

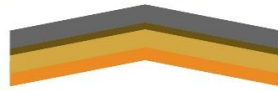


National Prosecuting Authority
South Africa

**Building a sustainable and
resilient future, improving
public trust through
strategic and impactful
prosecution and disruptive
asset recoveries**

ANNUAL PERFORMANCE PLAN **2026-27**

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Foreword by the National Director of Public Prosecutions



It is with the greatest pride and humility that I present the 2026-2027 Annual Performance Plan (APP) of the National Prosecuting Authority (NPA) of South Africa. This APP marks a crucial moment in the history of the NPA, following my appointment as the National Director of Public Prosecutions, effective from 01 February 2026. I am deeply honored by this opportunity, and vow to join hands with esteemed colleagues to transform NPA into an agile, responsive and impact driven prosecuting authority. My appointment was proceeded with a 2-day

Executive and Senior Management strategic workshop which sought to cement Executive and Senior Management alignment unified prosecutorial efficiency, organisational resilience, and the need to restore public trust in the NPA and the broader criminal justice system. The 2025-2030 strategic plan continues to guide the structural and legislative reform efforts and strengthen the strategic fit across the NPA, by seeking to improve the alignment between People, Processes, Systems and Operational Excellence.

The NPA we inherit is currently on an upward performance trajectory, having emerged from overall performance achievement of 71% in the 2021/2022 reporting period to 86% recorded in 2024/2025. This performance is characterised by high conviction rates and record-breaking assets recoveries. However, we are mindful that South Africa continues to battle with irrepressible rates of crime, including gender based and sexual offences, growing elements of complex organised crimes and systematic corruption, which erodes public trust and investor confidence. As such, we ought to reflect and collectively develop a solid response that is practical, adaptive and citizen centered.

While high conviction rates signal some level of efficiency in investigations and prosecutions, efforts to sustain the rebuilding of the NPA require much more than obtaining convictions in courts. Underpinned by the 2025-30 strategic determination, the NPA has considered sharpening its crime fighting arsenal by enhancing the implementation of numerous strategic initiatives and priorities in the 2026/27 financial year.

The NPA Strategic Plan and the APP considers the Country Medium Term Development Plan and the Government of National Unity Priorities.

- **Building a professional and ethical organisation**

The Office for Ethics and Accountability (OEA) positions the organisation at the forefront of proactively identifying and managing ethical risks while safeguarding institutional integrity. Advocating zero tolerance to unethical practices should form an integral part of the NPA's founding principles. By leveraging on the support of the Minister, NPA shall improve its vetting and security clearance processes, implement staggered life-style audits and enhance its comprehensive ethics programme with clear tasks, responsibilities and timelines.

- **Addressing Gender-based violence and sexual offence**

The NPA endeavors to positively support the classification of GBVF as a national disaster under the Disaster Management Act, by actively contributing to the five priorities of prevention and social cohesion, law enforcement, improving protection and justice, victim centered support, communication and stakeholder mobilisation. While plans are in place to leverage on its public-private partnership and expand its flagship Thuthuzela Care Centres network from current 68 to 80 sites over the medium-term period.

- **Actively supporting the commissions - enhance the fight against corruption and organised crime**

Through the workings of the established Interagency Task-Team, we shall enhance our Prosecutor Guided Investigations (PGI) to ensure speedy investigations and successful prosecution of identified perpetrators without fear, favour or prejudice. At the center of this strategic collaboration is the removal of proceeds through and a pro-active assets recovery. Organised and syndicated-led crimes have intentionally infiltrated Law Enforcement Agencies (LEAs), thus not only posing as a threat to the criminal justice system but equally to the rule of law. This threat requires coordinated and structured response within the JCPS cluster, including joint planning, prioritization and transversal performance targets.

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- **Oversight and accountability mechanism for IDAC**

I further welcome the appointment of retired **Judge Takalani Joseph Raulinga**, effective 01 March 2026, in terms of Section 8 of the NPA Amendment Act. The appointment marks a significant milestone in the establishment of an independent complaints and oversight mechanism for IDAC. The establishment of this office introduces an independent layer of

accountability, strengthens the protection of investigators and prosecutors from undue influence, and provides the public with a clear and credible avenue to lodge complaints.

- **Institutionalisation of Quick Wins Action Plans (QWAPs) and accountability mechanisms**

The nature of highly performing organisations is to have a clear planning framework and execution plans with clearly defined interventions and impact. Accordingly, we have resolved to have all business units and divisions to develop Quick Wins Action Plans with clearly defined short-term priorities. Equally, we have resolved to establish an organisation-wide performance review committee, to monitor achievement against set targets, to consider areas of undesirable performance and rapidly address systematic root causes.

- **Pro-active communication and stakeholder relations**

The NPA's Enhanced Proactive Communication Strategy aligns communication activities with organisational strategic priorities and aims to strengthen public trust by shifting from predominantly reactive media engagement to a more proactive approach that clearly communicates the NPA's mandate, strategic focus areas and performance. The strategy emphasises balancing earned media with strengthened-owned-media platforms, such as social media, NPA TV and the forthcoming Prosecution Matters podcast, supported by increased content creation capacity and digital communication tools.

- **FATF sustainability plan**

Having collaborated with relevant government departments and agencies, South Africa exited the FATF greylist, formally called the list of "*Jurisdictions under Increased Monitoring*". A commendable feat which demonstrated South Africa's Anti-Money Laundering and the Combatting of Terrorism resilience and systems. Our collective responsibilities and focus in the current financial year are to demonstrate continued commitment through measurable outcomes, including successful investigations, prosecutions, and sanctions as they relate to AML/CFT.

Financial and Operational Independence of the NPA

In the Financial Year 2026 / 2027, we will, in conjunction with the Department of Justice and Constitutional Development (DoJ & CD) work the NPA legislative amendments that will provide for the Financial and Operational Independence of NPA.

Working together with senior management of the NPA, we shall continue to monitor other key initiatives, including:

- Financial and operational independence of the NPA,
- Capacitation of vacant leadership positions,
- Risk identification and mitigation,
- Contribution to various legal reforms,
- Strengthening international co-operation,
- Civil litigation,
- Impact of Artificial Intelligence on prosecutions.

Through our strong leadership, collective efforts and persistence, NPA pledges to protect the democratic and constitutional values of South Africa by prosecuting criminality without fear, favour or prejudice.

Lastly, I wish to express gratitude to the Minister of Justice and Constitutional Development, Hon. Mmamoloko Kubayi MP, for her unwavering support.

To fellow prosecutors, may the financial year 2026/27 be the year that we show up and step up, we display extreme dedication in our work, pursue justice for the vulnerable and wear the badge of NPA with pride and honor.



Adv Andy Mothibi

National Director of Public Prosecutions

[National Prosecuting Authority- Republic of South Africa]

Statement of the Acting Deputy Director –General (DDG): Corporate Services



The National Prosecuting Authority (NPA) continues to execute its constitutional mandate within a complex and demanding environment, marked by heightened public expectations, fiscal constraints, and the imperative to demonstrate institutional credibility and impact.

Guided by the vision of the National Director of Public Prosecutions (NDPP), our collective focus remains steadfast on strengthening the rule of law, enhancing prosecutorial effectiveness, and reinforcing public confidence in the criminal justice system. Corporate Services plays a pivotal and enabling role in this regard. As the backbone of the organisation, we are committed to providing integrated, responsive, and sustainable support services that empower core business operations to function optimally. This Annual Performance Plan reflects our deliberate alignment to the NDPP's strategic priorities, particularly in driving institutional resilience, improving governance, and ensuring prudent resource management.

Central to this vision is our shared responsibility to enhance operational efficiency, improve coordination, and ensure strict adherence to governance and compliance frameworks. Equally important is the drive to reinforce the independence of the NPA, both operationally and financially so that we are better positioned to execute our constitutional mandate effectively.

Key priorities over the medium term will be the stabilisation and capacitation of the organisation through the filling of critical leadership vacancies, investment in skills development, the reinforcement of a high-performance culture and the modernisation of systems to support a more agile and responsive organisation. Recognising the importance of innovation, we will accelerate the adoption of digital solutions to streamline operations, improve data integrity, and support evidence-based decision-making. This will not only improve internal efficiencies but also contribute to a more integrated and effective criminal justice system. The shift towards a more technological and responsive organisation is essential to improving our overall performance and service delivery.

Over the 2026-2027 financial year, the NPA further places a deliberate and sharpened focus on addressing audit findings and improving overall governance outcomes. The organisation remains committed to achieving sustained improvements in audit performance through the strengthening of internal controls, enhanced financial discipline, and the institutionalisation of consequence management where required. Corporate Services continues to drive targeted interventions to address identified weaknesses, improve compliance, and ensure that audit action plans are effectively implemented and monitored.

In addition, we remain focused on the implementation of practical and measurable quick-wins action plans. These interventions are critical in addressing immediate gaps, demonstrating progress, and building momentum while we work towards longer-term improvements. Our role is therefore central in translating these priorities into clear, achievable, and results-driven plans. Underpinning all our interventions is a commitment to ethical leadership, accountability, and service excellence. Corporate Services will continue to foster a culture of integrity and professionalism, recognising that organisational credibility is fundamental to the success of the NPA.

In supporting the NPA's core business, I commit to driving continuous improvement and innovation in the execution of this Annual Performance Plan, ensuring efficient and effective operations within a fully compliant and accountable governance framework.



Ms Salome Baloyi

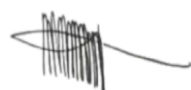
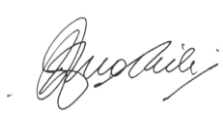
Acting-Deputy Director-General: Corporate Services

[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 Andy Mothibi, supported by the Minister of Justice and Constitutional Development.
- 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 2026-2027.

Approval:	Signature:
Mr Makgomo Thupana Chief Director: Strategy Management Office (Acting)	 28/05/26
Ms Hanika van Zyl Chief Director: Financial Management	 28 May 2026
Adv Chuma Mtengwane Deputy National Director of Public Prosecutions: Asset Forfeiture Unit	 28 May 2026
Adv Nicolette Bell Deputy National Director of Public Prosecutions: National Prosecutions Service	 28/05/2026
Approval in line with the PFMA: Ms Salome Baloyi Deputy Director-General: Corporate Services (Acting)	 28/05/2026
Approved in line with the NPA Act: Adv Andy Mothibi National Director of Public Prosecutions	 01/06/2026



Part A

Our Mandate

PART A: OUR MANDATE

1. LEGISLATIVE AND POLICY MANDATES

Section 179(1) of the Constitution of the Republic of South Africa, 1996 ("Constitution"), provides that there is a single national prosecuting authority in the Republic, structured in terms of an Act of Parliament, being the National Prosecuting Authority Act, 1998 (Act No. 32 of 1998) ("NPA Act"), in terms whereof the National Prosecuting Authority ("NPA") was established.

The NPA, as the sole entity seized with the responsibility of instituting public prosecutions on behalf of the state, is legally bound by various pieces of legislation. Below is a short discussion of the key legislation.

- **National Prosecuting Authority Act, 1998 (Act No. 32 of 1998) (NPA Act)**

In terms of section 20(1) of the NPA Act, the power vests in the prosecuting authority, to:

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

These powers are derived from section 179(2) of the Constitution, which vests the responsibility for public prosecutions in the NPA, as the prosecuting authority of South Africa. This section provides as follows: "The prosecuting authority has the power to institute criminal proceedings on behalf of the state, and to carry out any necessary functions incidental to instituting criminal proceedings."

The NPA, as the prosecuting authority, is the gatekeeper of the criminal justice system, and serves a critical and pivotal function in South Africa's constitutional democracy in prosecuting crime so as to ensure the proper administration of justice in criminal cases and in asset forfeiture and recovery under the Prevention of Organised Crime Act, 1998 (Act No. 121 of 1998) ("POCA").

The NPA Prosecution Policy and Policy Directives as determined and issued by the National Director of Public Prosecutions ("NDPP"), in terms of section 21 of the NPA Act, must be observed in the prosecution process and are binding on the NPA.

- **Investigating Directorate Against Corruption**

The NPAA Act made amendments to the National Prosecuting Authority Act, 1998 (Act No. 32 of 1998) ("NPA Act" or "principal Act"). These amendments pertain to the establishment of the IDAC as a permanent anti-corruption agency or unit within the NPA. The IDAC's mandate or powers and functions:

- To investigate and prosecute serious, high-profile and complex corruption cases;
- The permanent appointment of investigators in the IDAC;
- The vetting and conditions of service of investigators appointed in the IDAC;
- The powers and functions of investigators appointed in or assigned to the IDAC;
- Transitional arrangements affecting the then Investigating Directorate ("ID") that became the IDAC; and
- A complaints mechanism in the form of a retired judge, who will be required to investigate complaints or any alleged improper conduct or any conduct which has resulted in any impropriety or prejudice, on the part of any person appointed in or assigned to the IDAC, as referred to in section 7(4)(a) of the NPA Act.

- **Anti-Corruption Architecture and Strategy in South Africa**

Deliberations are currently underway in Parliament's Portfolio Committee on Justice and Constitutional Development ("PC") on a Private Member's Bill introduced by Adv. Glynnis Breytenbach of the Democratic Alliance ("DA"). This Bill is the Constitution Twenty-First Amendment Bill (B22-2024) ("Amendment Bill"). In essence, the Amendment Bill seeks to:

- Amend section 179(2) of the Constitution by also vesting the power to institute criminal proceedings on behalf of the State and to carry out any necessary functions incidental to instituting criminal proceedings, relating to incidents of serious corruption and high-level organised crime, in a Chapter 9 entity called The Anti-Corruption Commission.
- Amend section 181, and insert section 191A, under Chapter 9 of the Constitution, to establish The Anti-Corruption Commission ("ACC") and delineate its powers and functions in relation to the prevention, combatting, investigation and prosecution of serious corruption and high-level organised crime.

In the Memorandum on the Objects of the Amendment Bill, the rationale advanced for the establishment of the ACC is that *"it will take an unacceptably long time for the NPA (particularly bearing in mind its interdependence on the SAPS and HAWKS for investigative capacity) to*

deal meaningfully and effectively with the enormous workload of grand corruption that plagues South Africa today."

In the President's Response to the Recommendations of the Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector including Organs of State ("State Capture Commission ('SCC')" or "Zondo Commission"), presented to Parliament in October 2022, it was indicated that the mandate of the National Anti-Corruption Advisory Council (NACAC) is to advise on strengthening the country's anti-corruption institutional arrangements, and to consider and research the recommendations of the SCC on the establishment of an "Anti-State Capture and Corruption Commission" and a "Public Procurement Anti-Corruption Agency". The President intimated that based on the advice of the NACAC and the outcomes of the review of South Africa's anti-corruption architecture by the DOJ&CD, a comprehensive proposal on an effective and integrated anti-corruption institutional framework will be produced for public consultation, finalisation and implementation.

The NACAC has been consulting with the NPA and having in-depth discussions on their initial recommendations relating to the NACS or anti-corruption architecture, based on international best practice and our South African context.

- **Independence of the National Prosecuting Authority**

Section 179(4) of the Constitution guarantees the independence of the NPA by providing that national legislation must ensure that the prosecuting authority exercises its functions without fear, favour or prejudice.

To strengthen or enhance the independence of the NPA, the NPA is seeking financial and operational/administrative independence. This was recommended in the NDPP's affidavit filed before the Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector including Organs of State ("State Capture Commission ('SCC')" or "Zondo Commission"), in dealing with the question of what measures or mechanisms are needed to strengthen or enhance the independence of the NPA, particularly to shield or protect it from undue influence or interference in its operations, core functions and activities.

