CRL Rights Commission

Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities

ANNUAL REPORT

2025/2026

COMMISSION FOR THE PROMOTION AND PROTECTION OF THE RIGHTS OF CULTURAL, RELIGIOUS AND LINGUISTIC COMMUNITIES

(CRL RIGHTS COMMISSION)

ANNUAL REPORT

2025/2026 FINANCIAL YEAR

RP:176/2026

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LETTER TO THE SPEAKER

Honourable Speaker: Ms Thoko Didiza

Speaker of the National Assembly

Parliament of the Republic of South Africa

PO Box 15

CAPE TOWN

8000

Dear Honourable Speaker: Ms Thoko Didiza

Tabling of the Annual Report of the Commission for the Promotion and Protection of Rights of Cultural, Religious and Linguistic Communities (CRL Rights Commission) for the year ended 31 March 2026

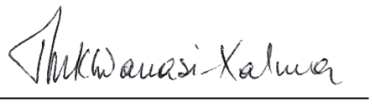
It gives me great pleasure to present the 2025/2026 Annual Report of the CRL Rights Commission in terms of section 181(5) of the Constitution of the Republic of South Africa, 2006.

This Annual Report covers all the financial and performance activities of the CRL Rights Commission for the period from 1 April 2025 to 31 March 2026.

In accordance with the above provision, I hereby table the CRL Rights Commission Annual Report for 2025/2026 to give an account of how the Commission fared in implementing its constitutional and legislative mandate in the year under review.

It will also be appreciated if this report is referred to the National Assembly's Standing Committee on Cooperative Governance and Traditional Affairs, in fulfilment of its constitutional and legal obligation for public accountability, including demonstrating the Commission's financial and operational performance and reporting on its activities for parliamentary oversight.

Yours sincerely



Mrs Thoko Mkhwanazi-Xaluva
CHAIRPERSON
CRL RIGHTS COMMISSION
Date: 31 July 2026

PART A:
GENERAL INFORMATION

1. THE COMMISSION'S GENERAL INFORMATION

Full name of the Commission:	Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL Rights Commission)
Physical Address:	33 Hoofd Street, Forum IV Ground Floor Braampark Office Park, Braamfontein, Johannesburg Postal Address Private Bag X90 000 Houghton 2041
Telephone number:	011 358 9100
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Email:	info@crlcommission.org.za
Website:	www.crlcommission.org.za
Facebook :	Like us at CRL rights Commission
WhatsApp:	CRL Rights Commission
X Handle:	Follow us @Crl_commission
Tiktok:	@crlrightscommission
Youtube:	@CRLRights Commission-1

2. LIST OF ABBREVIATIONS/ACRONYMS

Abbreviation	Full Meaning
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
APR	Annual Performance Report
ARC	Audit and Risk Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIA	Customary Initiation Act
CMIT	Communication, Marketing and Information Technology
CoE	Compensation of Employees
CRL	Cultural, Religious and Linguistic
CRL Act	Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities Act
CRLRC	Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities
DCoG	Department of Cooperative Governance
DPME	Department of Planning, Monitoring and Evaluation
DTA	Department of Traditional Affairs
ICT	Information and Communication Technology
ICR	Investigation and Conflict Resolution
IT	Information Technology
IA	Internal Auditor
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
MTDP	Medium Term Development Plan
OCEO	Office of the Chief Executive Officer
PEA	Public Education and Advocacy
PFMA	Public Finance Management Act
PICC	Provincial Initiation Coordinating Committee
RPPD	Research, Publication and Policy Development
SCM	Supply Chain Management
SLA	Service Level Agreement
SP	Strategic Plan
THP	Traditional Health Practitioner
THPA	Traditional Health Practitioners Act

2. LIST OF ABBREVIATIONS/ACRONYMS (CONTINUED)

Abbreviation	Full Meaning
TORs	Terms of Reference
B-BBEE	Broad-based Black Economic Empowerment
CFO	Chief Financial Officer
SAHRC	South African Human Rights Commission
CIA	Customary Initiation Act
SASL	South African Sign Language
PICC	Provincial Initiation Coordinating Committee
GRAP	Generally Recognised Accounting Standards

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3. FOREWORD BY THE CHAIRPERSON

It is my privilege to present the Annual Report of the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL Rights Commission) for the 2025/26 financial year. This report reflects the Commission's collective commitment to advancing constitutional democracy through the promotion, protection and development of the cultural, religious and linguistic rights of all communities in South Africa. It also demonstrates the resilience and dedication of Commissioners, Management and staff in delivering on our constitutional mandate despite financial, operational and governance challenges experienced during the year. The work undertaken throughout the year reaffirmed the Commission's role as an independent Chapter 9 institution committed to fostering social cohesion, nation-building and peaceful coexistence among the diverse communities that make up our country.

The year under review was characterised by significant progress in strengthening the governance and strategic direction of the Commission. Plenary continued to provide strategic oversight on the implementation of the Commission's five-year Strategic Plan and the Annual Performance Plan (APP), while ensuring that governance systems remained responsive to emerging challenges. The Commission devoted considerable attention to strengthening oversight through its internal Section 22 Committees, enhancing accountability, improving reporting systems and ensuring that decisions of Plenary translated into measurable outcomes across all programmes. Throughout the year, governance matters, legal compliance, risk management and internal controls received sustained attention, supported by the work of the Audit and Risk Committee and Management.

One of the Commission's major priorities during the year remained the review of the Customary Initiation Act, 2021 (Act No. 2 of 2021). Extensive consultations were undertaken with traditional leaders, government departments, initiation practitioners, women, youth and affected communities across the country to obtain diverse perspectives on strengthening the legislative framework governing customary initiation. Recognising the importance of meaningful participation, the Commission resolved to broaden consultations and requested an extension to ensure that no significant stakeholder group was excluded from this important national process. The recommendations emerging from these consultations will contribute to improving the protection of initiates while preserving the integrity of this important cultural practice.

The Commission continued to strengthen partnerships with strategic stakeholders across government, traditional leadership institutions, faith-based organisations, community formations and Chapter 9 institutions. Constructive engagements were held with other stakeholders, including the National House of Traditional and Khoi and San Leaders (NHTKL), Pan South African Language Board (PanSALB), the South African Human Rights Commission (SAHRC) and numerous community structures to promote constitutional rights, resolve disputes and improve cooperation in areas of mutual interest. These partnerships remain central to the Commission's ability to maximise its impact despite limited financial resources.

During the year, the Commission also intensified its efforts to strengthen Provincial and Community Councils as important mechanisms for promoting community participation in the work of the Commission. Considerable work was undertaken to review the regulatory framework governing Community Councils, verify existing structures, improve governance arrangements and develop more coherent operational guidelines to support their sustainability and effectiveness. These interventions are expected to enhance grassroots participation in protecting cultural, religious and linguistic rights across all provinces.

The Commission remained actively engaged in promoting peaceful coexistence and social cohesion through dialogue and mediation. Engagements arising from the Phoenix reconciliation initiative, interfaith dialogues, cultural heritage programmes and collaborative peace-building initiatives demonstrated the Commission's commitment to building bridges between communities and promoting mutual respect and understanding. These initiatives continue to affirm that dialogue remains one of the Commission's most effective tools in preventing conflict and fostering reconciliation.

