovery. Where savings are achieved through the recovery of claims or rights, the value of the saving to the victim is regarded as the recovery.
Means of verification	Proof of Payment such as Deposit Slip or Bank Statement. Proof of return or saving such as a confirmatory letter or email.
Assumptions	Confirmation of payment may be received late from the victims and there may be unidentified deposits into CARA. Confirmation of transfer of property or other immaterial assets, including savings, may be received late from victims.
Disaggregation of Beneficiaries	N/A
Transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	R160m
Indicator responsibility	DNDPP: AFU



Part E

Annexures

ANNEXURE A: GLOSSARY OF TERMS



Alternative Dispute Resolution Methods (ADRM)

Alternative dispute resolution encompasses several methods for resolving disputes between the parties. Within the NPA, this includes diversion and informal mediation.

Diversion

Is one of the alternative ways of delivering justice. It is the process of electing, in suitable and deserving criminal court cases, a manner of disposing of a criminal court case other than through normal court proceedings. (It usually includes the withdrawal of the charges against the accused person, after the accused person has participated in a particular certified programme.) After the offender has completed the diversion programme, the social worker submits a report to the prosecutor. If it is clear that the offender has cooperated and benefited from the programme, the matter is withdrawn and recorded as a diverted case on the daily statistics. These figures are totalled on the last court date of each calendar month. Separate statistics are recorded for children (persons younger than 18 years) and adult diversions. Diversions in terms of the Child Justice Act are also included, and are totalled on the last court date of each calendar month.

Informal mediation

Is the process by which a prosecutor, duly authorised thereto and within the ambit of the restorative justice guidelines, while acting as a mediator between the victim and offender, resolves the conflict which resulted in the criminal court case or addresses the harm caused in a manner that does not require formal justice but seeks to deliver justice. The matter is subsequently withdrawn.

Amount involved in a corruption case more than R5 m

This refers to a corruption case which has been registered as a priority case by the Anti-Corruption Task Team (ACTT) as one where the amount involved is R5 million or more. The amount involved in a corruption case is the amount that is stated in the charge sheet

Case

In the NPA, a case includes criminal court cases and civil court cases. These concepts are defined as:

Criminal court case

Is a matter that has been enrolled in a criminal court regardless of the forum including traffic cases and non-docket cases where accused appears in court. Any civil applications, enquiries and *ex parte* applications are excluded. A criminal court case may have multiple counts and/or accused and can involve multiple police dockets. A single docket may result in multiple court cases.

Civil court case

Is a civil matter that has been enrolled in a court of South Africa regardless of the forum. This includes *ex parte* applications or applications on notice. It includes motion and trial proceedings. Examples are restraint, preservation, forfeiture and confiscation applications. It also includes interlocutory applications relating to living and legal expenses and curators in civil matters.

Charge

A charge is the specific offence that the accused person is alleged to have committed.

Criminal matters finalised

Includes decision dockets which resulted in a decision not to prosecute (*nolle prosequi*), matters where admission of guilt was determined by the prosecutor and it was paid prior to enrollment, cases finalised through ADRM (informal mediation, diversions etc.), cases finalised through verdict and appeals against conviction and/or sentence finalised in the high courts.