In the President's Response to the Recommendations of the State Capture Commission, presented to Parliament in October 2022, the President intimated that to *"address concerns with respect to the independence of the NPA, legislative amendments will be introduced to*

introduce greater transparency and consultation in the process for selection and appointment of the NDPP, drawing on the process adopted for the selection of the current NDPP. Work will be undertaken to clarify the Minister's 'final responsibility' over the NPA as set out in section 33 of the NPA Act and settling aspects related to the NPA's financial and administrative independence."

- **Criminal Procedure Act, 1977 (Act No. 51 of 1977) (CPA)**

This Act governs matters relating to criminal proceedings in a court of law and contains various provisions relating to the powers, duties and functions of members of the prosecuting authority. These include provisions relating to the power to withdraw a charge and stop a prosecution, the attendance of witnesses in court, the issuing of summonses, admission of guilt, bail, the release of an accused person, summary trials, the charge, the plea, jurisdiction, trial before different courts, conduct of proceedings, witnesses, evidence, competent verdicts, previous convictions, sentence, reviews and appeals, and compensation.

At the behest of the Ministry of the DOJ&CD, the South African Law Reform Commission ("SALRC") is conducting a review of South Africa's criminal justice system, called the Criminal Procedure Reform Project ("CPRP"). The purpose of the CPRP is to effect substantive amendments to the Criminal Procedure Act, 1977 (Act No. 51 of 1977) ("CPA"). The overarching purpose of the reform of the CPA is to bring it more in line with the Constitution, as part of the constitutional injunction to rationalise colonial and apartheid laws which include the CPA, and to modernise, as it were, the CPA to more align it with technological developments and emerging trends, practices (including international best practices) and standards relating to criminal procedure. The NPA is a partner to this initiative. An Advisory Committee on the CPRP ("Advisory Committee"), under the chairpersonship of retired Justice Malesela Francis Legodi, has been established to advise the SALRC on critical amendments that are needed for the CPA. The NPA serves on the Advisory Committee as a partner or key stakeholder to the project. This is an ongoing project.

- **Corporate Alternative Dispute Resolution – Part 51 of the NPA Prosecution Policy Directives (Corporate ADR)**

The NPA has introduced in Part 51 of the NPA Prosecution Policy Directives, a policy entitled "Corporate Alternative Dispute Resolution". The Policy Directives note in this regard that similar to diversion relating to adult offenders, it may be in the interests of justice to resolve matters in respect of certain corporations accused of serious corruption and related offences other than through criminal prosecution.

The Policy Directives state that corporate alternative dispute resolution ("Corporate ADR") is generally understood as the election, in suitable and applicable cases, of a manner of disposal of a criminal case against a company other than through normal criminal court proceedings. Criminal cases are diverted away from the formal criminal justice system at pre-trial stage, with a view to disposing of the case against the company, while still being able to proceed with a prosecution and asset forfeiture against the company's directors, employees or agents, with information and evidence supplied by the corporate concerned (as part of the ADR process) in the process of self-reporting or subsequent to the issuing of an invitation to the corporate by the NPA to undergo ADR.

Part 51 of the NPA Prosecution Policy Directives delineates the criteria to be considered and the procedure to be followed with Corporate ADR.

- **Office for Ethics and Accountability**

The Office for Ethics and Accountability (OEA) is a structure in the Office of the NDPP, as contemplated in section 22(5) of the NPA Act.

The OEA is an important and critical step (i) in promoting and maintaining ethics in the NPA; (ii) for, in relation to complaints, promoting or strengthening accountability on the part of all members of the NPA, where accountability is integral to safeguarding and strengthening the independence of the NPA; and (iii) promoting and maintaining efficient service delivery in the NPA.

The OEA consists of the following two main components:

- an Ethics Management and Advocacy Division;
- a Complaints Management and Investigation Division ("Complaints Division"), which is, as contemplated in section 22(5) of the NPA Act, to investigate complaints of misconduct or impropriety on the part of a member of the NPA, or any other of numerous complaints referred to in Regulation 13 of the OEA Regulations including any dissatisfaction regarding an act or omission by the NPA which adversely affects or may adversely affect the complainant concerned, or dissatisfaction with the service, treatment or information received by a complainant from the NPA, or that the complainant's rights were not or are not being observed by the NPA, or incidents of unprofessional conduct by a member of the NPA, or conduct which is inconsistent with the letter and spirit of the Code of Ethics or Code of Conduct of the NPA.

The OEA Regulations apply to, and bind, all members of the NPA. However, insofar as the investigation of complaints is concerned, the OEA Regulations as they pertain to this core function will not apply to any member of an ID or the IDAC, as the NPA Amendment Act, 2024 (Act No. 10 of 2024), creates a complaints mechanism, in the form of a retired judge, against such officials of the NPA.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

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

The structured planning process—through the annual strategy review, annual performance and operational plans and quick wins action plans, ensures organisational alignment, strengthens accountability, and delivers quick, high-impact initiatives that build public confidence while enhancing institutional capabilities. Focusing on long-term transformation and immediate impact, the NPA is positioning itself as a more agile, transparent, and effective institution that can deliver justice consistently and uphold the rule of law.

At the recently concluded planning workshop, management noted the need for an NPA that is agile, responsive and impact-driven - as such resolved that all components/units shall develop and implement below highlighted QWAPs, to rapidly drive operational transformation:

Support to the Task Team to investigate outcomes of the Madlanga Commission
Gender Based Violence
Organised Crime Strategy and Annual Performance Plan
Enterprise Risk Management (operational risk, reputational risk)
Security of Prosecutors and Witnesses
Execution Plans (Divisional and Individual)
Civil litigation exposure
Backlogs and case prioritisation (top cases per province)
People management (recruitment, talent management, remuneration framework, employee relations and union management)
Performance Review
Ethics and Accountability (lifestyle Audits)

By embedding the APP, AOPs, and QWAPs into planning sessions, the NPA creates a clear line of sight between strategic intent and day-to-day operations. This approach ensures alignment fosters ownership and reinforces accountability across the organisation.

2.1. STRATEGIC INITIATIVES

The following are strategic initiatives identified in the 2025-2030 strategic plan of the NPA. The NPA endeavours to build its organisational capabilities by developing implementation plans to ensure the successful delivery of the following initiatives: the list is not limited or exhaustive, and can be reviewed during the strategic period:

(a) Fast-tracking apartheid-era crimes / truth and reconciliation commission cases



(b) Entrenching a professional and ethical prosecution service



(c) Strengthening organisational performance through skills development



(d) Enhancing the fight against complex commercial crime and corruption



(e) IDAC's Digital Evidence Unit



(f) Combating complex corruption and organised crime in South Africa Project



(g) Strategic prosecution of Organised Crime (OC)



(h) Implementation of Pro-active Communication Strategy



(i) Financial and operational independence



(j) Expand the impact of community prosecutions



(k) Entrench digitisation and implementation of the Electronic

Case Management System (ECMS) at all lower courts



(l) The advent of Artificial Intelligence (AI) and technological advancement

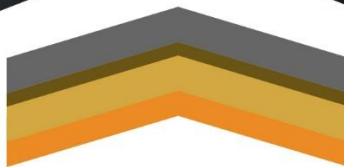
within the prosecution sphere



3. UPDATES TO RELEVANT COURT RULINGS

The following are relevant court matters and/or rulings which would likely have an impact on the National Prosecuting Authority's operations or service delivery obligations:

- *Embrace Project NPC and Others v Minister of Justice and Correctional Services and Others 2025 (1) SACR 36 (GP)*
- *Director of Public Prosecutions, Johannesburg and Another v Schultz and Others; Director of Public Prosecutions, Bloemfontein v Cholota (CCT 280/24; CCT 190/25) [2026] ZACC 3 (23 January 2026)*
- *S v Thabethe and Others [2025] 3 All SA 333 (SCA); S v Thabethe and Others 2025 (2) SACR 335 (SCA)*
- *Van Veen v Director of Public Prosecutions, Western Cape and Others 2025 (2) SACR 115 (SCA)*
- *Polovin v Director of Public Prosecutions, Western Cape and Others 2025 (1) SACR 1 (SCA)*



Part B

Our Strategic Focus

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 contextualized in the NPA Code of Conduct.

7. SITUATIONAL ANALYSIS

7.1. UPDATED SITUATIONAL ANALYSIS

Situational analysis research is conducted annually to identify external and internal factors that may influence the organisation's performance. The Department of Planning, Monitoring and Evaluation (DPME) requires that strategic and annual performance plans be preceded and informed by a situational analysis¹. However, it is imperative to note that although the Situational Analysis maps out both external and internal factors, the packaging of these factors in this section is not always linear; rather, they overlap for purposes of contextualisation and triangulation.

7.2. EXTERNAL FACTORS

Government of National Unity Stability: The 2024 South African general elections resulted in the establishment of a coalition government arrangement, referred to as the Government of National Unity (GNU). This development led to the adoption of a Statement of Intent by various political parties, which subsequently informed the Medium-Term Development Programme (MTDP) 2024–2029. However, while the GNU has thus far managed to maintain unity and stability, the outcome of the upcoming local government elections is likely to pose a threat to its stability. It is anticipated that most major metropolitan municipalities will be governed through coalition arrangements following the 2026/2027 local government elections². This will require various political parties to form coalitions in order to govern these municipalities. The current practice of constant jostling for power within local government coalitions is likely to influence how parties within the GNU conduct themselves at national and provincial levels, which may threaten the stability of the GNU³. This could result in frequent reshuffling of ministerial portfolios. The National Prosecuting Authority (NPA) should therefore prepare for the risk of having to deal with a changing ministerial leadership environment.

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

2 Booysen, S. (2024). MISTRA: Analysis of South Africa's 2024 elections and the coalitions aftermath. Accessed from: https://mistra.org.za/wp-content/uploads/2024/08/CG58_MISTRA-ELECTIONS-COALITIONS-REPORT_JB_V6.pdf, dated 17 February 2026.

3 Booysen, S. (2024). MISTRA: Analysis of South Africa's 2024 elections and the coalitions aftermath. Accessed from: https://mistra.org.za/wp-content/uploads/2024/08/CG58_MISTRA-ELECTIONS-COALITIONS-REPORT_JB_V6.pdf, dated 17 February 2026.

Geopolitics and the Rule of Law: The rule of law is under threat both locally and globally⁴. On a global scale, the crisis is evident in the current geopolitical landscape, which is characterised by heightened tensions and conflicts between various nations. Some political leaders exploit these tensions as a pretext to undermine the rule of law. This, in turn, has significant negative implications for combating transnational crime, including organised crime and cybercrime. Locally, the rule of law is threatened by the use of Stalingrad tactics by some elite accused individuals who seek to evade justice through prolonged litigation. This practice undermines public confidence in the Criminal Justice System, eroding trust in its ability to uphold justice and accountability.

Economic Outlook: The South African economy has continued to grow at a slow pace since 2008. Scholars have long recognised the symbiotic relationship between the economy and crime. On the one hand, it is widely accepted that some individuals living in poor socio-economic conditions may resort to criminal activity to sustain their livelihoods. On the other hand, high levels of crime deter both domestic and international investment and economic participation. A case in point, the National Anti-Corruption Advisory Council (NACAC) has identified the principal drivers of corruption as economic inequality, poverty, weak institutions, political patronage networks, and the legacy of state corruption inherited from the colonial and apartheid governments⁵.

The sluggish economic growth also leads to low revenue collection, which in turn undermines government spending. This fiscal reality is reflected in the NPA's budget, which is currently under significant strain.

South African Population and Government Resource Planning: According to the Statistics South Africa's 2025 mid-year population estimates, the population of South Africa has reached 63.1 million⁶. Around 51% (32.2 million) of the population is female. Gauteng province has the highest population in South Africa, with 61.1 million people (25.5%), followed by KwaZulu-Natal with 12.2 million people (19.4%). The Northern Cape remains the province with the smallest population share, with around 1.4 million people (2.2%).

The continuous population growth and significant migration to urban areas lead to increased demand for government services and resources in those affected areas. The influx of foreign populations, as well as migration between provinces, further complicates government planning

4 Swenson, G. (2025). Rule of law in crisis: The need for a new approach Accessed from: <https://www.citystgeorges.ac.uk/news-and-events/news/2025/january/rule-of-law-crisis>, dated 17 March 2025.

5 National Anti-Corruption Advisory Council. (2025). Final Report to the President, the Cabinet, and the Country. Accessed from: <https://www.thepresidency.gov.za/sites/default/files/2025-08/National%20Anti-Corruption%20Advisory%20Council%20Final%20Report%202025.pdf>, dated 17 February 2026.

6 Statistics South Africa. (2025). Mid-year population estimates. Accessed from: <https://www.statssa.gov.za/publications/P0302/P03022025.pdf>, dated 17 February 2026.

and the availability of services and resources. Additionally, the presence of illegal or undocumented foreign nationals adds to this complexity. Similarly, these population dynamics will also affect the NPA in various ways. For example, there is a significant number of cases that are postponed due to the unavailability of foreign language interpreters.

The Culture of Lawlessness and Violence: South Africa continues to face a growing problem of violence and lawlessness⁷. This is reflected in the high levels of extortion by amateurs and organised crime related violence⁸.

NPA-Stakeholder Consultation: The NPA has engaged and harvested insights from stakeholders to shape its priorities.

In her capacity as the Executive Authority, the Honourable Minister of Justice and Constitutional Development, Ms Mmamoloko Kubayi, MP, has highlighted the following strategic imperatives for consideration by the NPA:

- The NPA must be repositioned as the heartbeat of South Africa's criminal justice system, operating as a central and coordinating force within the justice value chain.
- The NPA needs to improve its performance measures in terms of indicators and targets.
- The prioritisation of a victim-centred model.
- The NPA must embody the principles of an ethical and capable developmental state, characterised by integrity, professional excellence, continuous learning, and inter-institutional cooperation.
- The creation of a safe and empowering environment for women, free from sexual harassment and abuse of power.
- The safety and protection of prosecutors, particularly in high-risk cases.

Technology: Technology has become an integral part of modern society, fundamentally transforming communication, work, education and healthcare⁹. It has enhanced connectivity through instant messaging and video conferencing, improved efficiency through automation, and expanded access to information and learning opportunities. However, these benefits are

⁷ A state of disorder due to a disregard of the law.

⁸ Global Initiative Against Transnational Organised Crime. (2023). Strategic Organised Crime Risk Assessment: South Africa. Accessed from: <https://globalinitiative.net/wp-content/uploads/2022/09/GI-TOC-Strategic-Organised-Crime-Risk-Assessment-South-Africa.pdf>, dated 11 February 2024.

⁹ Marwala, T. (2022). Closing the gap: The Fourth Industrial Revolution in Africa. South Africa: Pan Macmillan.

accompanied by ethical and governance challenges, including data breaches, privacy violations and the misuse of personal information.

The criminal justice system is equally affected by technological developments. On the one hand, digital platforms have facilitated new forms of criminality, including hacking, identity theft, online fraud and cyberbullying, as offenders exploit technological vulnerabilities for personal or financial gain. On the other hand, Artificial Intelligence (AI) has great potential in the legal field, offering to change how legal professionals work and how people access the justice system¹⁰. Digital evidence, such as surveillance footage, metadata and electronic records, has become central to investigations and prosecutions, while AI offers opportunities to improve legal research, case management and access to justice. If appropriately regulated and effectively integrated, AI could contribute to a more efficient, accessible and responsive justice system. Nevertheless, the emergence of AI also raises complex legal questions, particularly regarding the reliability, authenticity and admissibility of digital evidence.

Financial Action Task Force Obligations: In October 2025, the Financial Action Task Force (FATF) removed South Africa from its list of jurisdictions under increased monitoring (the “grey list”), following an on-site assessment which acknowledged significant progress in strengthening the country’s anti-money laundering and counter-terrorist financing framework¹¹. The delisting is expected to stimulate renewed investor confidence. However, removal from the grey list does not mark the end of FATF-related obligations. South Africa will continue to be monitored as a new round of mutual evaluation resumes in 2026. The NPA therefore remains under sustained pressure to consolidate and deepen improvements in the investigation and prosecution of serious money laundering and related financial crimes, to enhance the effective use of financial intelligence, and to systematically integrate asset recovery into prosecutorial strategies.