The Commission also continued to monitor legislative developments affecting cultural, religious and linguistic rights. Various Bills, regulations and municipal by-laws were reviewed to ensure consistency with the Constitution and the Commission's mandate. At the same time, investigations into complaints relating to cultural, religious and linguistic rights continued to provide appropriate redress while contributing to the progressive development of jurisprudence in this important constitutional space. The Commission remained steadfast in ensuring that every complaint received was treated with fairness, independence and professionalism.

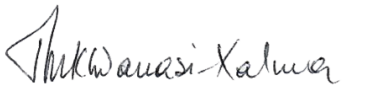
While notable progress was achieved, the year was not without its challenges. Financial constraints, capacity limitations, governance-related legal matters and increasing demands for the Commission's services required careful prioritisation of available resources. The Commission also devoted considerable time to obtaining legal guidance on governance matters to strengthen institutional integrity and ensure that its decision-making processes remained firmly grounded in the CRL Rights Commission Act and the Constitution. Throughout these challenges, the Commission remained united in its commitment to transparency, accountability and sound governance.

The Commission's resolve was further tested by a number of litigation matters and by resistance from some religious leaders who perceived its work as an attempt by the State to regulate religion. We remain clear that the Commission neither seeks to establish a state religion nor to interfere with doctrine, belief or the legitimate autonomy of faith communities. Its constitutional responsibility is to protect the religious rights of communities while also acting where vulnerable members of communities may be exposed to financial exploitation, gender-based violence or other abuses committed in the name of faith. The development of Section 22 Ad Hoc structures across religious sectors is therefore intended to create credible mechanisms of accountability led by faith communities themselves, within the framework of the Constitution and the law. We will continue to engage religious leaders openly and respectfully, while remaining steadfast in the discharge of our mandate.

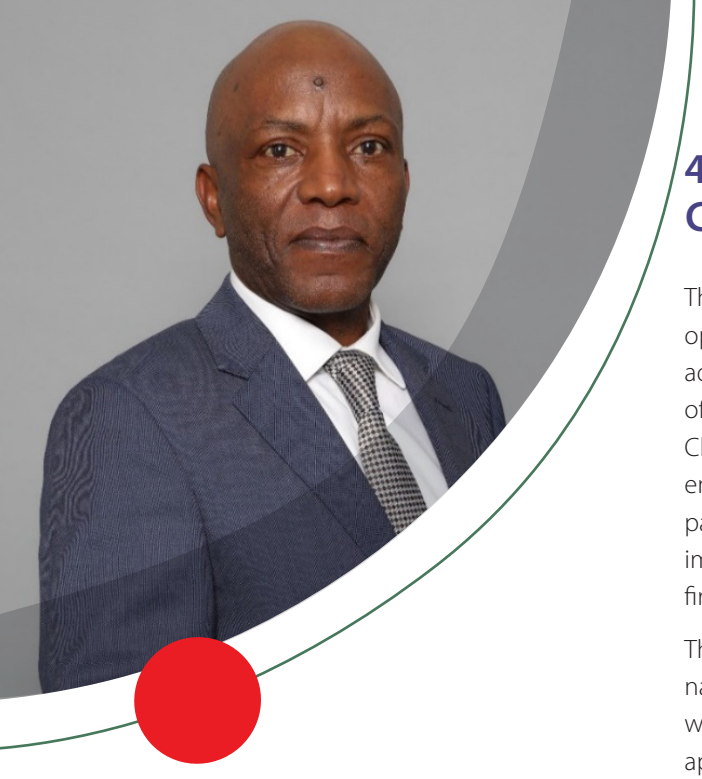
Against this demanding background, the positive audit outcome expressed by the Auditor-General of South Africa provides important independent confirmation of the Commission's commitment to accountable administration. The Auditor-General issued a clean audit opinion, concluding that the financial statements fairly present, in all material respects, the Commission's financial position as at 31 March 2026 and its financial performance and cash flows for the year in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the PFMA. The audit further identified no material findings on the reported performance information for the selected indicators, no material non-compliance with the selected legislative requirements and no significant deficiencies in internal control. This outcome is especially significant in a year marked by litigation, institutional pressures and resource constraints, and affirms the integrity, resilience and professionalism with which the Commission continued to carry out its work.

I wish to express my sincere appreciation to the Deputy Chairperson, fellow Commissioners, the Chief Executive Officer, Management and staff for their unwavering commitment and professionalism throughout the year. I also extend my gratitude to our oversight bodies, government departments, traditional leaders, religious leaders, linguistic communities, civil society organisations and all stakeholders who partnered with the Commission in advancing our constitutional mandate.

As we reflect on the achievements of the 2025/26 financial year, we remain mindful that the protection and promotion of cultural, religious and linguistic rights is fundamental to building an inclusive, united and democratic South Africa. The Commission enters the new financial year with renewed determination to strengthen institutional governance, deepen stakeholder partnerships, improve service delivery and continue championing the constitutional rights of every community we serve.



Mrs Thoko Mkhwanazi-Xaluva
CHAIRPERSON
CRL RIGHTS COMMISSION
Date: 31 July 2026



4. STATEMENT BY THE DEPUTY CHAIRPERSON

The 2025/2026 financial year presented the Commission with a critical opportunity to deepen its engagement with cultural communities while advancing the constitutional imperative to protect and promote the rights of South Africa's diverse cultural, religious, and linguistic groups. As Deputy Chairperson, I was privileged to lead and participate in several strategic engagements, focusing particularly on customary initiation, strengthening partnerships with traditional leadership institutions, and ensuring that the implementation of the Customary Initiation Act, Act 2 of 2021 (CIA) remains firmly rooted in protecting life, dignity, and cultural heritage.

The Commission continues to recognise customary initiation as one of the nation's most significant cultural practices. As such, it must be safeguarded while operating strictly within the framework of the Constitution and applicable legislation. During the year under review, our engagements with Provincial Initiation Coordinating Committees (PICCs), traditional leaders, cultural practitioners, and affected communities demonstrated that meaningful collaboration is the cornerstone of reducing initiation-related fatalities and restoring public confidence in the customary initiation system. These field engagements were complemented by strategic deliberations in Plenary, where the Commission consistently prioritised customary initiation as a core institutional programme.

A key highlight of the year was our continued oversight of the implementation of the Customary Initiation Act. Reports presented to Plenary reflected encouraging progress, notably a reduction in overall initiation-related deaths compared to previous years. However, the Commission remains deeply concerned that preventable loss of life persists. During the winter initiation season, 29 fatalities were recorded, with the Eastern Cape accounting for the highest proportion. A significant number of these deaths were linked to dehydration, underscoring the urgent need for intensified awareness campaigns regarding health, water access, and the statutory responsibilities of initiation school principals. These findings reinforce the Commission's commitment to fostering safer practices while preserving the deep cultural significance of this rite of passage.

Oversight engagements with PICCs revealed varying levels of institutional capacity across the provinces. While several regions demonstrated improved coordination, persistent operational challenges were identified in the Free State, North West, and parts of Mpumalanga. The Commission noted with concern the presence of dysfunctional coordination structures, illegal initiation schools, and the emergence of parallel structures-all of which directly undermine the objectives of the Customary Initiation Act. These realities highlight the immediate need for strengthened governance, improved intergovernmental coordination, and adequate resourcing for provincial oversight bodies.