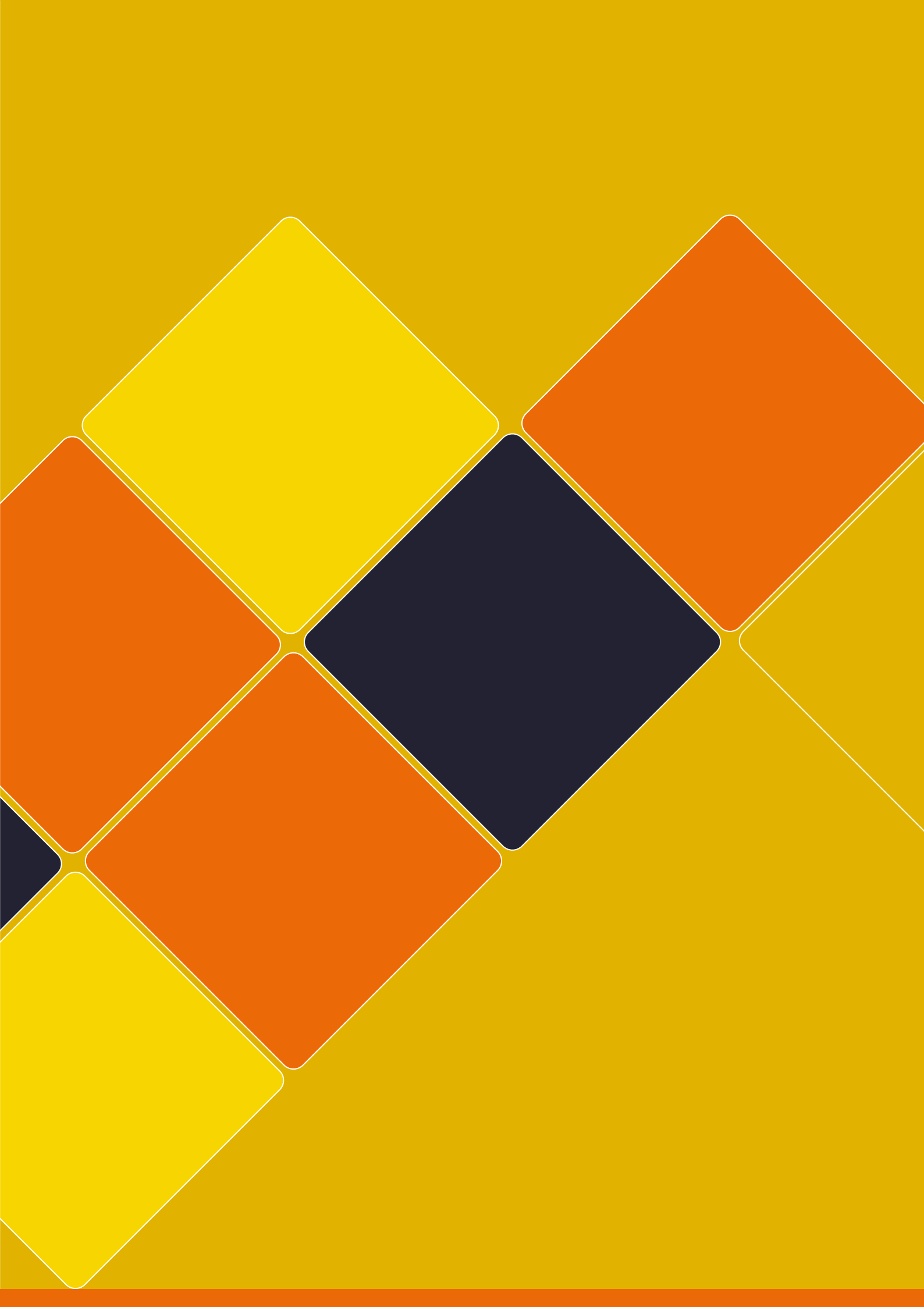
Completed forfeiture cases	Cases in which the NPA has obtained a forfeiture or confiscation order in terms of section 18 or section 50 of the Prevention of Organised Crime Act, 1998 (Act No. 121 of 1998).
Complex commercial crime cases	Are cases which require specialised prosecution due to their intricate nature, or have a high impact on the community.
Commercial crime	Are crimes against property, involving the unlawful conversion of the ownership of property (belonging to one person) for one's own personal use and benefit. Commercial crimes may involve fraud [cheque fraud, credit card fraud, mortgage fraud, medical fraud, corporate fraud, securities fraud (including insider trading), bank fraud, payment (point of sale) fraud, health care fraud], theft, scams or confidence tricks, tax evasion, bribery, embezzlement, identity theft, money laundering, and forgery and counterfeiting, including the production of counterfeit money and consumer goods.
Contact crimes	Are defined as crimes against a person such as murder, attempted murder, rape (including attempted rape), indecent assault, and assault with the intent to inflict grievous bodily harm, common assault, robbery with aggravating circumstances and common robbery.
Conviction	A conviction is a finding of guilty and includes payment made in terms of section 57A of the Criminal Procedure Act, 1977 (Act No. 51 of 1977).
Corruption	According to South Africa's <i>Prevention and Combating of Corrupt Activities Act</i> , 12 of 2004 (PRECCA), corruption occurs when any person directly or indirectly accepts or offers or agrees to offer or accept any form of gratification, i.e. not necessarily monetary, that will either benefit themselves or another person. In terms of this legislation, corruption is defined as acts that involve an improper/corrupt exchange between two or more parties.
Customer satisfaction	Satisfaction by the customers of the NPA (victims, witnesses and complainant) in the prosecution services and treatment by the NPA staff
Cybercrime	Any crime that is facilitated by the use of information technology.
Cyberspace	A domain that is characterised by the use of electronics and the electromagnetic spectrum to store, modify and exchange data via networked systems and associated physical infrastructure.
Decision dockets	In the NPA, decision cases include all criminal matters presented to the NPA to consider the institution of a prosecution recording in a decision register. These exclude dockets recorded in the inquest register and matters directly enrolled.
Dedicated court	A dedicated court is a court in which only complex commercial crime cases are dealt with.
Direct imprisonment	Imprisonment can be defined as the admission into a prison and the confinement of an offender in a prison for the duration determined by the court. Direct imprisonment refers to imprisonment in terms of section 276(1)(b), (d) and (i) of the Criminal Procedure Act, Act 51 of 1977; without the option of a fine as an alternative and/or without the imprisonment being suspended as a whole.
District court	A court created by the Minister of Justice for a district in terms of section 2 of the Magistrates' Courts Act, 1944 (Act No. 32 of 1944).
Forfeiture orders	Forfeiture orders means confiscation and forfeiture orders in terms of section 18 and section 50 of the Prevention of Organised Crime Act, 1998 (Act No. 121 of 1998).
Freezing orders	Freezing orders means restraint and preservation orders in terms of section 26 and section 38 of the Prevention of Organised Crime Act, 1998 (Act No. 121 of 1998).