The State of Crime and Violence in South Africa: The level of crime in South Africa remains exceptionally high. The Governance, Public Safety and Justice Survey (GPSJS) 2024/25 identified housebreaking as the most prevalent type of crime experienced by South African households, as illustrated in the graph below.

10 Marwala, T. (2024). AI and the law - Navigating the future together. Accessed from: <https://twitter.com/tmarwala/status/1755962623818862699/photo/1>, dated 11 February 2024.

11 National Prosecuting Authority. (2026). NDPP Handover Report.

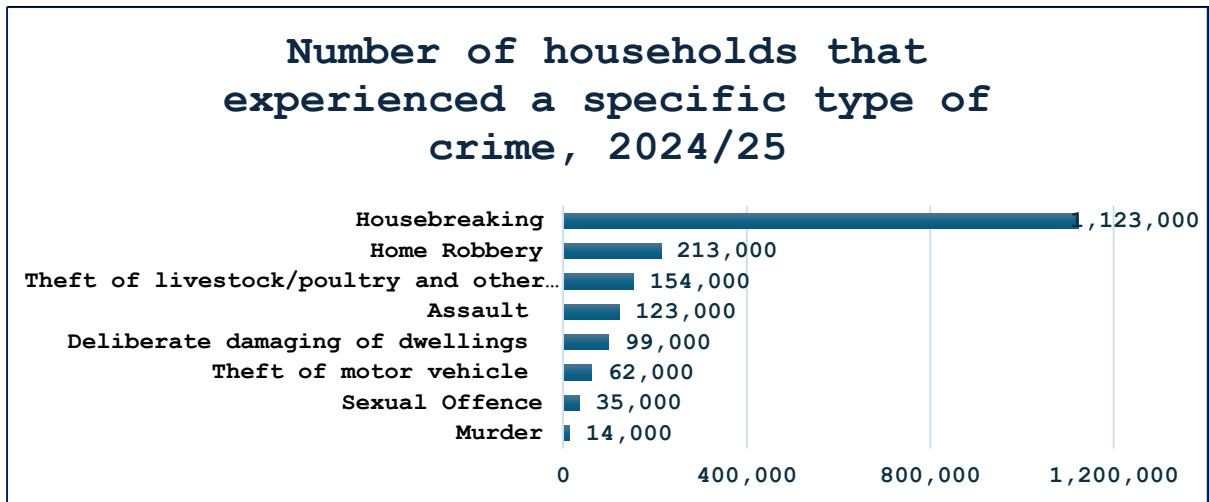


Figure 1: Number of households that experienced a specific type of crime, 2024/25 (Source: GPSJS 2024/25).

More than one million households experienced incidents of housebreaking during the 12-month period prior to April 2024/25. This was followed by home robbery, which affected approximately 213,000 households, and livestock theft, experienced by an estimated 154,000 households.

While housebreaking is the most prevalent type of crime experienced by households, theft of personal property was identified as the most common type of crime experienced by individuals as reflected in the graph below.

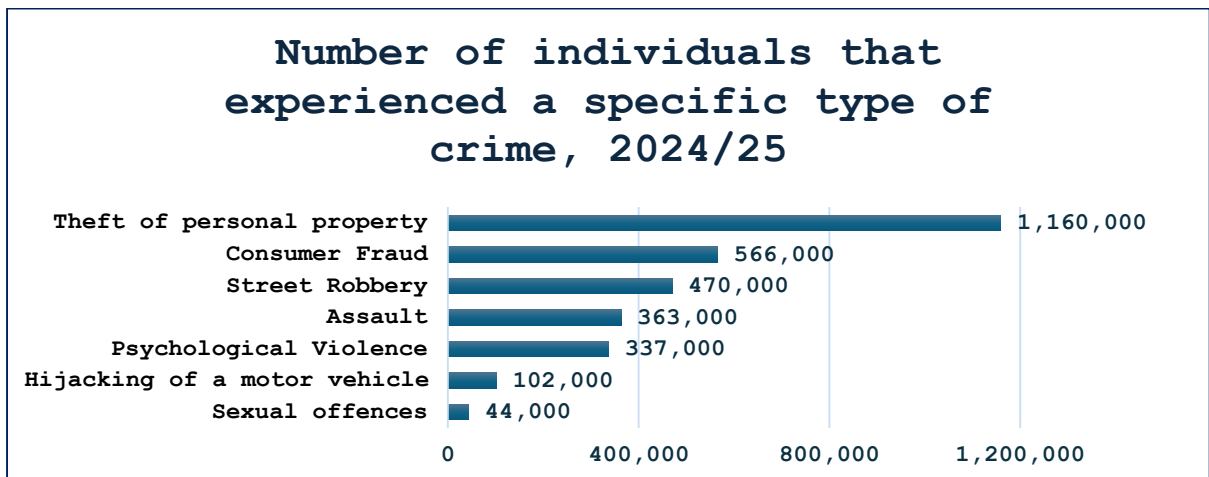


Figure 2: Number of individuals that experienced a specific type of crime, 2024/25 (Source: GPSJS 2024/25).

In terms of crime trends, housebreaking is not only the most prevalent offence experienced by households, but also remains persistently high over time, as shown in the graph below.

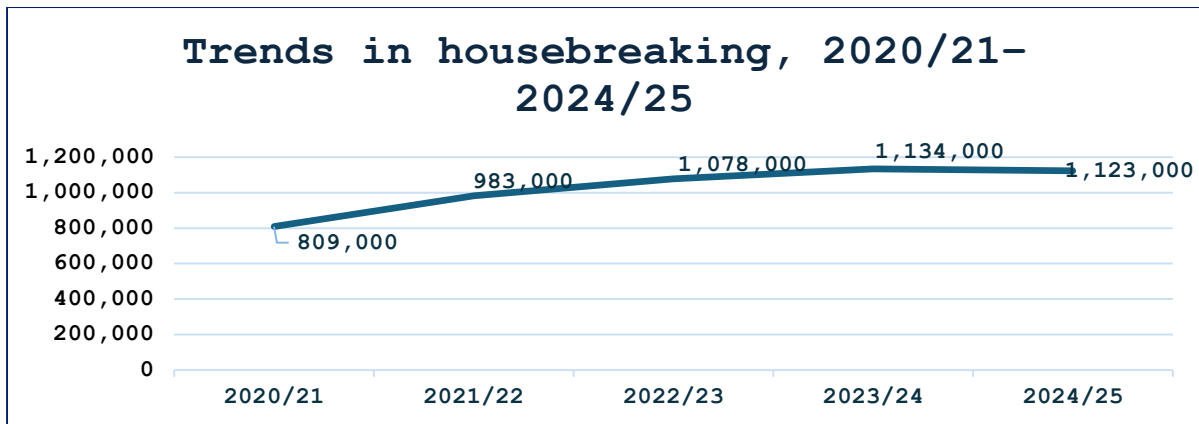


Figure 3: Trends in housebreaking, 2020/21–2024/25 (Source: GPSJS 2024/25).

While reported incidents of housebreaking showed a slight decline in 2024/25, the overall level of this crime category remains exceptionally high.

Furthermore, despite housebreaking being the most prevalent type of crime experienced by households, relatively few reported incidents result in criminal resolutions, as illustrated in the graph below.

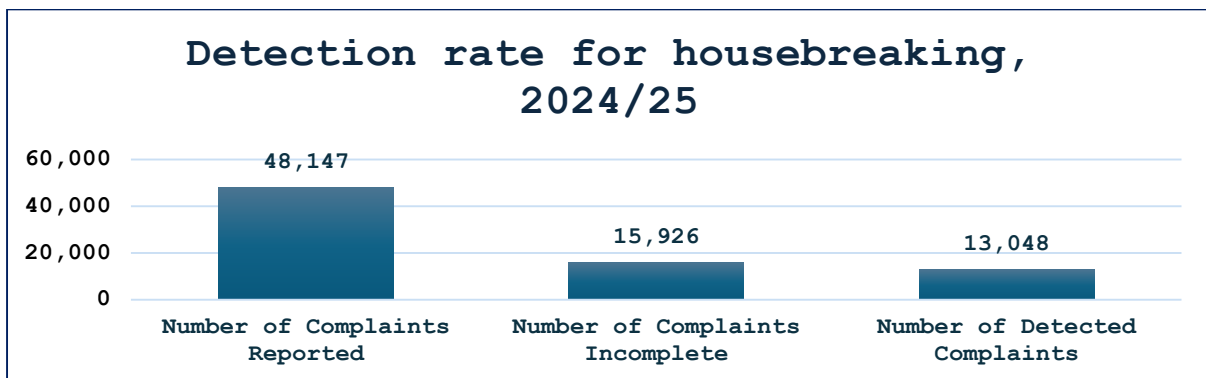


Figure 4: Detection rate for housebreaking, 2024/25 (Source: SAPS Annual Report, 2024/25).

As shown in the graph above, of the total 64 073¹² housebreaking complaints recorded in the police system, only 13 048 were detected, resulting in a detection rate of only 20%. Home robbery follows a similar pattern in terms of both trends and detection rates. While housebreaking and home robbery are regarded as the most feared types of crime affecting households, the trends and detection rates for these offences do not inspire confidence in the criminal justice system’s ability to ensure feelings of safety and security.

¹² 48 147 + 15 926.

Although murder and sexual offences may not be as common as housebreaking and home robbery, these crimes are among the most heinous and significantly impact people's feelings of safety and security. The graph below illustrates a five-year trend for murder.

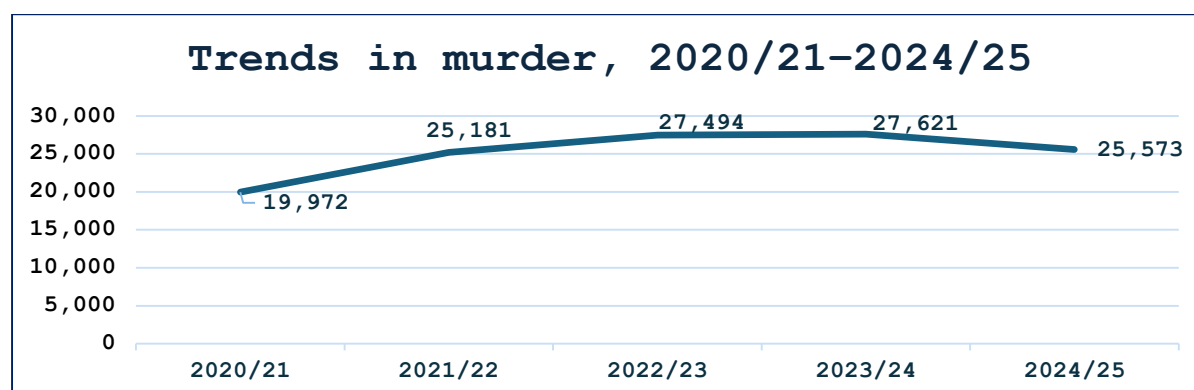


Figure 5: Trends in murder, 2020/21–2024/25 (Source: SAPS Crime Statistics).

As shown in the graph above, the number of reported murder cases took a persistent upward trend between 2020/21 and 2023/24, followed by a modest decline in 2024/25. Murder incidents increased sharply from 19 972 in 2020/21 to 25 181 in 2021/22, representing a substantial year-on-year rise. This upward trajectory continued through to 2023/24, reaching 27 621 cases, before declining to 25 573 in 2024/25. While this decrease may suggest early signs of improvement, murder levels remain significantly higher than those recorded in 2020/21, underscoring the persistence of serious violent crime. Furthermore, it is important to note that only 10% of murder complaints recorded by the police are detected, as illustrated by the graph below.

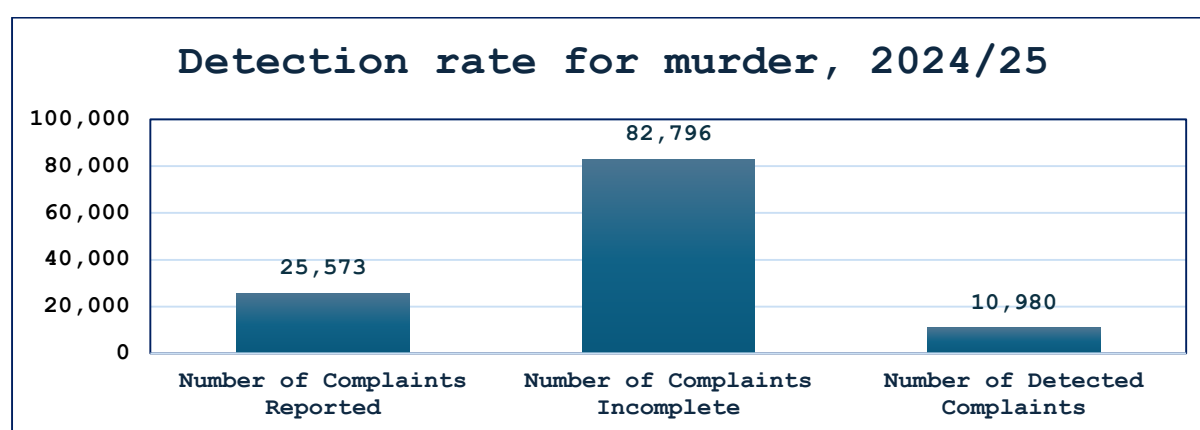


Figure 6: Detection rate for murder, 2024/25 (Source: SAPS Annual Report, 2024/25).

Although the number of reported sexual offences shows a slight declining trend, decreasing from 53 498 in 2022/23 to 52 961 in 2024/25, the overall prevalence of sexual offences in South Africa remains a serious concern.

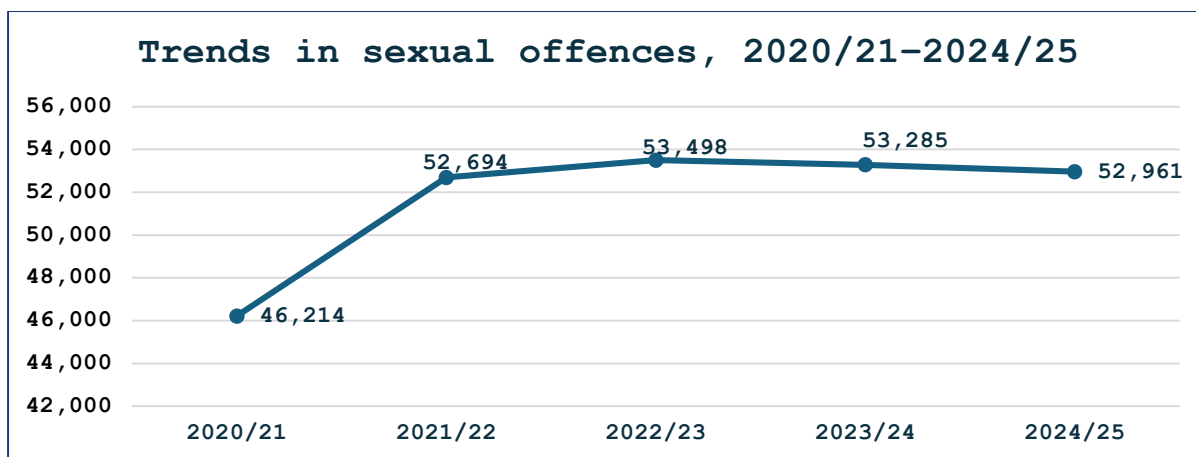


Figure 7: Trends in sexual offences, 2020/21–2024/25 (Source: SAPS Annual Report, 2024/25).

In terms of detection rates, the police detected approximately 62% of all sexual offences recorded, as illustrated in the graph below.