Throughout the year, the Commission agreed on and advocated for closer collaboration among the Commission, PICCs, the National Initiation Oversight Committee (NIOC), the National House of Traditional and Khoi-San Leaders (NHTKL), traditional councils, and other recognised leadership bodies. To ensure legislative reforms are informed by a broad spectrum of perspectives, the Commission also resolved to expand consultations to include organisations such as CONTRALESA and ROLESA. This inclusive approach reflects our conviction that customary initiation belongs to the communities themselves, and sustainable reform can only be achieved through genuine, multi-stakeholder participation.

Reviewing the Customary Initiation Act remained a central strategic priority. Following extensive nationwide consultations, additional time was allocated to conclude outstanding provincial engagements, particularly within the Free State. Plenary discussions emphasised that the legislative review must strengthen provisions regarding:

- The active participation of women;
- The operational effectiveness of PICCs;
- The statutory role of the Commission within national and provincial oversight structures; and
- Clearer legal mandates concerning age requirements and overall accountability.

Another significant development was the strategic integration of internal operations. The Commission acted to strengthen collaboration among the Public Education and Advocacy (PEA), Research, Publication and Policy Development (RPPD), and Investigation and Conflict Resolution (ICR) units. This integrated approach ensures research directly informs advocacy initiatives, while grassroots community feedback generates evidence to guide policy development and legislative reform. To maximise impact, Plenary mandated the Deputy Chairperson to drive a coordinated institutional initiative on customary initiation, aligning these functional areas to deliver evidence-based interventions.

Research has become an increasingly vital pillar supporting our work. Over the past year, detailed studies were conducted on initiation-related fatalities, illegal schools, and emerging provincial trends. These findings provide crucial empirical evidence to guide future legislative amendments, shape public education campaigns, and direct targeted interventions in high-risk areas – protecting initiates without eroding cultural traditions.

Beyond customary initiation, the Commission expanded its mandate to support broader cultural communities. Substantial progress was made in reviewing the governance framework for Community Councils to enhance accountability, governance, and alignment with the CRL Act. Plenary discussions focused on updating Community Council regulations, strengthening their relationships with traditional leadership, and ensuring these councils remain effective platforms for community participation.

Concurrently, the Commission maintained active engagement with indigenous language communities, advancing initiatives focused on Khoi and San languages, regional indigenous languages, and South African Sign Language (SASL). These efforts reaffirm our commitment to protecting cultural identity in all its forms and ensuring language rights remain central to nation-building and social cohesion.

As we reflect on the year under review, the Commission has consolidated its position as a trusted partner to traditional leaders, cultural practitioners, and communities. While structural challenges remain – specifically regarding illegal initiation schools, under-resourced provincial bodies, and inconsistent statutory enforcement – the progress made highlights the power of sustained dialogue, collaborative governance, and evidence-based policy.

Looking ahead, we have a clear opportunity to consolidate these gains by finalising the legislative review, strengthening institutional partnerships, and expanding public education initiatives that champion safe, dignified, and constitutionally compliant customary practices. The Commission remains steadfast in its mandate to preserve South Africa's rich cultural heritage while placing the constitutional rights to life, dignity, and equality at the centre of every action.

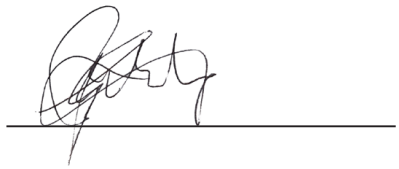
On behalf of the Commission, I extend my profound gratitude to our traditional leaders, PICCs, community councils, government departments, civil society organisations (CSOs), and all stakeholders who partnered with us this year. Your continued dedication is vital as we work together to build a society where cultural rights are protected responsibly and in full alignment with the values of our Constitution.

A particularly significant achievement during the year under review was the Commission's attainment of a clean audit outcome. This important milestone deserves special recognition and is a source of immense pride for the entire Commission. It reflects our collective commitment to sound governance, prudent financial management, accountability and compliance with the regulatory framework governing public institutions.

I wish to congratulate the Chairperson, my fellow Commissioners, the Chief Executive Officer, Management and every member of staff whose dedication and professionalism contributed to this outstanding achievement. A clean audit is not achieved through the efforts of one individual or unit; it is the result of collective discipline, strong internal controls, responsible stewardship of public resources and a shared commitment to doing things correctly.

This achievement is particularly meaningful for an institution operating within significant financial and human-resource constraints while carrying a broad constitutional mandate. It demonstrates that, notwithstanding these challenges, the Commission remains committed to maintaining the highest standards of governance and accountability while continuing to serve cultural, religious and linguistic communities across the country.

As Deputy Chairperson, I extend my sincere congratulations and appreciation to everyone who contributed to this milestone. The challenge before us is now to sustain this standard and ensure that good governance remains firmly embedded in the institutional culture of the Commission. Our communities and the people of South Africa entrust us with public resources and an important constitutional mandate, and this clean audit strengthens our resolve to continue honouring that trust with integrity, transparency and accountability.



Mr George Mahlangu
DEPUTY CHAIRPERSON
CRL RIGHTS COMMISSION
Date: 31 July 2026

5. REPORT OF THE ACCOUNTING OFFICER



The 2025/26 financial year marked an important period of consolidation, institutional strengthening and delivery for the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities. In executing our constitutional mandate, the Commission continued to promote and protect the rights of cultural, religious and linguistic communities while strengthening the governance, financial management and performance systems required to support sustainable delivery.

The year was characterised by both notable achievements and operational challenges. The Commission continued to operate within a constrained fiscal and human-resource environment, while the demand for its interventions across cultural, religious and linguistic communities remained significant. Against this background, Management prioritised prudent resource utilisation, effective governance, improved internal controls and the implementation of programmes that directly advance the Commission's mandate.

The results of the external audit provide important independent assurance regarding these efforts. The Auditor-General of South Africa (AGSA) expressed a clean audit opinion, concluding that the Commission's financial statements fairly present, in all material respects, its financial position as at 31 March 2026, as well as its financial performance and cash flows, in accordance with the Standards of GRAP and the requirements of the PFMA.

Financial Overview

The Commission received government grants and subsidies amounting to R47.717 million during the year, compared with R45.671 million in the previous financial year. Finance income of R1.502 million brought total revenue to R49.219 million.

Total expenditure amounted to R54.838 million, compared with R45.177 million in the previous year. Employee-related costs constituted R29.030 million, administrative expenditure R6.260 million, other operating expenditure R16.561 million, audit fees R2.767 million, and depreciation and amortisation R220 000. Consequently, the Commission recorded an accounting deficit of R5.619 million for the year. The increase in operating expenditure was primarily associated with projects funded from retained earnings to advance programme implementation and mandate delivery.

The Commission nevertheless maintained a sound financial position at year-end. Total assets amounted to R21 742 million, against total liabilities of R3.805 million, resulting in net assets of R23.311 million. Cash and cash equivalents stood at R20.402 million at 31 March 2026, compared with R26.580 million in the previous year. The reduction in cash resources should therefore be considered in the context of the utilisation of accumulated resources to support the Commission's operational and programme priorities.

Financial management continued to receive focused attention. The Commission processed and paid 100% of compliant invoices within 30 days, prepared and reviewed all four quarterly financial statements, completed the planned quarterly internal audit reviews and resolved queries relating to internal and external audit findings.

Of particular significance is AGSA's finding that no material non-compliance with the selected legislative requirements was identified. Equally important, AGSA reported that it did not identify any significant deficiencies in internal controls. These outcomes provide important assurance regarding the Commission's financial governance and control environment and reflect the collective efforts of Management, employees, the Audit and Risk Committee, Internal Audit and the Commission's governance and oversight structures.