Government official	Includes all persons employed by a state institution, as well as persons who were employed by a state institution at the time of commission of the offence. A state institution includes all three tiers of government departments (national, provincial and local), public entities listed in Schedule 2 and 3 of the Public Management Finance Act, 1999 (Act No. 1 of 1999) (PFMA), constitutional institutions listed in Schedule 1 of the PFMA, parliament and the provincial legislatures subject to section 3(2) of the PFMA.
High court	High court means the High Court of South Africa and its respective divisions referred to in section 6(1) of the Superior Courts Act, 2013 (Act No. 10 of 2013).
Lower court	Lower courts are district and regional courts.
Money Laundering	Money laundering or money laundering activity means an activity which has or is likely to have the effect of concealing or disguising the nature, source, location, disposition or movement of the proceeds of unlawful activities or any interest which anyone has in such proceeds, and includes any activity which constitutes an offence in terms of section 64 of this Act or section 4, 5 or 6 of the Prevention Act.
Organised crime	Organised Crime is a person, group of persons or syndicate acting in an organised fashion or in a manner which could result in substantial financial gain for the person, group or persons or syndicate involved. These cases are dealt with by specialised prosecutors.
Operational Thuthuzela Care Centre (TCC)	A TCC is regarded as operational when all of the following criteria are met: • A victim-friendly designated space, with a waiting area, a counselling room, an examination room, ablution facilities, and a statement-taking room exists. The TCC is located on the premises of the Department of Health (DOH), either in the hospital building or in a park home facility. • Two of the three posts (site coordinator, victim assistance officer and a case manager) for which the NPA is responsible are filled either on contract or permanent appointment. • All services are rendered, including police, health, psychological, and prosecutorial services, whether in-house or on call. This includes a referral system for 24/7 care and management. • Protocols between the NPA, SAPS and DOH are in place. • Training for relevant stakeholders, including induction for SOCA staff at the TCC site, has been conducted. • Essential equipment and furniture as per SOCA TCC list have been provided.
Priority crime	The South African Police Service Act, 1995 (Act No. 68 of 1995) defines priority crimes as organised crime that requires national prevention or investigation, or crimes that require specialised skills in the prevention or investigation thereof.
Recovery	Recoveries refer to the return of property or the payment of money to the victim following an order in terms of section 300 of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) (CPA) or following a plea bargain in terms of the CPA.
Regional court	A court created by the Minister for a number of districts in terms of section 2 of the Magistrates' Courts Act, 1944 (Act No. 32 of 1944).
Sexual offences	Any offence committed in terms of the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 (Act No. 32 of 2007).
Specialised prosecutor	A specialised prosecutor is a prosecutor with a particular skill set and experience who has been assigned to prosecute primarily certain crime types.
State-Owned Enterprise	A State-Owned Enterprise (SOE) is a body formed by the government through legal means so that it can take part in activities of a commercial nature. Essentially, SOEs are created to undertake commercial activities on behalf of the government.

Standalone Prosecution	Standalone or autonomous ML cases refer to the prosecution of ML offences independently, without necessarily prosecuting the predicate offence.
STEEPLE	Is a tool for reviewing the social, technological, economic, ethical, political, legal, and environmental factors, mainly in the external environment within which the NPA operates.
Thuthuzela ("comfort" in Xhosa) care centres (TCC)	TCCs are 24 hour one-stop service centres where victims have access to all services that include police, counselling, doctors, court preparation and a prosecutor for victims. These centres are aimed at turning victims into survivors and providing comprehensive therapy. These multi-disciplinary centres have been established to streamline the process of reporting, care-giving, investigation of cases and the subsequent prosecution of the case. The main objectives for these centres are to eliminate secondary victimisation, reduce case cycle time, and to increase convictions.
Trio crimes	Trio crimes refer to cases in which the charges relate to robbery at residential premises, robbery at business premises and or vehicle robbery/car hijacking.
Values of recoveries in terms of POCA	The total amount recovered by the AFU, after completion of the matter i.e. paid into CARA or paid directly to the victim in the case, usually in terms of a POCA order. It can be the result of an agreement obtained by the AFU, or an intervention by the AFU.
Verdict	This is the judgment given by a court after the conclusion of the court proceedings. In criminal cases it can only follow after an accused person has pleaded to the charges and is either a verdict of guilty or not guilty.
Witness	Means any person who is or may be required to give evidence, or who has given evidence in any judicial proceedings.

NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



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