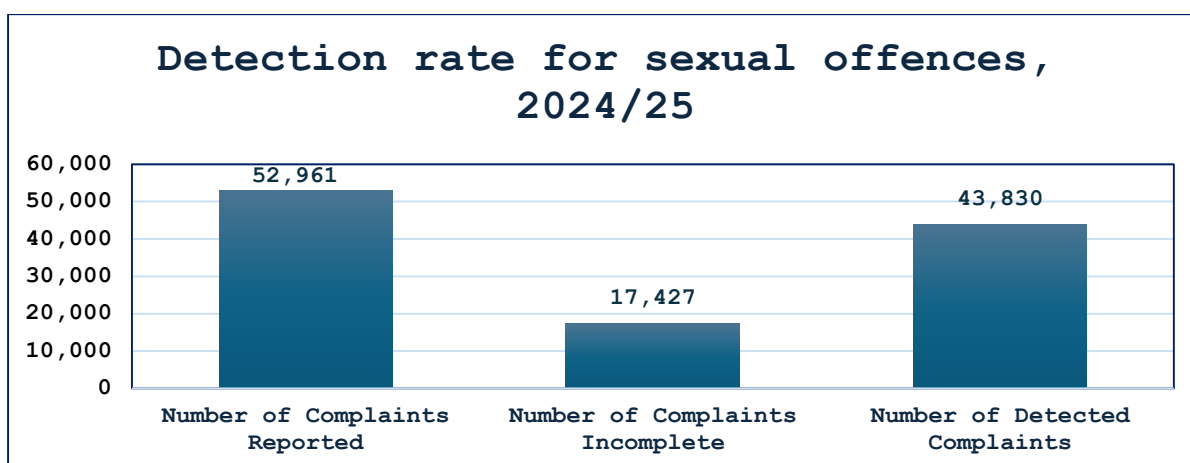


Figure 8: Detection rate for sexual offences, 2024/25 (Source: SAPS Annual Report, 2024/25).

Based on the analysis of prevalence, trends, and detection rates for housebreaking, robbery, murder, and sexual offences, it is evident that the efforts of the criminal justice system have yet to yield the desired results. In this context, law enforcement agencies, including the NPA, are required to strengthen their role in ensuring the effective implementation of the Integrated Crime and Violence Prevention Strategy, 2022.¹³

Struggle Against Gender-Based Violence and Femicide: South Africa continues to grapple with the scourge of Gender-Based Violence (GBV). This observation is supported by the 2022

¹³ Ramaphosa, C. (2026). State of the Nation Address by President Cyril Ramaphosa. Accessed from: <https://www.thepresidency.gov.za/state-nation-address-president-cyril-ramaphosa-1>, dated 17 February 2026.

survey conducted by the Human Sciences Research Council¹⁴, which found that over a third (33% or 7.3 million) of women aged 18 and above in South Africa have been victims of physical violence in their lifetime, while approximately 10% (2.2 million) have experienced sexual violence. The study also revealed that more than 22% (3.2 million) of women aged 18 and above have been victims of intimate partner violence, perpetrated by 16.7% (2.5 million) of men in the same age group, which is reflective of the level domestic violence in the country. South Africa is consistently cited as having one of the highest global occurrences of domestic violence¹⁵.

GBV extends beyond acts of physical and sexual violence and includes forms of abuse relating to maintenance and child welfare. As women are predominantly the primary custodians of children in both divorce and single-parent households, the non-payment of maintenance contributes not only to the economic deprivation of women but also to the compromised wellbeing of children¹⁶.

Against this backdrop, the South African Government has prioritised GBV as a critical national concern. Through its MTDP 2024–2029, government will continue to combat GBV through the implementation of the National Strategic Plan on Gender-Based Violence and Femicide¹⁷.

In addition, Gender-Based Violence and Femicide (GBVF) has been classified as a national disaster in terms of section 23 of the Disaster Management Act, 2002 (Act No. 57 of 2002)¹⁸.

The GBVF national disaster response framework is structured around the pillars of the National Strategic Plan on Gender-Based Violence and Femicide, with following four key priorities¹⁹:

- i. Prevention and Rebuilding Social Cohesion.

14 Human Sciences Research Council. (2024) The First South African National Gender-Based Violence Study, 2022: A Baseline Survey on Victimisation and Perpetration. Accessed from: <https://hsrc.ac.za/wp-content/uploads/2024/12/full-report-the-first-south-african-national-gender-based-violence-study-2022-10.12.24-spread.pdf>, dated 10 October 2025.

15 Department of Justice and Constitutional Development. (2025). Revised Annual Performance Plan 2025/26. Accessed from: [https://www.justice.gov.za/MTSF/DOJCD-APP-2025-26\[20250916\].pdf](https://www.justice.gov.za/MTSF/DOJCD-APP-2025-26[20250916].pdf), dated 14 November 2025.

16 Department of Justice and Constitutional Development. (2025). Revised Annual Performance Plan 2025/26. Accessed from: [https://www.justice.gov.za/MTSF/DOJCD-APP-2025-26\[20250916\].pdf](https://www.justice.gov.za/MTSF/DOJCD-APP-2025-26[20250916].pdf), dated 14 November 2025.

17 Department of Planning, Monitoring and Evaluation. (2025). Medium Term Development Plan 2024–2029. Accessed from: <https://www.dpme.gov.za/keyfocusareas/outcomesSite/MTDP/MTDP%202024-2029%20.pdf>, dated 10 October 2025.

18 Department of Co-operative Governance. (2025, November 24). Classification of a national disaster in terms of section 23 of the Disaster Management Act (Act No. 57 of 2002): Gender-Based Violence and Femicide (Notice No. 53711). Government Gazette No. 6870. Accessed from: https://www.gov.za/sites/default/files/gcis_document/202511/53711gon6870.pdf, dated 17 February 2026.

19 National Prosecuting Authority. (2026, February 18–19). Classification of GBVF as a national disaster: NPA Response. Strategic Planning Workshop Conference, Riverstone Lodge, Muldersdrift, Gauteng.

- ii. Law Enforcement, Protection, Safety and Justice.
- iii. Victim-Survivor-Centred Support.
- iv. Communication and Stakeholder Engagement and Mobilisation.

The NPA plays a crucial and positive role in advancing this plan, with specific reference to Pillar 3 (Protection, Safety and Justice) and Pillar 4 (Response, Care, Support and Healing)²⁰. This contribution is illustrated by the upward trend in the number of convictions for sexual offences, as reflected in the graph below.

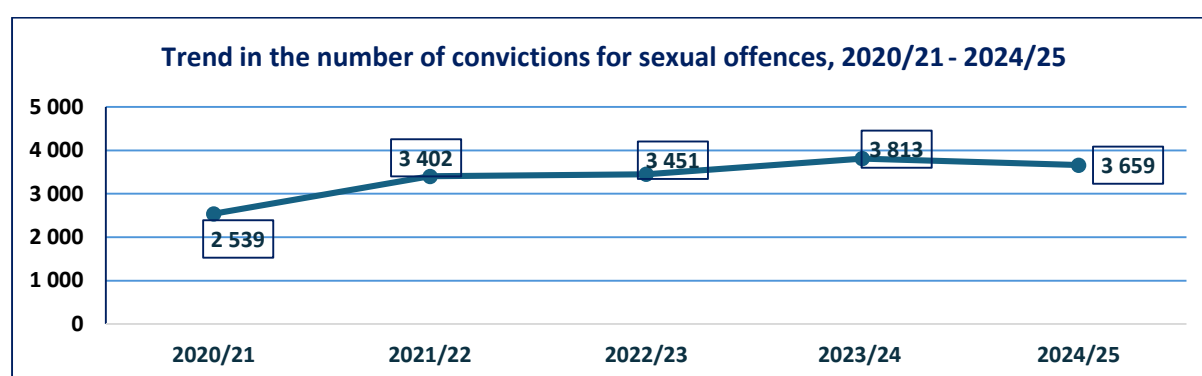


Figure 9: Trend in the number of convictions for sexual offences, 2020/21 - 2024/25.

The number of convictions increased by 44% over the five-year period, from 2 539 in 2020/21 to 3 659 in 2024/25, with an average conviction rate of over 70%. Moreover, the Sexual Offences and Community Affairs (SOCA) Unit is committed to strengthening and enhancing the NPA's victim-centred approach through the Thuthuzela Care Centre (TCC) model, while also increasing access to justice for victims of GBV. The TCC model provides victims of GBV with the full spectrum of pre-trial services – psychosocial, medical and legal – ensuring a current conviction rate of 76% in matters referred to court from the TCCs²¹. Since 2021, the NPA has increased the number of TCCs from 55 to 66, ensuring access to justice for victims in rural, peri-urban and urban areas across the country.²²

However, it is important to note that tackling GBV in South Africa is fraught with deep-rooted and systemic challenges. Victims are often reluctant to report cases due to a lack of trust in the criminal justice system, compounded by high attrition rates, delays in case finalisation, and

20 Republic of South Africa. (2020). National Strategic Plan on Gender-Based Violence and Femicide. Accessed from: https://gbvf.org.za/files/2024/05/National-Strategic-Plan-on-Gender-Based-Violence-and-Femicide-NSP-2020_2030_01-01-2020.pdf, dated 10 October 2025.

21 National Prosecuting Authority. (2025). Annual Report 2024/25.

22 National Prosecuting Authority. (2025). Annual Report, 2024/25.

non–trauma-informed responses, among other factors²³. In addition, the lack of adequately trained officials and weak coordination across the criminal justice value chain undermine the quality of prosecutions. The current capacity within the SOCA Unit is also limited and unable to fully give effect to the unit’s extensive mandate. The key resource gaps relate primarily to staffing and additional funding for the establishment of TCCs, including a ring-fenced budget to strengthen operations at the TCCs and to support the effective management and investigation of cases. These constraints ultimately affect the services provided at TCCs and the successful prosecution of GBV matters.

Therefore, the NPA needs to redefine its response to GBVF to respond more effectively to these challenges. This requires moving beyond a purely litigation-focused approach to adopt a holistic, victim-centred, multi-sectoral approach that encompasses a comprehensive prevention strategy, pretrial services, an excellent litigation capacity, prioritisation strategies and effective monitoring and accountability measures²⁴.

An Overview of Organised Crime in South Africa: Globally, organised crime continues to expand and evolve, while resilience in many countries remains static or in decline²⁵. South Africa is not immune to this growing scourge. The country faces a complex and changing organised crime landscape, characterised by highly diversified criminal markets, entrenched criminal networks, and increasing infiltration into state institutions.

According to the Global Organised Crime Index (2025), South Africa ranks 7th out of 193 countries in terms of its criminality score and 44th in terms of its resilience score, as reflected in the table below.

South Africa’s Standing in the 2025 Global Organised Crime Index	
Criminality Score	Resilience Score
7 th of 193 Countries	44 th of 193 Countries
2 nd of 54 African Countries	3 rd of 54 African Countries
1 st of 13 Southern African Countries	1 st of 13 Southern African Countries

23 National Prosecuting Authority. (2025, August 19–21). Interrogating the challenges undermining NPA performance: Sexual offences. NPA Senior Management Conference, Glenburn Lodge and Spa, Muldersdrift, Gauteng.

24 National Prosecuting Authority. (2025, August 19–21). Interrogating the challenges undermining NPA performance: Sexual offences. NPA Senior Management Conference, Glenburn Lodge and Spa, Muldersdrift, Gauteng.

25 Shaw, M. (2025, November 25). *Organised crime at a turning point: Global and South African perspectives* [Conference presentation]. Global Organised Crime Index 2025 Launch, Institute for Security Studies, Pretoria, South Africa.

Table 1: South Africa's Standing in the 2025 Global Organised Crime Index.

The criminality score is based on an assessment of the prevalence of criminal markets and criminal actors, whereas the resilience score measures a country's capacity and effectiveness in responding to organised crime. The Index indicates a consistent upward trend in South Africa's criminality score over the five-year period (2021–2025), while the resilience score has remained relatively stable. The primary drivers of criminal markets include the synthetic drug trade, extortion and protection racketeering, cyber-dependent crimes, and the heroin trade, all of which are both prevalent and increasing, as illustrated in the graph below.

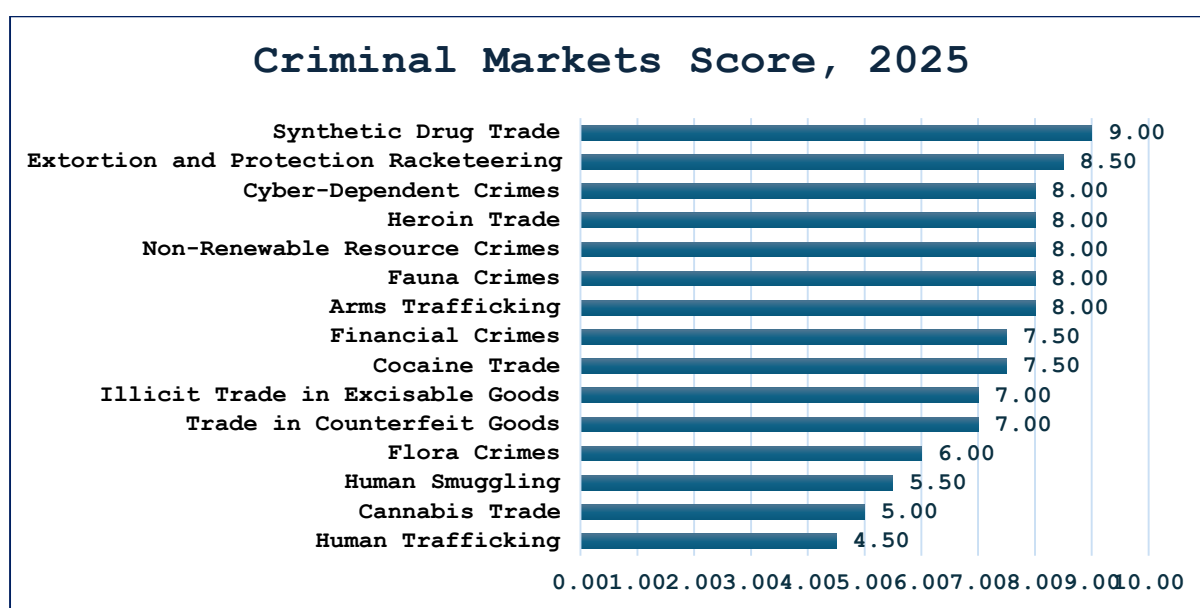


Figure 10: Criminal Markets Score, 2025 (Source: Global Organised Crime Index, 2025).

The country's capacity to respond to organised crime is still somewhat holding, it is increasingly being undermined by state-embedded actors who play a central and enabling role in allowing organised crime to thrive. Against this backdrop, LEAs, including the NPA, are tasked with devising strategic interventions to disrupt organised criminal activities through the investigation and prosecution of key actors operating across various criminal markets.

The NPA's contribution to combating organised crime is monitored through convictions in organised crime, among other measures, as reflected below.