Organisational Performance

The Commission recorded strong performance against its Annual Performance Plan for 2025/26, with most planned targets achieved and, in some areas, exceeded.

Programme 1: Administration maintained a strong governance performance. The Commission achieved 100% implementation of recommendations emanating from Plenary and oversight committee meetings, completed all quarterly performance and financial reporting requirements and achieved its internal audit and risk-management targets. The Workplace Skills Development Plan target was exceeded.

The independent audit of performance information further strengthens confidence in the Commission's performance reporting.

Programme 2: The Auditor-General selected Investigation and Conflict Resolution (ICR) for detailed audit because it measures primary mandated functions of significant national, community and public interest. The audit considered, among other matters, whether indicators were aligned to the mandate, measurable and verifiable; whether reported information was consistent with approved planning documents; and whether adequate supporting evidence existed for reported achievements.

Significantly, AGSA did not identify any material findings on the reported performance information for the selected programme. This provides independent confirmation of the usefulness and reliability of the performance information subjected to audit and is an important achievement for the Commission's performance management and reporting environment.

Notwithstanding this positive audit outcome, performance within Programme 2 was mixed and requires continued management attention. The Commission achieved only 32% against the target of 80% for new complaints, while 58% of carried-over complaints were handled against an annual target of 80%. The Annual Performance Report attributes this underperformance principally to limited human-resource capacity following the resignation of two key employees in the unit.

AGSA similarly highlighted these two indicators in its report, recording that Programme 2 achieved 50% of its planned targets and accounted for approximately 49% of the budget spent in the programme. Importantly, AGSA did not dispute the reported achievements or the explanations for the deviations; rather, the report draws attention to the areas in which planned targets were not achieved.

Management acknowledges that the complaints-resolution function lies at the heart of the Commission's protective mandate and that the level of performance achieved during the year requires improvement. Corrective interventions will therefore focus on strengthening capacity, improving case-management processes, monitoring turnaround times and ensuring that resources are appropriately aligned with the workload of the ICR function.

There were, however, significant achievements within the same programme. The Commission achieved its target of reviewing 100% of relevant Bills affecting cultural, religious and linguistic communities. It also reviewed 256 municipal by-laws, exceeding the annual target of 245. The improved performance in the latter part of the year followed increased human-resource capacity after five additional employees were appointed to the unit.

Programme 3: Research, Publication and Policy Development (RPPD) achieved its annual target of producing four research reports on cultural, religious and linguistic rights. These research outputs contribute to the Commission's role as a repository of knowledge and provide an evidence base for policy development, advocacy, legislative review and engagement with communities and organs of state.

Programme 4: Public Education and Advocacy (PEA) achieved its annual target of conducting 60 public information and educational sessions. The Commission also achieved its target relating to the recognition of six provincial community councils in three provinces. These interventions are important mechanisms for taking the Commission closer to communities and strengthening meaningful participation in matters affecting cultural, religious and linguistic rights.

Programme 5: Communication, Marketing and Information Technology (CMIT) achieved its planned media and information technology targets, supporting greater public visibility, access to information and the technological infrastructure required for organisational effectiveness.

Governance, Accountability and Looking Ahead

Taken together, the 2025/26 results demonstrate an institution that has continued to strengthen its governance and accountability environment while delivering on the greater part of its planned programme of work. The combination of an unqualified audit opinion, no material findings on the audited performance information, no material non-compliance with selected legislative requirements, and no significant deficiencies in internal controls represents an important institutional achievement.

These outcomes should, however, not diminish the importance of areas requiring improvement. In particular, the underachievement of complaint-handling targets demonstrates the need to strengthen operational capacity in the Commission's core protective function. The coming financial year will therefore require a sharper focus on converting sound governance and control systems into consistently improved frontline performance and measurable impact for the communities that the Commission serves.

As we implement the Strategic Plan 2025–2030, management will continue to strengthen institutional capacity, improve performance monitoring, enhance the investigation and resolution of complaints, deepen research and policy development, broaden public education and advocacy interventions, and strengthen the Commission's engagement with cultural, religious and linguistic communities throughout South Africa.

I wish to acknowledge the leadership of the oversight body of Commissioners and the outgoing Audit and Risk Committee, the contribution of the Internal Audit team, and the commitment of Management and employees. I also extend my appreciation to the Portfolio Committee on Cooperative Governance (PC on Cogta) and Traditional Affairs, the AGSA, organs of state, community councils and other structures, as well as our many stakeholders and strategic partners, for their continued cooperation and support.

The Commission enters the next financial year with a strengthened governance foundation and a clear understanding of the areas in which further improvement is required. Our responsibility remains to ensure that sound administration and financial stewardship translate into tangible improvements in the promotion and protection of the rights of South Africa's cultural, religious and linguistic communities.



Dr Tshimangadzo Edward Mafadza
CHIEF EXECUTIVE OFFICER
CRL RIGHTS COMMISSION
Date: 31 July 2026

6. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed throughout the Annual Report are consistent.

The Annual Report is complete, accurate and free from any omissions.

The Annual Report has been prepared in accordance with the guidelines for the Annual Report issued by National Treasury.

The Annual Financial Statements (Part F) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by National Treasury.

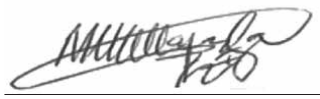
The Accounting Officer is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

The Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the Annual Financial Statements.

The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

In my opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the CRL Rights Commission for the financial year ended 31 March 2026.

Yours faithfully



Dr Tshimangadzo Edward Mafadza
CHIEF EXECUTIVE OFFICER
CRL RIGHTS COMMISSION
Date: 31 July 2026

7. STRATEGIC OVERVIEW

7.1. Vision and Mission

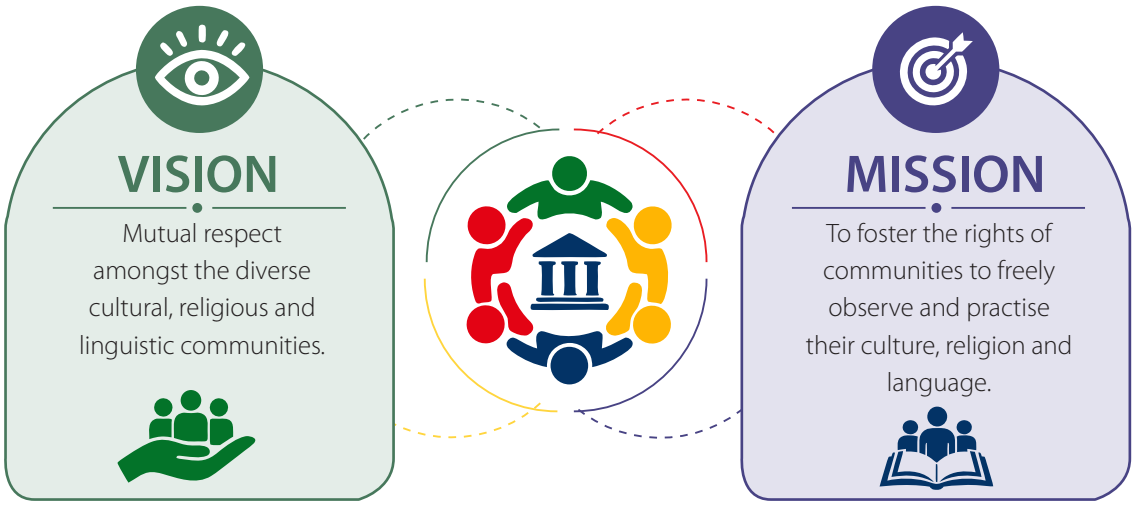


Figure 1: Vision and Mission

7.2 Values

OUR VALUES AND DEFINITIONS

The values that guide our conduct, decisions and service to our communities.