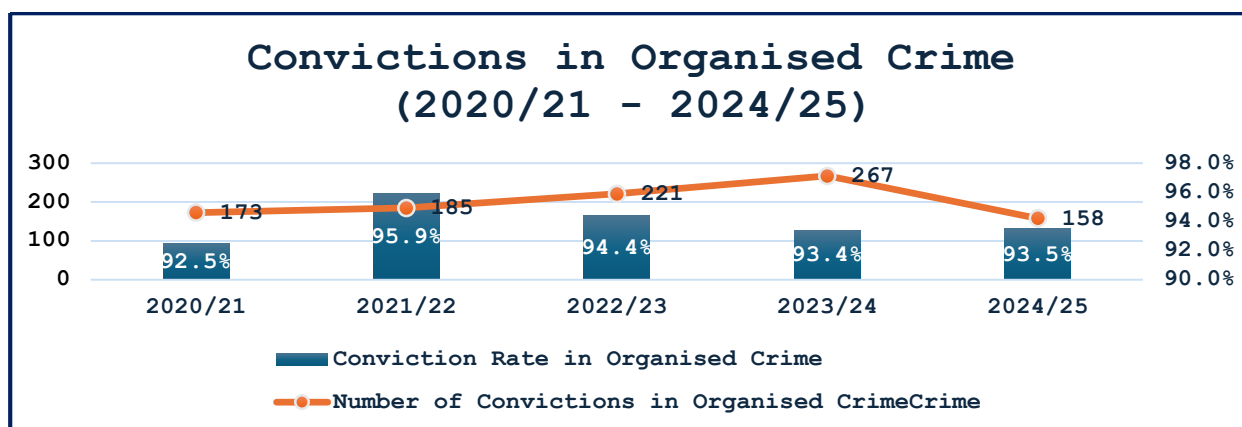


Figure 11: Convictions in Organised Crime (2020/21 - 2024/25)

The graph above shows that the conviction rate for organised crime has remained consistently high over the five years, the actual number of convictions remains low when viewed against the broader profile of organised crime in South Africa, as depicted in the national organised crime risk assessment. Furthermore, the number of convictions declined substantially between 2023/24 and 2024/25, decreasing from 267 to 158.

The prosecution of organised crime is hindered by a range of factors, which include a low inflow of cases for prosecution, resource constraints, operational backlogs, and increasing case complexity. The finalisation of organised crime cases is often protracted due to their inherently complex nature. Such cases typically involve multiple accused persons and encompass numerous charges. The delay in the finalisation of organised crime is also attributed to the frequent use of delaying tactics by the accused lawyers. Testimonies before the Madlanga Commission have also revealed instances of infiltration of law enforcement agencies by organised crime networks, undermining operational effectiveness. In addition, limited specialised skills and expertise, coupled with structural deficiencies impede the full optimisation of the Strategy Against Organised Crime.

An Overview of Corruption in South Africa: According to Transparency International's Corruption Perceptions Index 2025, South Africa scored 41.²⁶ on a scale of 0 (highly corrupt) to 100 (very clean)²⁷, and is ranked 82 out of 180 countries.

²⁶ The Transparency International Corruption Perception Index scores and ranks countries and territories based on how corrupt their respective public sectors are perceived to be. A country or territory's score indicates the perceived level of public sector corruption on a scale of 0 (highly corrupt) to 100 (very clean). A country or territory's rank indicates its position relative to the other countries and territories in the index.

²⁷ Transparency International. (2025). Corruption Perceptions Index 2025. Accessed from: <https://files.transparencycdn.org/images/CPI-2025-Report-EN.pdf>, dated 17 February 2026.

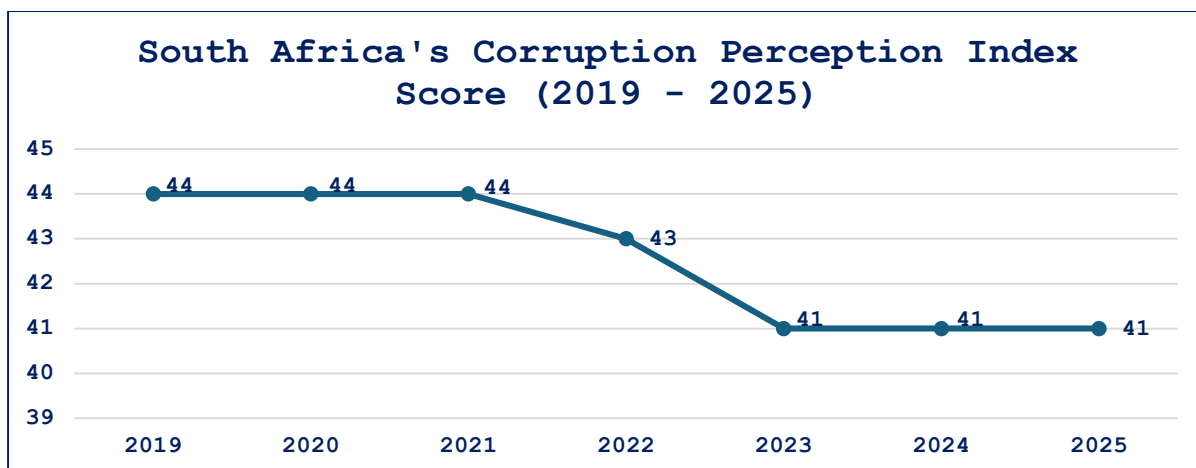


Figure 12: South Africa's Corruption Perception Index Score

This score reflects a continued pattern of underperformance, as South Africa has struggled to surpass the midpoint score of 50 since 2007. Such sustained perceptions of corruption influence investors' attitudes towards investing in South Africa.

According to NACAC, corruption in South Africa is sustained by two main actors, with government representing the demand side and the private sector the supply side.²⁸

Within this broader demand–supply dynamic, corruption manifests in distinct but interrelated forms, which include the following²⁹:

- **State Capture** - State capture refers to a systematic form of corruption in which networks of actors, both within and outside the state, deliberately manipulate public institutions, policies and resources for private or political gain. It involves the weakening of oversight mechanisms and the strategic control of key state entities to redirect public authority and resources.
- **Systemic Corruption** - Systemic corruption occurs when corrupt practices become deeply embedded and normalised within the structures and operations of an institution, sector or society. Rather than being isolated incidents, corruption becomes pervasive and sustained, distorting governance processes and undermining institutional integrity.
- **Frontline Corruption** - Frontline corruption refers to the abuse of power at the point of service delivery, where public officials demand informal payments, favours or other benefits in exchange for access to basic public services. Although often perceived as

²⁸ National Anti-Corruption Advisory Council. (2025). Final Report to the President, the Cabinet, and the Country. Accessed from: <https://www.thepresidency.gov.za/sites/default/files/2025-08/National%20Anti-Corruption%20Advisory%20Council%20Final%20Report%202025.pdf>, dated 17 February 2026.

²⁹ National Anti-Corruption Advisory Council. (2025). Final Report to the President, the Cabinet, and the Country. Accessed from: <https://www.thepresidency.gov.za/sites/default/files/2025-08/National%20Anti-Corruption%20Advisory%20Council%20Final%20Report%202025.pdf>, dated 17 February 2026.

small-scale, it can be systemic in effect, eroding public trust, reinforcing inequality and weakening democratic accountability.

While NACAC's typology provides a conceptual framework for understanding corruption, the Auditor-General has reported that the majority of corruption incidents originate within the public procurement system, highlighting systemic vulnerabilities in supply chain management and oversight mechanisms.³⁰ By this account, the NPA's training on the prosecution of corruption should be tailored to address these areas of corruption.

Against this backdrop, NACAC's final report to the President proposed several reforms aimed at strengthening South Africa's anti-corruption architecture and enhancing institutional resilience, which include the following³¹:

- Establishment of the Office of Public Integrity and Anti-Corruption (OPI) as a permanent, independent and overarching anti-corruption body. This structure would incorporate the Special Investigating Unit (SIU) and be responsible for preventing, investigating and remedying systemic corruption involving government and other organs of state, thereby enhancing transparency, accountability and integrity in their operations. Its functions would include conducting systemic anti-corruption audits, inquiries and investigations; providing policy guidance; protecting and supporting whistle-blowers; and leading social mobilisation and public education programmes.
- Strengthening law enforcement agencies, including the reorganisation of the respective mandates of the Investigating Directorate Against Corruption (IDAC) and the Directorate for Priority Crime Investigation (DPCI). Under this proposal, IDAC would be solely responsible for investigating and prosecuting serious corruption and serious commercial crime, while the DPCI would focus exclusively on organised crime.
- A comprehensive overhaul of the NPA's legislative framework to secure its financial and institutional independence, including reform of the appointment processes for senior leadership. The Council has also recommended increased resourcing of the NPA's specialised units, namely IDAC, the SCCU and the AFU, as well as strengthened court capacity to ensure the effective adjudication of corruption cases.

30 Ramaphosa, C. (2026). State of the Nation Address by President Cyril Ramaphosa. Accessed from: <https://www.thepresidency.gov.za/state-nation-address-president-cyril-ramaphosa-1>, dated 17 February 2026.

31 National Anti-Corruption Advisory Council. (2025). Final Report to the President, the Cabinet, and the Country. Accessed from: <https://www.thepresidency.gov.za/sites/default/files/2025-08/National%20Anti-Corruption%20Advisory%20Council%20Final%20Report%202025.pdf>, dated 17 February 2026.

- Strengthened protection mechanisms for investigators, prosecutors, auditors and witnesses involved in corruption and organised crime matters, in order to safeguard their security and enhance the integrity of investigations and prosecutions.

These and other recommendations are currently receiving attention by the Cabinet³².

In terms of the NPA's contribution to combating complex corruption, its work has been monitored, among other measures, through the conviction rate for complex commercial crime.

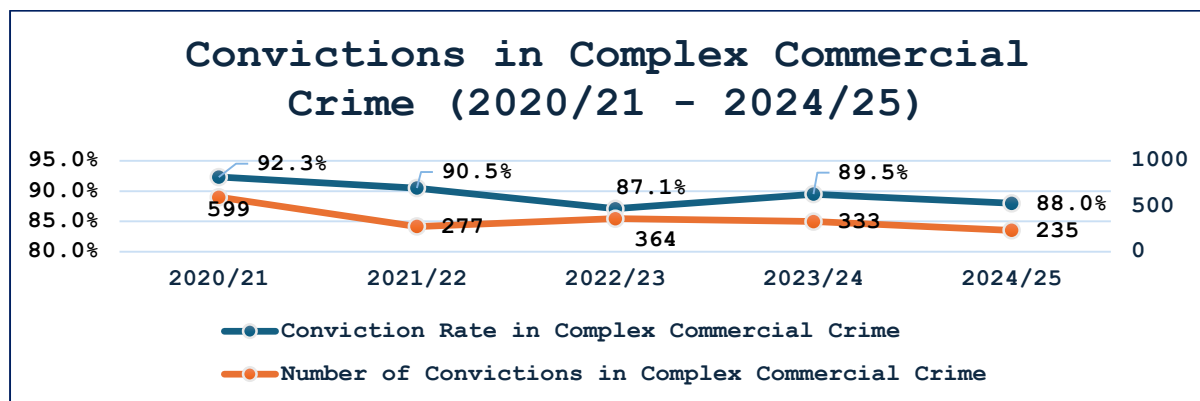


Figure 13: Convictions in Complex Commercial Crime (2020/21 – 2024/25)

The graph above shows that both the conviction rate and the actual number of convictions have declined markedly over the past five years. Furthermore, the number of convictions has shown a more consistent downward trend than the conviction rate. This pattern reflects the NPA's deliberate recent focus on pursuing more complex cases than in previous years.

The NPA's contribution to combating complex corruption is also measured by the number of persons sentenced for corruption, as reflected in the graph below.

³² Ramaphosa, C. (2026). State of the Nation Address by President Cyril Ramaphosa. Accessed from: <https://www.thepresidency.gov.za/state-nation-address-president-cyril-ramaphosa-1>, dated 17 February 2026.

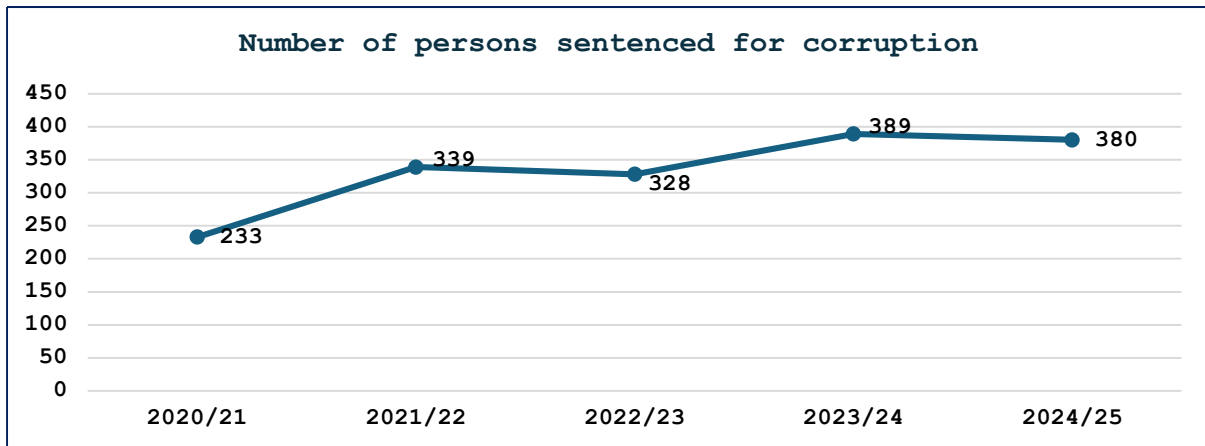


Figure 14: Number of persons sentenced for corruption

The graph above indicates that the number of persons sentenced for corruption increased from 233 in 2020/21 to 380 in 2024/25. However, it is important to note that this also represents a slight decline from the 389 persons sentenced in 2023/24.

As in the case of organised crime, the prosecution of corruption is fraught with challenges. The complexity of corruption matters has increased substantially, with apex cases often involving sophisticated global banking systems, cross-border money flows, and lengthy mutual legal assistance requests. Prosecuting such matters therefore requires highly skilled prosecutors and investigators with advanced financial and legal expertise while retaining skilled personnel remains a challenge, as many are drawn to the private sector by more competitive salaries. Recruitment processes within the public service are slow, and the training of new staff takes considerable time, which contributes to a high workload for existing staff.

Collaboration with stakeholders such as South African Police Service, Directorate for Priority Crime Investigation, Financial Intelligence Centre, Special Investigating Unit, and South African Revenue Service, remains a challenge. Money laundering prosecutions are further weakened by slow cross-border cooperation in respect of requests for mutual legal assistance. Given the sophisticated and transnational nature of these crimes, effective inter-agency coordination and international collaboration are essential to detect and prove complex money laundering schemes and their predicate offence linkages.

Another common and growing challenge in the prosecution of commercial crime is the practice “Stalingrad” tactics. Accused individuals, often with significant resources, employ delaying tactics such as frivolous interlocutory applications, which include section 205 attacks, fair trial

applications, and recusal applications. Courts are often reluctant to adopt a firm stance against these practices, which prolongs cases and undermines the effective delivery of justice.

To mitigate these challenges, the NPA must enhance recruitment and retention strategies, accelerate training programmes, and strengthen supervisory capacity to ensure quality control in prosecutions. Greater emphasis on collaboration and streamlined processes with key partners will be essential. In relation to money laundering, strengthening inter-agency coordination and cross-border cooperation.

The Asset Forfeiture Unit (AFU) can be potent weapon against corruption, organised crime, money laundering and illicit financial flows. However, the referral system is currently inefficient³³.

7.3. INTERNAL FACTORS

Victims Experience and Perception of the NPA: The findings of the 2024/25 Customer Satisfaction Survey reflected encouraging perceptions of NPA services. For instance, 84% of victims and witnesses reported being satisfied with the treatment they received from prosecutors in court, while 91% confirmed that prosecutors took their interests into account during proceedings. However, delays in the finalisation of cases remain the main source of customer complaints – an issue that requires the attention of all criminal justice system stakeholders.

In reflecting on the key insights from the survey findings, majority of witnesses who participated in the survey were in court for assault cases, including assault GBH, followed by murder and attempted murder. This aligns closely with South African Police Service (SAPS) crime detection rates per crime type. The finding also validates the NPA's smart prosecution approach, which incorporates Alternative Dispute Resolution Mechanisms (ADRM), a prioritisation policy and practice, and community prosecution. In this context, ADRM could assist in freeing up court capacity to focus on serious and complex cases. In this regard, it is vital that the NPA lobbies for its preferred ADRM practice in the current ADRM legislation development, while operational criteria for its implementation should remain within the discretion of court-level management, particularly Senior Public Prosecutors.

33 National Prosecuting Authority. (2026, February 18–19). System efficiency, internal & external referrals and collaboration: Enhancing the effectiveness of the Asset Forfeiture Unit. Strategic Planning Workshop Conference, Riverstone Lodge, Muldersdrift, Gauteng.

The survey also confirms that assisting victims and witnesses to understand the court process has a significant positive influence on their perception of the NPA, as much as, if not more than, the actual case outcomes. In this regard, meaningful engagement by prosecutors fosters access to NPA services and builds public confidence in both the NPA and the wider criminal justice system. Expanding the footprint of the Court Preparation Programme could further enhance customers' perceptions of the NPA.

A key takeaway from the survey is that there is a need for the NPA to afford equal weight to victim and witness engagement alongside finalisation and conviction outcomes. Achieving this balance requires careful management of prosecutorial personnel resources, case finalisation targets, and the quality of victim and witness engagement.

Interrogation of Inefficiencies in the Regional and District Courts: A conference of NPA senior management, held from 19 to 21 August 2025, interrogated systemic challenges impacting prosecutorial efficiency in the lower courts, and identified a broad range of constraints undermining efficiency. Key among these were infrastructure and resource deficiencies, with many courts affected by deteriorating facilities, poor accommodation, inadequate supplies, and persistent technology challenges, including unreliable connectivity and malfunctioning equipment.

Administrative and operational inefficiencies were also highlighted, particularly the excessive administrative burden on prosecutors, poor case flow management, and the duplication of records, which collectively slow down case processing and increase the risk of errors. Human resource constraints remain a pressing concern, with high levels of prosecutor vacancies, shortages of interpreters and court staff, and insufficient training and support contributing to delays, reduced productivity, and low morale.

The leadership further noted systemic weaknesses in investigations and prosecutions, including mishandled or lost evidence, forensic backlogs, and witness management difficulties. These issues undermine the quality of prosecutions and delay justice. Challenges in performance monitoring and reporting were also discussed, including inaccuracies in data reconciliation and persistent problems with the implementation of the Electronic Case Management System (ECMS). Safety and security concerns remain a critical issue. Prosecutors, witnesses, and court staff face harassment, intimidation, and in some instances violent attacks, including the murder of key witnesses and the killing of prosecutors. Such incidents erode morale and diminish public confidence in the justice system.

The discussion underscored the urgent need for investment in infrastructure, human resources, and security, alongside reforms to streamline administrative processes and strengthen inter-agency collaboration. Addressing these challenges is critical to enhancing prosecutorial efficiency and rebuilding public trust in the lower courts.

An Overview of the MTDP 2024–2029 and the NPA’s Contribution: The MTDP 2024–2029 serves as the national plan for the 7th Government Administration and provides a guiding framework for departmental planning. It is informed by the National Development Plan 2030 and the Statement of Intent of the Government of National Unity. The MTDP comprises three strategic priorities³⁴:

- Strategic Priority 1: Drive inclusive growth and job creation.
- Strategic Priority 2: Reduce poverty and tackle the high cost of living.
- Strategic Priority 3: Build a capable, ethical and developmental state.

The NPA plays a critical role in realising MTDP Strategic Priority 3. This priority is framed around twelve outcomes, five of which directly necessitate the participation of the NPA:

- A reformed, integrated and modernised Criminal Justice System.
- Effective border security.
- Secured cyber space.
- Increased feelings of safety of women and children in communities.
- Combat priority offences (economic, organised crime and corruption).

The NPA supports the implementation of the MTDP through its Strategy for 2025–2030. This Strategy is anchored on the following key interventions (not an exhaustive list)³⁵:

- Entrenching a professional and ethical prosecution service.
- Strengthening organisational performance through skills development.
- Enhancing the fight against complex commercial crime and corruption.
- Strategic prosecution of organised crime.

³⁴ Department of Planning, Monitoring and Evaluation. (2025). Medium-Term Development Plan 2024–2029. Accessed from:

https://www.gov.za/sites/default/files/gcis_document/202503/mediumtermdevelopmentplan2024-2029.pdf, dated 25 November 2025.

³⁵ National Prosecuting Authority. (2025). Strategic Plan 2025-2030.

- Implementation of proactive Communication Strategy.
- Financial and operational independence.

The implementation of the Strategy is monitored and measured through the following performance outcomes and indicators.

MTDP Priority 3: A capable, ethical and developmental state			
Sub-Outcomes	Outcome Indicator	Baseline	5-year Target
Improved public confidence in the NPA and the Criminal Justice System	Conviction rate in murder prosecutions	77%	80.4%
	Sexual offences conviction rate	69%	72.3%
	Number of money laundering & terrorism financing cases finalised	86	120
	Corruption conviction rate	80%	84%
	Total value of freezing orders	R1bn	R3.5bn
	Total value of recoveries	R5.3bn ³⁶	R800m
	Conviction rate for serious commercial crime and serious organised crime	N/A	90%
Improved access to NPA services	Number of operational TCCs nationally	64	74

Table 2: NPA Strategy Planning and Monitoring Framework

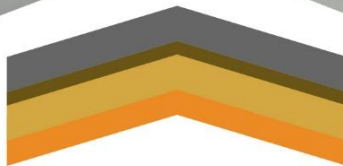
Leadership Transition: This year (2025/26) is marked by a leadership transition and, as a result, the outgoing leadership has prepared a handover report to facilitate a smooth and informed transition to the new leadership. The handover report proposes the following priorities for consideration by the new NDPP³⁷:

- *“Prioritise the appointment of DNDPPs, a permanent full-time spokesperson and other critical vacancies.*

³⁶ Shared baseline with Special Investigation Unit

³⁷ National Prosecuting Authority. (2026). NDPP Handover Report.

- *Advance legislative reforms to secure greater operational and financial independence.*
- *Conduct a focused review of high-risk organisational vulnerabilities: forensic delays, digital-evidence capacity, backlog hotspots, prosecutor safety, civil-litigation exposure and remuneration challenges.*
- *Confirm the status of strategic projects requiring immediate continuity, including the Organised Crime Strategy, Community Prosecution and digital-capability initiatives.*
- *Continue with the implementation of targeted capacity-building in complex crime, including financial investigations, cybercrime, digital evidence handling and racketeering.*
- *Strengthen the implementation of prosecutor guided investigations (PGI) by clarifying expectations with investigative partners, embedding supportive practices in high-impact matters and improving coordination between prosecutors and investigators at early stages of case development. Work in this regard has been supported by the German government.*
- *Enhance efforts to stop Stalingrad tactics.*
- *Formalise a whole-of-NPA approach to managing prosecutor safety risks. Continue engagement with the DoJ&CD and possibly at JCPS, and at the National Efficiency Enhancement Committee, to address safety and security in the Court environment.*
- *Strengthen JCPS inter-agency performance protocols and indicators to ensure coherent investigation and prosecution outcomes.*
- *Consolidate modernisation efforts, including digital-evidence capacity, analytics, skills development and innovation systems.*
- *Build a cohesive national prosecutorial strategy informed by crime-threat analysis, prioritisation frameworks and collaboration with justice sector partners.*
- *Institutionalise partnerships with business, civil society and development partners while ensuring appropriate governance safeguards.*
- *Embed the IPAC pillars of independence, professionalism, accountability and credibility into leadership norms and organisational culture.*
- *Create an Innovation and Policy support capability in the structure to boost innovation to enhance efficiency and impact”.*



Part C

Measuring Our Performance

7.4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The 2026-2027 Annual Performance Plan seeks to build towards a solid organisational performance in the strategic cycle 2025-2030 as well as pursuit of 2024-2029 Medium Term Development Plan (MTDP):

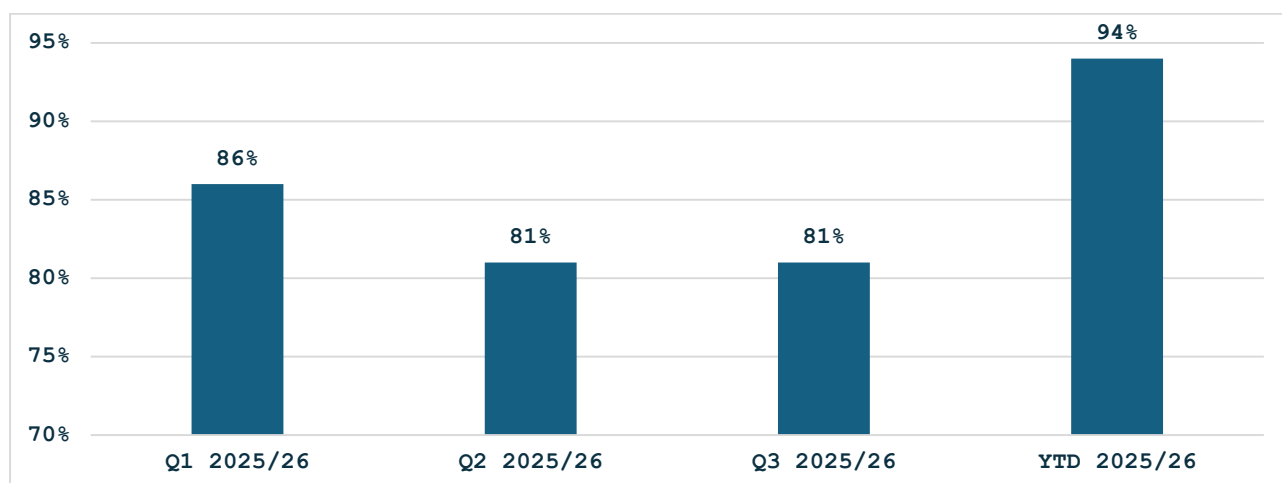


Figure 15: Organisational performance

The figure above shows an overall achievement of 94% against its year-to-date targets. Quarter on Quarter performance depicts an impressive performance averaging at over 80% across the quarters, signifying the quality of docket screening, case planning and trial preparation.

The year-to-date performance is contextualised in the below sub-outcomes:

- **Victim-centric services enhanced**

There are currently 67 Thuthuzela Care Centres (TCCs) operating around the country, offering crucial support services to victims of sexual assault. In the current reporting period, one TCC was established in Flagstaff in the Eastern Cape Division. This extension is a continuous initiative to enhance access to justice and all-encompassing care. An additional centre is to be established in the KwaZulu-Natal division before the end of the financial year.

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 2025, NPA in all court fora exceeded their Q3 targets and achieved the following conviction rates: High Courts (93%), Regional Courts (84%), and District Courts (96%).

- **Fraud and corruption are dealt with**

During the reporting period, 58 convictions were obtained from 61 verdict cases in serious complex commercial crime, achieving a 95% conviction rate, which is five percentage point above the set target of 90%. The performance slightly decreased by one percentage points compared to the previous quarter. The Investigating Directorate Against Corruption (IDAC) has authorised five (5) investigations into state capture and complex corruption matters to date, exceeding the quarterly target of 2. In holding key actors and entities accountable for state capture and other related complex corruption, IDAC has also enrolled two cases to during Q3, one case above the target.

Money laundering performance for the third quarter shows that 18 cases were finalised, demonstrating continued efforts to address complex financial crimes. In relation to corruption, a total of 67 persons were sentenced during the quarter, reflecting sustained progress in holding perpetrators accountable.

- **Addressing the proceeds of crime**

During the reporting period (Q1-Q3), AFU has obtained freezing orders to the value of R725.1 million against an annual target of R700 million, while recoveries totalling R81.7 million was achieved in the same reporting period. It is crucial to understand that recoveries indicator is conviction-based, meaning that collaboration with all involved is necessary for the finalisation of criminal investigations and prosecutions.

7.5. PROGRAMME NAME

The National Prosecuting Authority (NPA) 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).

7.6. PROGRAMME PURPOSE

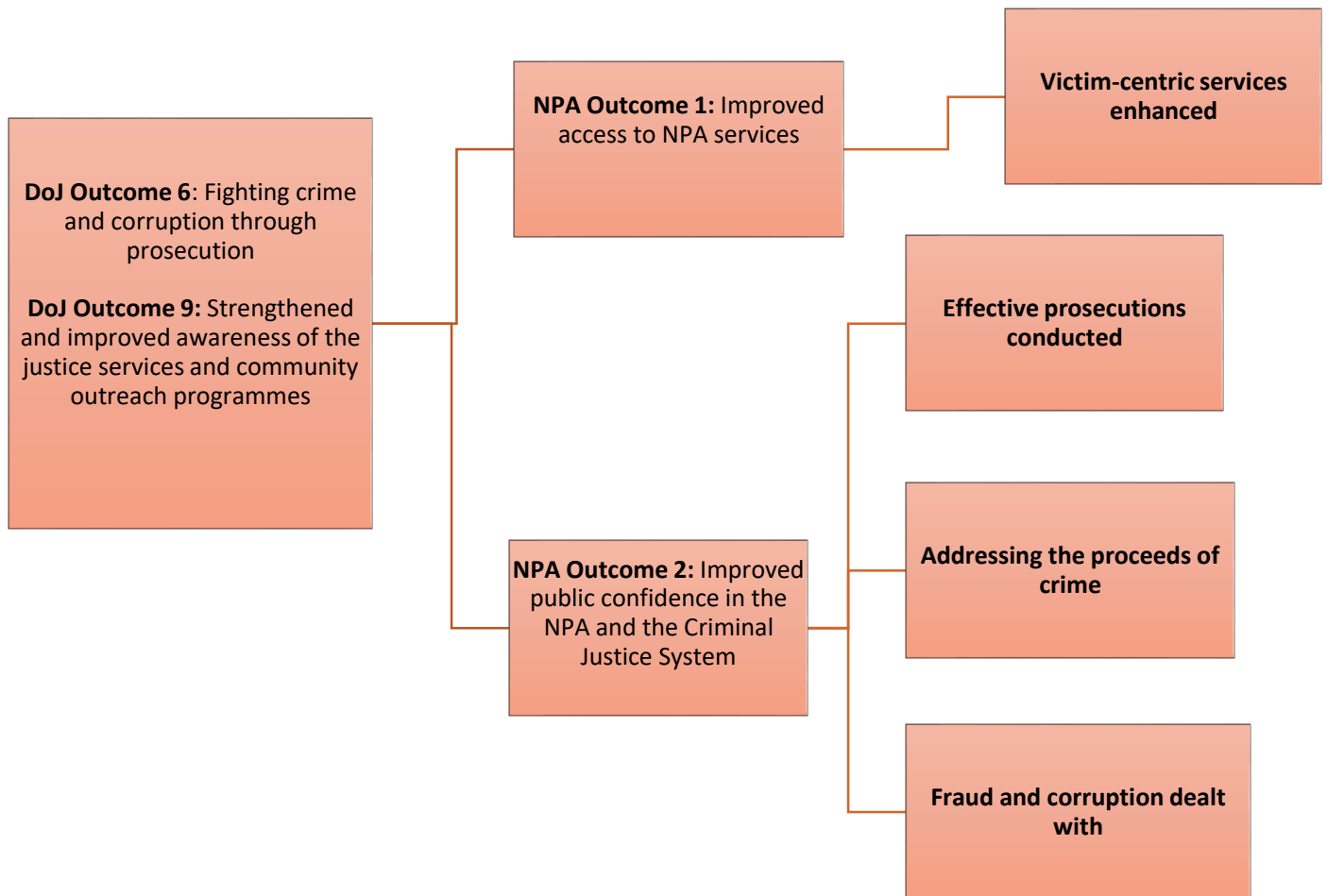
The National Prosecuting Authority was established in terms of section 179 of the Constitution of the Republic of South Africa.

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.