No.	VALUES	DEFINITIONS
1	TRANSPARENCY	We are committed to openness, honesty and clear communication in all our actions and processes, fostering trust and organisational openness.
2	PROFESSIONALISM	We uphold the highest standards of conduct, competence and self-presentation, and adhere to workplace policies and procedures.
3	RESPONSIVENESS	We understand organisational, contextual and job demands to ensure the provision of appropriate and timely services that uphold our mandate.
4	ACCOUNTABILITY	We take full responsibility for our decisions, conduct and actions and support one another to uphold a culture of answerability.
5	INTEGRITY	We adhere firmly to the Code of Conduct and ethics as prescribed by organisational policies and procedures.
6	IMPARTIALITY	We are unbiased, fair and objective in all our dealings with colleagues, partners and other stakeholders.
7	RESPECT	We treat colleagues, partners and stakeholders with appreciation, dignity and courtesy at all times.

Figure 2: Our Values

7.3. Strategic Pillars



Figure 3: **Strategic Pillars**

8. CONSTITUTIONAL, LEGISLATIVE AND OTHER MANDATES

8.1 Constitutional Mandate

The Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL Rights Commission) is a constitutional institution established in terms of Section 181(1)(c) of the Constitution of the Republic of South Africa, 1996 to strengthen constitutional democracy. The CRL Rights Commission was established in order to protect and promote the rights of cultural, religious and linguistic communities. Its mandate is achievable through both proactive and reactive approaches.

In terms of section 185(1) the CRL Rights Commission must:

- Promote and develop peace, friendship, humanity, tolerance and national unity among cultural, religious and linguistic communities, on the basis of equality, non-discrimination and free association;
- Promote respect for and further the protection of the rights of cultural, religious and linguistic communities; and
- To recommend the establishment or recognition of community councils in accordance with national legislation for cultural or other council/councils for community/communities in South Africa

8.2 Legislative Mandate

The powers and functions of the CRL Rights Commission are defined in section 5(1) of the CRL Rights Act. These include, among others, the following:

- Conduct information and education programmes to promote public understanding of the objects, role and activities of the Commission;
- Conduct programmes to promote respect for and further the protection of the rights of cultural, religious and linguistic communities;
- Assist in the development of strategies that facilitate the full and active participation of cultural, religious and linguistic communities in the nation-building in South Africa;
- Promote awareness among the youth of South Africa of the diversity of cultural, religious and linguistic communities and their rights;
- Monitor, investigate and research any issue concerning the rights of cultural, religious and linguistic communities;
- Facilitate the resolution of conflict between and within cultural, religious and linguistic communities or between any such community and an organ of state where the cultural, religious or linguistic rights of a community are affected;
- Make recommendations to the appropriate organs of state regarding legislation that impacts, or may impact, on cultural, religious and linguistic rights of communities.
- Establish and maintain a database of cultural, religious and linguistic community organisations and institutions and experts on these communities;
- Educate, lobby, advise and report on any issue concerning the rights of cultural, religious and linguistic communities
- Receive and deal with requests related to the rights of cultural, religious and linguistic communities; and
- Bring any relevant matter to the attention of the appropriate authority or organ of state, and, where appropriate, make recommendations to such authority or organ of state in dealing with such a matter.

8.3 Other (Policy) mandate

The CRL Rights Commission aims to pursue its mandate as informed by the following policies:

8.3.1 National Development Plan (NDP)

In terms of the CRL Rights Commission Mandate, the following areas are highlighted as seeking to address one of the seven priority areas of government, namely Priority 5: Social Cohesion and Safe Communities:

- Foster a feeling of belonging, with accountability and responsible behaviour.
- Ensure different cultures are respected and equal citizenship for all is guaranteed, thus reversing the apartheid legacy of devaluing and erasing the heritage of black South Africans. Build trust, which is associated with stronger economic performance.
- Craft and implement a social compact based on mutual benefit and mutual sacrifice. Societal division impedes the formation of a consensus to develop, change or even implement policy.
- Create a society with a shared South African identity, without detracting from our diverse multiple identities.

8.3.2 National Heritage and Cultural Tourism Strategy

Section 1 of the National Heritage and Cultural Tourism Strategy of March 2012 provides;

- The guiding principles and values of sustainable tourism, sustainable development, social cohesion, public participation and public-private partnership.
- The acknowledgement of affected community rights to be consulted and to participate in the management of their cultural, religious and linguistic heritage.

8.3.3 Cultural Charter for Africa

Article 1 of the Cultural Charter for Africa aims to:

- Liberate the African peoples from socio-cultural conditions which impede their development in order to recreate and maintain the sense and will for progress, the sense and will for development;
- Rehabilitate, restore, preserve and promote African cultural heritage;
- ·Assert dignity of the Africans and of the popular foundations of their culture;
- Combat and eliminate all forms of alienation and cultural suppression and oppression everywhere in Africa, especially in countries still under colonial and racist domination including apartheid;
- Encourage cultural cooperation among the States with a view to the strengthening of African unity;
- Encourage international cultural cooperation for a better understanding among peoples within which Africa will make its original and appropriate contribution to human culture;
- Promote in each country popular knowledge of science and technology; a necessary condition for the control of nature;
- Develop all dynamic values in the African cultural heritage and rejection of any element which is an impediment to progress

8.3.4 Regional and International Conventions, Convents and Charters

The South African government has acceded to or ratified the following international conventions, covenants and charters (or protocols).

- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights
- African Charter on Human and Peoples' Rights

Of relevance also, is the United Nations Sustainable Development Goal 16, which stresses: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels."

The CRL Rights Commission can play a significant role in monitoring and evaluating the implementation of such international instruments by the South African government and the organs of state. This is in line with the power given to it under the CRL Rights Commission Act section 5 (1) (g), which states:

"Make recommendations to the appropriate organs of state regarding legislation that impacts, or may impact, on cultural, religious and linguistic rights of communities"