8. NPA STRATEGIC ALIGNMENT



8.1. 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 in the Office of the National Director of Public Prosecutions, the Investigating Directorate deals with offences or criminal or unlawful activities involving serious, complex and high-profile corruption, including allegations of corruption arising from commissions of inquiry as determined by presidential proclamation.
- **Asset Forfeiture Unit (AFU):** The primary responsibility of AFU is to remove the profit from crime. Closely related to the core function is the ability to disrupt criminality. The AFU seizes assets that are the proceeds of unlawful activities, the instrumentalities of crime or the benefit of crime through both conviction-based and/or non-conviction based processes.
- **Office for Witness Protection (OWP):** Provides for protection, support and related services to vulnerable, intimidated witnesses and related persons in judicial proceedings in terms of the Witness Protection Act (1998).
- **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.

8.2. OUTCOME, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Table 3: Outcome, outputs, performance indicators and targets

Outcome 7: Fighting Crime and Corruption through prosecution								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
NPA Outcome 1: Improved access to NPA services								
Victim-centric services enhanced	Number of new Thuthuzela Care Centres established	2	2	2	2	4	4	4
	Conviction rate in sexual offences	74,8%	72%	71%	70%	75%	76%	76%
NPA Outcome 2: Improved public confidence in the NPA and the Criminal Justice System								
Effective prosecution conducted	Conviction rate in High Court	89.2%	91%	92%	87%	87%	87%	87%
	Conviction rate in Regional Court	82.6%	82%	83%	74%	78%	80%	82%
	Conviction rate in District Court	94.5%	95%	96%	88%	88%	88%	88%
	Conviction rate in murder prosecutions	N/A	N/A	N/A	74%	74%	74%	74%
	Number of witnesses and related persons harmed or killed while on the Witness Protection Programme	0	0	0	0	0	0	0
Fraud and corruption dealt with	Conviction rate in serious commercial crime	87.1%	90%	88%	90%	90%	90%	90%
	Number of IDAC investigations authorised	13	18	17	8	9	30	30

Outcome 7: Fighting Crime and Corruption through prosecution								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
	Number of state capture, complex corruption, and matters related thereto enrolled	18	3	9	7	8	10	10
	Number of prosecutions instituted involving money laundering charges	-	84	99	90	100	140	200
	Number of prosecutions finalised involving money laundering charges	85	84	36	55	90	100	120
	Conviction rate in serious organised crime	N/A	N/A	N/A	90%	90%	90%	90%
	Conviction rate for Corruption	N/A	N/A	N/A	80%	81%	82%	83%
Addressing the proceeds of crime	Total value of freezing orders obtained	R570m	R932m	R710.4m	R700m	R1bn	R1,05bn	R1,1bn
	Total value of recoveries obtained	R2.63bn	R787m	R1.38b	R160m	R350m	R350m	R400m

8.3. INDICATORS, ANNUAL AND QUARTERLY TARGETS FOR 2026/27

Table 4: Table Indicators, annual and quarterly targets for 2026/27

Outcome 7: Fighting Crime and Corruption through prosecution					
Output indicators	Annual target for 2026/27	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	4	-	-	-	4
Conviction rate in sexual offences	75%	75%	75%	75%	75%
Conviction rate in High Court	87%	87%	87%	87%	87%
Conviction rate in Regional Court	78%	78%	78%	78%	78%
Conviction rate in District Court	88%	88%	88%	88%	88%
Number of witnesses and related persons harmed or killed while on the Witness Protection Programme	0	0	0	0	0
Conviction rate in serious commercial crime	90%	90%	90%	90%	90%
Number of IDAC investigations authorised	9	3	2	2	2
Number of state capture, complex corruption, and matters related thereto enrolled	8	2	2	2	2
Number of prosecutions instituted involving money laundering charges ³⁸	100	25	26	24	25
Number of prosecutions finalised involving money laundering charges	90	23	24	21	22
Total value of freezing orders obtained	R1bn	R220m	R270m	R260m	R250m
Total value of recoveries obtained	R350m	R77m	R94.5m	R91m	R87.5m
Conviction rate in serious organised crime	90%	90%	90%	90%	90%

Outcome 7: Fighting Crime and Corruption through prosecution					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Conviction rate for corruption	81%	81%	81%	81%	81%
Conviction rate in murder prosecutions	74%	74%	74%	74%	74%

8.4. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Number of new Thuthuzela Care Centres established. Over the MTEF period, the NPA will seek to expand its victim-centric approach by ensuring that additional TCCs are established, with an additional 12 TCCs to be added to the national footprint. TCCs deal with a number of cases wherein the safety and well-being of vulnerable people (women and children) receive not only medical, but also psychosocial support to enhance prospects of successful prosecution.

Conviction rate in sexual offences. A high conviction rate in sexual offences serves as a deterrent to the rising crime levels in the country. As a result, the NPA will ensure that a conviction rate of 75% is attained through quality investigation and prosecution.

Conviction rate in High, Regional and District Courts. To hold criminals liable and accountable, the NPA will during the MTEF period, enhance efforts towards docket screening and case preparation. The quality of prosecutions is measured through successful verdicts, and as a result, the following conviction rates will be pursued over the MTEF period: HC (87%), RC (78%), DC (88%).

Number of witnesses and related persons harmed or killed while on the witness protection programme. The effectiveness of the Witness Protection Programme is to ensure that no witnesses and/or related persons are harmed, or killed, whilst on the programme. Thus, enhancing prospects of successful prosecutions.

The NPA will continue to prioritise efforts towards addressing complex corruption and organised crime. Corruption has greatly undermined South Africa's economic prospects and development. Through enhanced collaborations, the NPA will pursue key actors and entities that are implicated in grand corruption. Through enhanced legislative powers, the IDAC will continue to hold state capture players accountable through increased authorisations and enrolment of trial-ready cases.

To effectively combat fraud and corruption, the NPA will strengthen its collaboration with key law-enforcement partners to ensure that cases involving money laundering and complex financial crime are proactively detected, thoroughly investigated, and timeously enrolled for prosecution. Strengthening the pipeline of such cases through increased enrolments and successful prosecutions, will be critical in demonstrating the country's enforcement capability and improving its prospects of exiting the FATF grey list over the MTEF period

Total value of freezing orders and recoveries obtained. Over the MTEF period, the NPA will strengthen the use of asset forfeiture as a strategic instrument to ensure that crime does not pay. This will include intensifying efforts to identify, trace, and recover the proceeds of unlawful activities while pursuing successful prosecutions. The mandate of the Asset Forfeiture Unit (AFU) will be expanded to trace illicit gains across a wider range of crime typologies, moving beyond a narrow focus on corruption.

In addition, the AFU will increasingly deploy Corporate Alternative Dispute Resolution (C-ADR) mechanisms to hold both individuals and corporate entities accountable where they have benefited from unlawful conduct. Through these targeted asset recovery interventions, the NPA aims to freeze R3.5 billion in assets and recover R1.1 billion over the MTEF period, delivering a meaningful disruption to criminal networks and corruption.

8.5. PROGRAMME RESOURCE CONSIDERATIONS

Table 5: Economic classifications

Sub-Programme R thousand	Audited outcome			Adjusted estimates	Medium-term estimates		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
National Prosecutions Service	3,827,048	4,119,079	4,268,680	4,538,342	4,743,531	4,956,995	5,111,185
Investigating Directorate	178,534	141,886	148,131	262,196	321,025	334,952	345,361
Asset Forfeiture Unit	219,559	216,662	214,312	268,189	288,246	301,032	310,387
Office for Witness Protection	213,693	178,311	206,616	279,009	289,885	302,181	311,568
Strategy, Operations and Compliance	574,344	688,356	730,833	684,620	670,315	698,399	719,982
Total	5,013,178	5,344,294	5,568,572	6,032,356	6,313,002	6,593,559	6,798,483
Economic classification							
Compensation of employees	4,262,084	4,572,819	4,755,268	5,097,236	5,372,604	5,615,641	5,790,172
Goods and services	671,612	719,726	708,233	832,679	873,359	908,207	936,433
Of which:							
Administrative fees	14,829	19,052	13,301	27,904	27,595	28,608	29,549
Advertising	987	481	1,287	1,213	1,659	1,910	1,980
Minor assets	5,337	7,114	5,251	6,644	8,827	8,692	8,907
Bursaries: Employees	4,245	3,386	6,228	7,824	3,842	3,861	3,981
Catering: Departmental activities	3,098	1,518	2,065	3,221	3,394	3,699	4,023
Communication (G&S)	32,359	22,036	26,191	30,006	31,190	32,485	33,492
Computer services	104,509	184,593	141,389	95,670	93,575	97,800	101,020
Consultants: Business and advisory services	6,138	6,628	14,194	32,730	30,864	32,903	32,723
Legal services (G&S)	14,936	(4,614)	41,091	30,633	56,756	50,583	49,765
Contractors	71,976	56,765	38,545	73,896	77,369	79,062	81,064
Agency and support/outsourced services	29,602	37,169	23,977	51,394	48,785	50,681	52,323
Entertainment	-	-	1	-	-	-	-
Fleet services (including government motor transport)	21,168	24,005	19,647	24,867	26,791	27,758	28,627
Inventory: Fuel, oil and gas	1,111	753	-	-	-	-	-
Inventory: Other supplies	97	1,023	10	1,000	1,565	1,640	1,771
Consumable supplies	4,459	7,881	2,301	9,727	6,427	6,707	7,012
Consumables: Stationery, printing and office supplies	33,467	35,890	63,881	50,065	53,573	55,823	57,605

Operating leases	49,597	84,817	87,046	81,661	88,985	87,362	89,183
Rental and hiring	230	55	17	497	463	480	492
Property payments	79,463	79,984	74,105	79,720	71,720	86,663	92,601
Transport provided: Departmental activity	-	-	-	5	5	5	5
Travel and subsistence	83,224	99,470	80,371	97,944	107,147	112,975	116,423
Training and development	2,198	2,745	4,186	5,372	5,605	5,959	6,015
Operating payments	103,974	45,007	61,368	117,185	124,248	129,335	134,353
Venues and facilities	4,608	3,968	1,781	3,501	2,974	3,216	3,519
Total Current Payments	4,933,696	5,292,545	5,463,501	5,929,915	6,245,963	6,523,848	6,726,605
Payments for financial assets	612	1,383	67	-	-	-	-
Transfers and subsidies to:	31,172	33,953	24,553	25,694	26,731	27,793	28,657
Municipal bank accounts	-	-	-	-	-	-	-
Other transfers to public corporations	16	17	-	-	18	19	20
Departmental agencies and accounts	11,866	11,849	14,353	15,071	15,622	16,242	16,747
Households	19,290	22,087	10,200	10,623	11,091	11,532	11,890
Payments for capital assets	47,698	16,413	80,451	76,747	40,308	41,918	43,221
Buildings	-	492	-	-	-	-	-
Other machinery and equipment	30,449	825	1,662	733	-	-	-
Transport equipment	17,249	15,096	78,789	76,014	40,308	41,918	43,221
TOTAL	5,013,178	5,344,294	5,568,572	6,032,356	6,313,002	6,593,559	6,798,483

8.5.1 EXPENDITURE TRENDS

The expenditure is expected to increase marginally to R6, 798 billion at an average annual rate of 7.69% over the MTEF period. The focus will be on achieving the strategic objectives and performance targets as per this APP for 2026/27.

8.6. NPA HUMAN RESOURCES CONSIDERATIONS

Programme 4: Staff Complement

Table 6: Programme 4 staff complement

Salary Level	Total posts	Filled Posts	Vacant Posts	Vacancy Rate	Salary Cost
2	9	8	1	11.1	2,552,663.43
3	1	1	0	0.0	247,661.93
4	50	43	7	14.0	13,822,721.50
5	704	546	158	22.4	195,315,345.62
6	2	1	1	50.0	857,383.18
7	757	591	166	21.9	288,173,293.74
8	1580	1466	114	7.2	778,621,665.46
9	219	152	67	30.6	106,539,962.80
10	1399	1182	217	15.5	1,134,539,870.03
11	99	71	28	28.3	85,309,992.92
12	1602	1279	323	20.2	1,842,549,915.52
13	71	51	20	28.2	75,477,143.57
14	237	164	73	30.8	347,104,837.20
15	21	15	6	28.6	42,300,669.93
16	3	0	3	100.0	6,137,151.04
17	1	1	0	0.0	2,686,049.19
TOTAL	6755	5571	1184	17.5	4,922,236,327.07

8.7. UPDATED KEY RISKS AND MITIGATION

The service delivery impact of the NPA is cognisant of the following Top 10 Priority Risks, which are assessed in line with below risk assessment matrix and the predetermined sub-outcomes underpinned by the 2025-2030 strategic plan: **(detailed annexure A)**



Improved access to NPA services

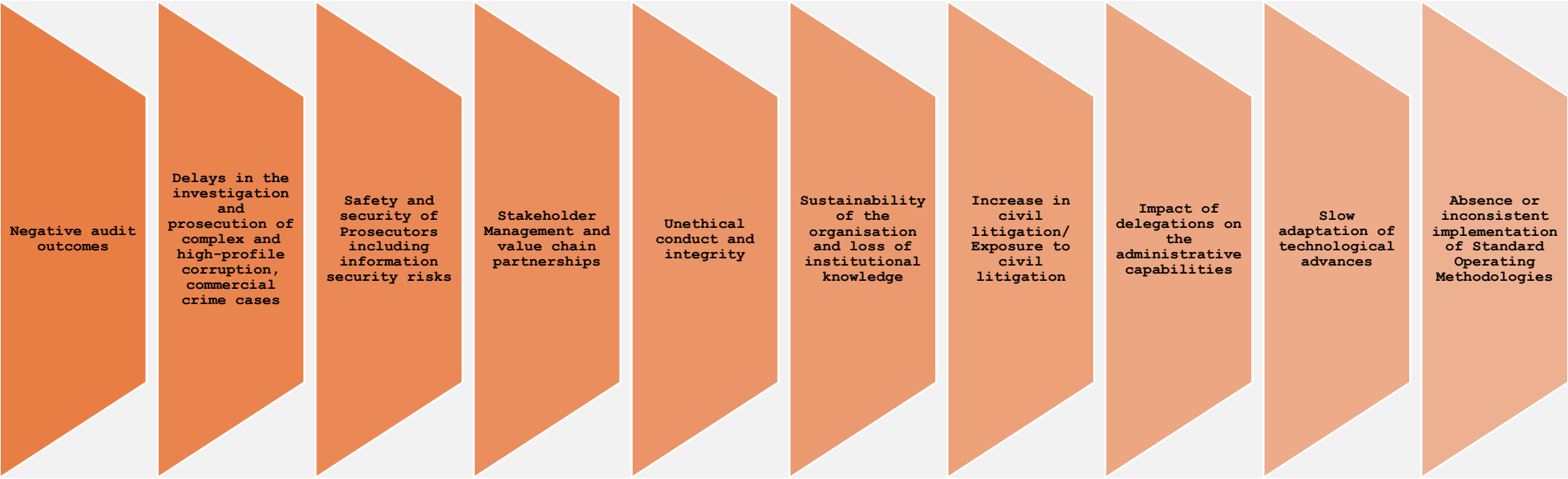


Improved public confidence in the NPA and the criminal justice system

Table 07: Risk Exposure

Risk Rating	Residual Rating	Risk	Description
20 to 25	Extreme		The exposure identified has the potential to have an extreme impact on the NPA's performance and business reputation and is fundamental to the achievement of objectives.
15 to 19	High		The exposure identified has the potential to have a major impact on the NPA's performance and business reputation and is fundamental to the achievement of objectives.
8 to 14	Medium		The exposure identified has the potential to have an impact on the NPA's performance and requires urgent resolution.
0 to 7	Low		The exposure identified may have a minor impact on the entity's performance and should be resolved in the normal course of business.