9. ORGANISATIONAL STRUCTURE

9.1. Governance structure

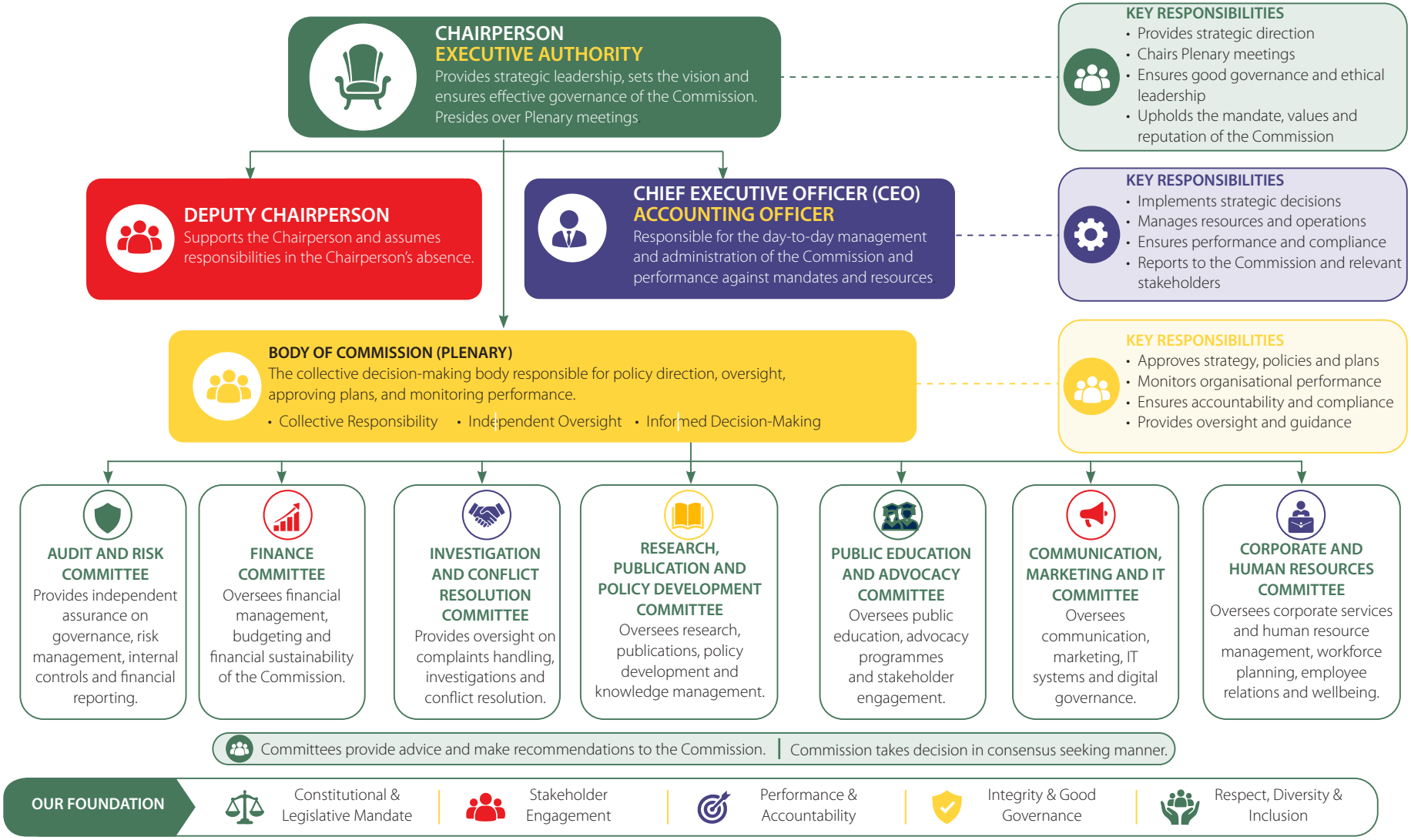


Figure 4: Governance Structure

The governance of the CRL Rights Commission is established in terms of the Constitution of the Republic of South Africa, 1996, the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities Act, 2002 (Act No. 19 of 2002) (CRL Act), and the PFMA, together with the Treasury Regulations.

In terms of the CRL Act, the Commission comprises a Chairperson, appointed by the President in accordance with section 12, and not fewer than 11 and not more than 17 Commissioners, appointed by the President following the procedure prescribed in section 11 of the Act. Collectively, these Commissioners constitute the governing body of the Commission and are responsible for providing strategic direction, exercising oversight over the institution, and ensuring the effective fulfilment of its constitutional mandate.

Section 12(1) of the CRL Act empowers the President to appoint either a serving Commissioner or another suitably qualified person, who satisfies the requirements set out in section 10, as Chairperson of the Commission. Section 12(2) further requires that the Chairperson must be a fit and proper person to hold office. In terms of section 19, the Chairperson convenes and presides over meetings of the Commission. In the absence of the Chairperson, the Deputy Chairperson presides over Commission meetings, and where both are absent, the Commissioners present elect one of their members to preside.

The Commission has established a number of internal **section 22 committees** in accordance with **section 22 of the CRL Act** to assist it in the execution of its constitutional, statutory and oversight responsibilities. These committees undertake detailed oversight of specific functional areas and make recommendations to the Commission for consideration and decision. While committees perform an important advisory and oversight role, the Commission remains the ultimate decision-making authority and takes decisions in a consensus-seeking manner.

As a constitutional institution listed under Schedule 3A of the PFMA, the CRL Rights Commission is subject to the provisions of the PFMA and the Treasury Regulations. In terms of Treasury Regulation 1.1, read together with the PFMA, the Chairperson serves as the Executive Authority of the Commission and is responsible for providing strategic leadership, governance oversight and ensuring accountability for the institution's performance.

The CEO serves as the Accounting Officer of the Commission and is responsible for the day-to-day administration and management of the institution, including the implementation of resolutions of the Commission, the management of resources, financial administration, and compliance with the PFMA and other applicable legislation. The CEO reports to the Commission and supports it in achieving its strategic objectives.

Accordingly, the governance framework of the CRL Rights Commission is founded on the following principles:

- **Chairperson** – Executive Authority responsible for strategic leadership and governance.
- **Deputy Chairperson** – Supports the Chairperson and presides over meetings in the Chairperson's absence.
- **Commission (Plenary)** – Collective governing and oversight body responsible for policy direction and decision-making through a consensus-seeking approach.
- **CEO** – Accounting Officer responsible for the administration and operational management of the Commission.
- **Section 22 Committees** – Advisory and oversight committees established to support the Commission in fulfilling its constitutional and legislative mandate.

This governance framework promotes accountability, transparency, collective leadership and sound corporate governance while enabling the Commission to fulfil its constitutional responsibility to promote and protect the rights of cultural, religious and linguistic communities in South Africa.

9.2. Accounting Officer and Organisational (Governance and Operational) Structure

In terms of section 30 of the CRL Act, the Commission must appoint a CEO. In accordance with section 36(2)(b) of the PFMA and the Treasury Regulations, the CEO serves as the Accounting Officer of the constitutional institution and is responsible for its administrative and financial management. The Accounting Officer is tasked with establishing and developing an efficient administration, organising, controlling, and managing staff, and maintaining discipline among personnel. Additionally, the CEO is responsible for implementing the strategic framework and executing the decisions of the Commission.