Top Priority Risks – 2026/2027 FY



8.8. PUBLIC ENTITIES

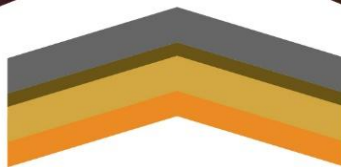
Not applicable.

8.9. INFRASTRUCTURE PROJECTS

Not applicable.

8.10. PUBLIC PRIVATE PARTNERSHIPS

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



Part D

Technical Indicator
Descriptions (TIDs)

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 TCCs established 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 (where applicable)	N/A
Transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	4
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	Daily Court Return
Assumptions	Proper screening of dockets.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	75%
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 (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
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 recorded data for Lower courts, supplemented with manual data where applicable.
Method of calculation	Percentage= (total number of cases finalised with a guilty verdict including Sec 57A of the CPA/ number of cases finalised with a verdict) *100 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	Quality investigation of cases, proper screening of dockets screened dockets.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	78%
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 recorded data for Lower courts, supplemented with manual data where applicable.
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 (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	88%
Indicator responsibility	DNDPP: NPS

Indicator title	Number of witnesses and related persons harmed or killed while 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	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 (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	0
Indicator responsibility	SD: OWP

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 dedicated SCC courts.
Source/collection of data	ECMS recorded data for Lower courts, supplemented with manual data where applicable.
Method of calculation	Percentage = (number of cases finalised with a guilty verdict (including Sec 57A of the CPA/ number of cases finalised) * 100. 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, supplemented with manual data where applicable.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	90%
Indicator responsibility	DNDPP: NPS

Indicator Title	Number of IDAC investigations authorised
Definition	Number of investigations authorised in terms of section 28(1)(a) and 28(13) of the NPA Act by the Investigating Directorate Against Corruption (IDAC)
Source of data	Register/Central datasheet
Method of calculation	Total number of investigations authorised by the Investigating Director of the IDAC, measured on the date of authorisation
Means of Verification	Copies of authorisations.
Assumptions	Compliance requisites to institute investigation in terms of the NPA Act.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	9
Indicator responsibility	Investigating Director: Investigating Directorate Against Corruption (IDAC)

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 (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	8
Indicator responsibility	Investigating Director: Investigating Directorate Against Corruption

Indicator title	Number of prosecutions instituted involving money laundering charges
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, or the indictment, or the DPP Register, or the High Court file. The charge sheet containing Money Laundering charges for the lower courts and the date of plea
Assumptions	Properly investigated matters, thoroughly screened dockets, cases prioritised for prosecution.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	100
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 (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	90
Indicator responsibility	DNDPP: NPS

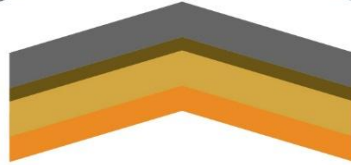
Indicator title	Total value of freezing orders obtained
Definition	Value of assets frozen in freezing orders obtained in the reporting period. It measures the total value of the proceeds, instrumentalities or benefit of crime restrained or preserved from the control of criminals and provides an indication 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 (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	R1b
Indicator responsibility	DNDPP: AFU

Indicator title	Total value of recoveries obtained
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 using external entities specialising in the recovery of assets. The net market value is determined at the date when the movable or immovable asset value is realised.
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 (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	R350m
Indicator responsibility	DNDPP: AFU

Indicator title	Conviction rate in serious organised crime
Definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained.
Source/collection of data	High court registers.
Method of calculation	Percentage = (The total number of serious organised crime cases finalised with a guilty verdict (including Sec 57A of the CPA)/ by the total number of Serious Organised crime cases finalised with a verdict) *100 Convictions are recorded at the date of sentencing after guilty verdict or at verdict if not guilty. One case may result in convictions of more than one charge and focus area
Means of verification	DPP register and files for High courts.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Serious Organised Crime 90%
Indicator responsibility	DNDPP: NPS

Indicator title	Conviction rate for corruption
Definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained.
Source/collection of data	ECMS for lower courts and Daily Court Return for High Courts (until High Court module is available) supplemented by manual data.
Method of calculation	Percentage = (The total number of corruption cases finalised with a guilty verdict (including Sec 57A of the CPA)/ by the total number of corruption cases finalised with a verdict) *100 Convictions are recorded at the date of sentencing after guilty verdict or at verdict if not guilty. One case may result in convictions of more than one charge and focus area.
Means of verification	ECMS and ICMS recorded data for Lower courts and SCCU; High courts as soon as the High court ECMS module is available supplemented by manual data.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	81%
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.
Source of data	ECMS for lower courts and Daily Court Return for High Courts (until High Court module is available) supplemented by manual data.
Method of calculation	Percentage = (The total number of murder cases finalised with a guilty verdict (including Sec 57A of the CPA) /by the total number of murder cases finalised with a verdict) *100 Convictions are recorded at the date of sentencing after guilty verdict or at verdict if not guilty. One case may result in convictions of more than one charge and focus area.
Means of Verification	Daily Court Return, ECMS and ICMS recorded data for Lower courts and SCCU; High courts as soon as the High court ECMS 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 (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	74%
Indicator responsibility	DNDPP: NPS



Part E

Annexures

ANNEXURE A: RISKS AND MITIGATION PLANS

Risk Name	Contributing Factors (Root Causes)	Risk Mitigation Plans
Negative audit outcomes	Performance audit:	Performance audit:
	Lack of automated institutional performance reporting system	Develop and Implement an Integrated Performance Management System
	Unreliability of stats and ECMS (technology, reliance on external stakeholders,)	- Management to consider data capturing support for ECMS through work study. - Engage with IJS, JCPS partners to fully implement ECMS.
	Lack of documented business operations and standard operating procedures.	Develop performance reporting business process and standard operating procedures.
	Inefficient processes within the organisation	Appoint a Performance Information Manager (PIM) properly trained on all aspects of data collection, verification, and reporting
	Inconsistency in reporting	Conduct periodic audits to ensure compliance with governance protocols
	Regulatory Audit:	Regulatory Audit:
	Nonadherence to 30 days turnaround of payment of invoices	Continue to raise awareness on 30-day compliance in payment of invoices (screensavers).
Delays in the investigation and prosecution of complex and high-profile corruption, commercial crime cases	Inadequate records management and governance controls (poor documentation of provisions and contingent liabilities, manual management of registers, and ineffective internal communication).	Develop and implement an automated register and records management system
	Asset ware license - the current asset management register is managed manually.	Strengthen internal communication protocols and formal reporting channels.
	Asset ware license - the current asset management register is managed manually.	Implementation of the Logis system.
	Prolonged investigation processes	Implement PLI (IDAC) and PGI (SCCU) investigation management plans with turnaround times and milestone tracking.
	Lack of financial analysis capabilities.	- Create and fill posts of financial analysis in IDAC - IDAC will leverage on external support for the purposes of establishing the Digital Evidence Unit (DEU). - Lobby the SAPS to fill posts of financial analysts
	No dedicated court/ presiding officers for some matters thus diverted to regional courts	NPA to lobby a dedicated corruption court to fast-track cases where justified by volumes/ dedicated presiding officer to oversee corruption matters.
	Complex matters encounter Stalingrad challenges affecting finalisation of matters	Continue to explore the implementation of the Corporate Alternative Dispute Resolution where applicable and practical
	Increasing complexity of commercial crime and corruption cases.	- Enhanced case flow management and prioritisation of high-impact matters - Ensure Skills development through the donor funded Combatting Corruption and Organised Crime in South Africa Skills Development Programme
	Shortage of experienced prosecutors.	Strengthening capacity through targeted recruitment

Risk Name	Contributing Factors (Root Causes)	Risk Mitigation Plans
		Section 38 appointments to partner with permanent prosecutors to share skills and knowledge
	Some of the matters investigated involve multiple foreign jurisdictions, thus delaying investigations and prosecutions.	Enhance International cooperation and mutual legal assistance coordination through strengthened legislative reform Interface with domestic and foreign stakeholders Establish dedicated MLA and extradition liaison teams to expedite requests. Continual engagements with domestic and foreign stakeholders Monitor and actively participate in extradition proceedings to influence the turnaround time of litigation.
	Historical backlog	- Implement a structured case clearance plan targeting historical backlogs. - Ongoing monitoring of case turnaround times - Implementation of backlog reduction initiatives - Improved engagement with presiding officers in opposing remands
Safety and security of Prosecutors including information security risks.	Lack of standard security norms of officials dealing with complex high-risk matters.	- Submit a formal request for additional capacity of approved in-house protective security support - Timeous protection of assessed threatened employees.
	Lack of security awareness and preparedness among officials	- Coordinate security planning for high-risk cases and special events. - Conduct security awareness programmes.
	Unavailability of a legal framework to guide the protection of Prosecutors	- Conduct a study on the best international practice on the safety of court officials. - Review employee protection policy/ SOP to address the gaps - Workshop the reviewed protection policy/SOP
	Delays in finalisation and postponement lead to frustration for the awaiting trial suspects	Escalate delayed and repeatedly postponed cases to NPS senior management for intervention and prioritization.
	High-risk cases allocated to a limited number of prosecutors	Implement equitable case allocation and monitor workload distribution in high-risk matters
	Lack of engagement between Security Management Service and other business units during planning of high-profile cases	- Encourage specialised units to involve Security Management Services during the planning phase of high-profile cases. - Monitor high profile cases as and when they are identified using the High risk/ high profile case register
	Withdrawal of SAPS in providing intelligence support	Review and amend policies to reflect revised intelligence support arrangements and identify alternative internal intelligence coordination mechanisms

Risk Name	Contributing Factors (Root Causes)	Risk Mitigation Plans
	Leakage of sensitive NPA information and general security breaches	- Conduct security venue assessment for the identified strategic meeting venue - conduct regular awareness sessions and disciplinary enforcement where necessary
Stakeholder Management and value chain partnerships	Outdated Memorandum of Understanding (MoUs)	Full compliance with active MoUs (Updated and signed MoUs)
	Limited collaboration and partnership strategy	Enhancing civil society engagement, research institutions, academia.
	Absence of a coordinated stakeholder relations strategy and plan	- Develop a stakeholder relations plan - Visible leadership at relevant public engagements
	Silo-based operational planning- misalignment of strategies and intent	Joint planning within the value chain
Unethical conduct and integrity	Inadequate pre-employment screening and vetting processes	Vetting of current and new appointments
	Limited ethics awareness and training across the institution	Institutionalisation of ethical programmes, awarenesses and induction programmes.
	Absence of proactive fraud and corruption prevention initiatives	Implement pro-active fraud and corruption prevention mechanisms
	Poor monitoring of conflicts of interest and lifestyle.	Staggered implementation of life-style audits
Sustainability of the organisation and loss of institutional knowledge	Over-reliance on Section 38 vs. Building internal capacity to deal with complex matters/ Management of Section 38 appointment and contract obligation.	- Implementation and monitoring of succession plan without creating expectations. - Enhance the roll-out of mentorship programmes by seasoned prosecutors. - Include reporting on implementation of the mentorship programme to the national training forum.
	Lack of mentoring, coaching and succession planning guidelines/ Lack of talent pipeline to transition from general prosecution to specialised.	Develop a clear strategy and implementation plan to address skills gaps identified by the Capability Review Assessment.
	Insufficient implementation and monitoring of skills retention policies and strategies.	- Develop and implement knowledge management strategy, policy, and implementation plan: - Webinars/ Masterclasses
	Aging workforce and retirement	Implement mentoring programs pairing experienced employees with junior staff.
	Unwillingness to participate in Knowledge management, or exit interview processes	Continuous awareness of knowledge management portal (screensavers).
Increase in civil litigation /	Lack of training for prosecutors who lack civil litigation knowledge	Continue the roll-out of training in collaboration with lawyers' organisations within the BAR Councils.

Risk Name	Contributing Factors (Root Causes)	Risk Mitigation Plans
Exposure to civil litigation	Malicious prosecution	Ongoing civil litigation training for Prosecutors, in collaboration with the Judiciary.
	Inadequate training by Prosecutors, to address identified inefficiencies leading to lawsuits	Infuse civil litigation training as part of the Aspirant Prosecutors Programme.
	Inefficiencies from the State Attorney, leading to default judgements	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.
Financial and operational independence/ Impact of delegations on the administrative capabilities	Lack of NPA funding model	- Continue to advocate for an independent NPA with dedicated budget allocation and delegations. - Support the NPA Act amendment to establish NPA as a public entity.
	Lengthy approval and vetting processes	- Fast-tracking recruitment for critical and scarce skills posts - Regular monitoring of recruitment turnaround times
	Budgetary constraints and delays in approval of funded posts/ Delays in procurement approvals	- Delegation of recruitment approvals where appropriate and escalation of procurement delays through relevant channels. - Development of a succession planning framework
Absence or inconsistent implementation of Standard Operating Methodologies	Lack of formally approved and documented standard operating procedures (SOPs)	Development and approval of standardised business processes and SOPs
	Inconsistent implementation of existing policies across regions and units	Roll-out of training and awareness programmes on operational procedures
	Limited monitoring and enforcement of compliance	Integration of SOP adherence into performance management processes
	Insufficient training and awareness on operational methodologies	Strengthened quality assurance mechanisms across divisions
Slow adaptation of technological advances	Lack of clear AI roadmap for the NPA.	Develop an AI governance framework addressing data privacy, POPIA compliance, cybersecurity, and ethical use.
	Systems and processes not geared for modernisation and enhanced technology.	Conduct a comprehensive ICT systems and business process review.
	Training programme aligns to business as usual, and does not portrait skills development of the future.	Conduct a future skills gap analysis aligned to digital transformation objectives.

ANNEXURE B: GLOSSARY OF TERMS

Alternative Dispute Resolution Methods (ADRM) - alternative dispute resolution encompasses several methods for the resolution of 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 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 R5m

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 of SA regardless of the forum. At present, traffic matters not contained in a police docket, domestic violence matters (as far as they do not form part of a police docket), maintenance inquiries, appeals, civil motions, inquests, decision dockets, reviews

and *ex parte* applications are excluded from criminal court cases. 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

Criminal matters finalised include 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 enrolment, 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

Complex commercial crimes are those cases which require specialised prosecution due to their intricate nature, or have a high impact on the community.

Commercial crime

Commercial crimes 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 crime

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

Corruption should be understood as the misuse of public and private office or position or resources with a corrupt intent, and may include acts of bribery, nepotism, extortion, fraud and theft and any offences committed in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) either as main charge or where it has been added as the alternative charge.

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 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

Crime as 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 waiting area, counselling room, examination room, ablution facilities and 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, whether in house or on call. This includes 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 has 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 is 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 offences 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 particular skills set and experience that has been assigned to deal primarily with the prosecution of 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 refers to the prosecution of ML offences independently, without also necessarily prosecuting the predicate offence.

STEEPLE

STEEPLE is a tool which is used to review the social, technological, economic, ethical, political, legal and environmental factors mainly in the external environment within which the NPA operates.

Thuthuzela (“comfort” in IsiXhosa) 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

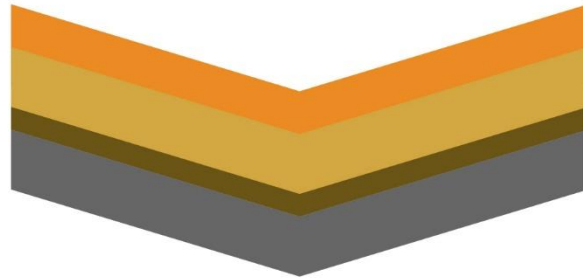
This is the judgment given by a court after the conclusion of the court proceedings. In criminal cases it can only follow an accused person has pleaded to the charges and is either a verdict of guilty or not guilty.

Witness

Means any person who is or may be required to give evidence, or who has given evidence in any judicial proceedings.



National Prosecuting Authority
South Africa



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