Operational Structure



Figure 5: Operational Structure

9.3. Members of the Commission



Figure 6: Members of the Commission

9.4 Senior Management

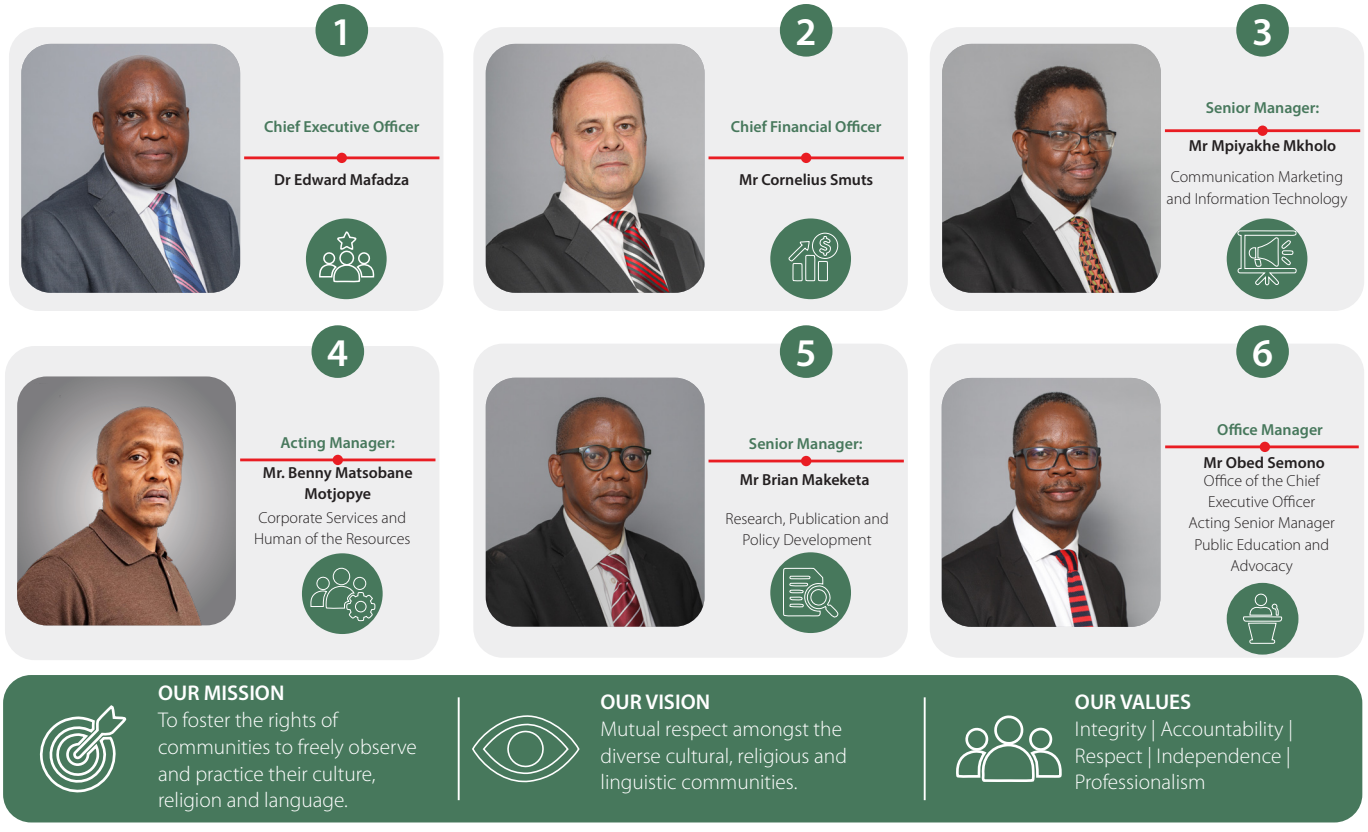


Figure 7: Senior Management

PART B:
PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) conducted an audit of the predetermined objectives for the selected Programme 2, as presented in the Annual Performance Report, to determine whether the reported performance information was useful and reliable.

Refer to page 92 of the Auditors General's Report, published within Part F: Financial Information.

2. OVERVIEW OF COMMISSION'S PERFORMANCE AND ORGANISATIONAL ENVIRONMENT

2.1 Institutional service delivery and organisational environment

The Commission continued to operate within a highly constrained financial and human-resource environment during the year under review. Government grants and subsidies amounted to R47.717 million, compared with R45.671 million in the previous financial year. Finance income of R1 502 million brought total revenue for the year to R49.183 million. While the increase in revenue provided some relief, the overall resource envelope remained insufficient when measured against the Commission's broad constitutional mandate, national geographic reach, increasing stakeholder expectations and the institutional capacity required to effectively serve cultural, religious and linguistic communities throughout South Africa.

The financial constraints had a particularly significant impact on the Commission's ability to establish an organisational structure commensurate with its mandate. Of approximately 106 positions considered necessary for an appropriately capacitated institution, only about 40 employees could be accommodated within the available allocation. This resulted in a relatively small workforce being required to implement a national mandate across nine provinces, while simultaneously meeting governance, financial management, compliance, reporting and administrative obligations applicable to a constitutional institution. The limited staff establishment inevitably placed pressure on existing employees, constrained the Commission's ability to establish a meaningful provincial presence and reduced the extent to which programmes could be implemented at community level.

These capacity challenges were compounded by instability within the Investigation and Conflict Resolution (ICR) Unit, which performs one of the Commission's critical mandate-related functions. One of the employees was placed on suspension and subsequently resigned from the Commission. During the same period another employee in the same unit resigned. These developments reduced the operational capacity available to investigate, process and resolve complaints at a time when communities continued to approach the Commission for assistance. The Commission was therefore required to manage its complaints-handling responsibilities with reduced capacity while maintaining appropriate administrative, procedural and governance standards. In addition, the Commission faced a number of litigation matters during the period under review, which placed further pressure on already limited financial, administrative and management resources.

The Commission's financial position also affected its ability to adequately support the approximately 470 recognised community councils. The recognition of these councils represents an important mechanism for strengthening community participation and creating organised structures through which cultural, religious and linguistic communities can engage with the Commission. However, recognition without corresponding financial resources presented a significant implementation challenge. The Commission was unable to provide the level of financial and operational support that these structures would ideally require to function effectively and sustainably. Consequently, the potential of the community council model as an extension of the Commission's presence within communities could not be fully realised during the year under review.

A further structural challenge is that the Commission operates primarily from its national office in Johannesburg, Gauteng, despite having a mandate extending across the entire country. Many of the cultural, religious and linguistic matters requiring the Commission's intervention arise within rural, traditional and local communities situated considerable distances from Johannesburg. Without adequately resourced provincial or regional offices, officials and Commissioners are required to travel extensively to reach affected communities. This increases expenditure on travel and accommodation and limits the frequency and continuity of engagements that can be undertaken within the available budget.

The geographic challenge is further intensified by South Africa's continuing digital divide. While digital platforms and virtual engagements can potentially reduce the cost associated with physical travel, many rural and disadvantaged communities continue to experience inadequate internet connectivity, limited access to appropriate devices and the high cost of mobile data. Digital engagement therefore cannot simply replace physical community outreach. For an institution whose mandate requires it to remain accessible to communities, particularly those whose cultural, religious and linguistic rights may be vulnerable or marginalised, unequal digital access creates an additional barrier to participation and access to the Commission's services.

These circumstances demonstrate that the Commission's financial constraints are not merely an administrative or budgetary concern; they have a direct bearing on the institution's ability to deliver its constitutional mandate. The combination of a limited staff establishment, instability in critical operational areas, litigation costs, the inability to adequately support recognised community councils, the absence of a meaningful provincial footprint and persistent inequalities in digital connectivity continues to constrain institutional reach and accessibility. Going forward, the sustainability of the Commission will therefore require continued engagement with relevant authorities regarding an appropriate funding model and organisational establishment that more realistically reflects the national scope, complexity and community-based nature of the Commission's constitutional responsibilities.

2.2. Key policy development and legislative changes

The Commission has embarked on a process of strengthening governance and accountability within the religious sector through the establishment of section 22 Ad Hoc committees representing various faith sectors. This initiative has been prompted by concerns regarding reported abuses occurring within some faith communities, including allegations of financial exploitation, abuse of authority and gender-based violence against unsuspecting or vulnerable members of religious communities. Such incidents highlight the importance of creating credible mechanisms through which faith communities themselves can identify harmful practices, promote accountability and protect the dignity and rights of their members.

Importantly, the establishment of these section 22 Ad Hoc committees is not intended to introduce State regulation of religion or to interfere with matters of doctrine, belief or legitimate religious practice. Rather, the Commission seeks to create an enabling environment in which the different faith sectors can develop appropriate structures of accountability and responsible self-governance. The intention is to provide communities with recognised platforms through which serious concerns and alleged abuses committed in the name of religion or faith can be reported, considered and appropriately addressed.

The approach is therefore founded on the principle of self-regulation by faith communities themselves, rather than regulation by the State. The envisaged section 22 Ad Hoc committees would provide space for religious communities to take greater responsibility for ethical codes of conduct within their respective sectors, establish appropriate standards and accountability mechanisms, and collectively address practices that undermine the rights, safety and dignity of their members. This approach recognises both the constitutional protection afforded to freedom of religion and the equally important responsibility to ensure that religious freedom is not used as a shield for exploitation, violence or other forms of abuse.

Through these structures, the Commission seeks to facilitate a model in which religious communities become active partners in protecting their members and strengthening public confidence in faith institutions. The ultimate objective is therefore not to control religion, but to promote responsible religious self-regulation, supported by structures that are representative, credible and accountable to the communities from which they originate.

3. ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

IMPACT STATEMENT
Create an enabling environment for cultural, religious and linguistic communities to co-exist and participate in the development of peace, friendship, humanity, tolerance, national unity on the basis of equality, non-discrimination and free association

MTDP PRIORITY — Social Cohesion and Nation Building

OUTCOME	Outcome Indicator:	Baseline:	Five-Year Targets:	Actual Achievement 2025/2026:
OUTCOME 1 Good corporate governance	Audit outcome with no material findings	Clean Audit	Unqualified audit opinion for each of the strategic plan	**Unqualified audit**
OUTCOME 2 Strengthened conflict resolution and legislative reviews	Strengthened conflict resolution	New baseline	80% of new complaints handled over the new five-year period	**32** of complaints handled annually
	Percentage of carried over complaints handled	New baseline	80% of carried over complaints handled in the five-year period	**58** of carried over complaints from the previous year handled annually
	Percentage and number of legislative reviews conducted	New baseline	100% of bills or legislation reviewed in the five years of this strategic plan	**100%** of reviewed Bills that impact on cultural, religious and linguistic rights of communities
	Number of by-laws reviewed	**80** municipal by-laws that impact on CRL communities reviewed	**1 285** municipal by-laws that impact on cultural, religious and linguistic communities over the five years of the strategic plan	**256** municipal by-laws on cemetery and crematoria, slaughtering of animals, initiation, noise control and land use reviewed annually
OUTCOME 3 Sustained research to create a reservoir of information on C-R-L matters	Number of research reports/briefs with recommendations to organs of state that seeks to influence legislation and policy position	**16** research reports with recommendation produced	**20** research reports/briefs with recommendations in the five years of strategic plan	**4** research reports / policy briefs produced with recommendations in the five years of strategic plan
OUTCOME 4 Informed and participative communities on their C-R-L rights	Number of information and educational sessions conducted	New baseline	**300** information and educational sessions over the five-year period	**60** information and educational sessions conducted
	Number organised and recognised provincial community councils	New baseline	**27** C-R-L council at provincial level over the five-year period	Recognised provincial councils on C-R-L in two provinces annually
	Biennial stakeholders perception surveys rating	New baseline	**4** ★★★★★ rating out of 5 over the five-year period	To be conducted mid term
	Number of media monitoring and analysis reports	New baseline	Media monitoring and analysis report	Media monitoring and analysis report

KEY HIGHLIGHTS

- Clean audit maintained
- Complaints resolution capacity improved
- 100% of bills reviewed that impact on CRL rights
- 256 municipal by-laws reviewed on key community matters
- Research producing evidence-based policy influence
- Communities informed and participating actively

Figure 8: Impacts and Outcomes

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION.

Performance Information By Programme

Tabular representation of institutional programme performance information

Table 1: **Summary of results**

TOTAL TARGETS	FULLY ACHIEVED	NOT ACHIEVED	OVERALL ACHIEVED
18	16	2	88%

PROGRAMME PERFORMANCE

PROGRAMME	TOTAL TARGETS	FULLY ACHIEVED	NOT ACHIEVED	ACHIEVEMENT
PROGRAMME 1 Administration	9	9	0	100%
PROGRAMME 2 Investigation and Conflict Resolution	4	2	2	50%
PROGRAMME 3 Research, Publication and Policy Development	1	1	0	100%
PROGRAMME 4 Public Education and Advocacy	2	2	0	100%
PROGRAMME 5 Communication, Marketing and Informaion Technology	2	2	0	100%
TOTALS	18	16	2	88%

4/5
PROGRAMMES ACHIEVED ALL PLANNED TARGETS

Programmes 1, 3, 4 and 5 recorded 100% achievement.

Programmes 2 recorded 50% achievement, with two of four targets achieved.

4.1. Programme 1: Administration

Programme Purpose

Programme 1 provides the institutional capacity, people, financial resources, systems and administrative infrastructure required by the mandate-delivery programmes. This programme is divided into three subprogrammes, listed below:

4.1.1 Executive Office

Sub-programme purpose

The Executive Office is responsible for institutional governance and oversight of the organisation's core operations across all programmes. It is responsible for monitoring compliance with ratified international instruments and charters, reporting on progress and impact, and ensuring that Management is held accountable. It monitors and provides oversight of the work of the Commission through the Commission's section 22 committees and engages with other organs of state responsible for implementing its recommendations.

4.1.2 Office of the Chief Executive Officer

Sub-programme purpose

The Office of the CEO functions as the institutional coordination centre rather than as another service-delivery programme.

Its primary responsibility is to ensure that decisions of Plenary and the strategic commitments of the Commission are translated into coordinated institutional plans and monitored through appropriate governance and performance systems.

Its core functions include:

- Executive support to the CEO;
- Strategic and corporate planning;
- Governance and secretariat services;
- Coordination of Plenary and governance committee processes;
- Monitoring, evaluation and organisational performance reporting;
- Coordination of quarterly and annual performance reporting;
- Coordination with Internal Audit and assurance structures;
- Monitoring the implementation of Commission resolutions and management decisions; and
- Institutional compliance and accountability coordination.

4.1.3. Finance and Procurement Services

Sub-programme purpose

This sub-programme safeguards and manages the financial resources allocated to the Commission.

Its functions include:

- Financial management and accounting;
- Budget planning and management;
- Risk management coordination;
- Supply chain management;
- Procurement management;
- Expenditure and payment management;
- Asset management;
- Financial reporting;
- Contract administration from a financial/SCM perspective; and
- PFMA and Treasury compliance.

Its role is not merely transactional. Finance and Procurement contribute to and participate in operational planning from the outset, so that programmes are designed within available resources and procurement requirements are anticipated rather than addressed after projects have already been approved.

4.2. Programme 2: Investigation and Conflict Resolution (ICR)

Programme Purpose

To monitor, and investigate any issue relating to cultural, religious and linguistic rights of communities; to facilitate the resolution of friction/conflict between and within cultural, religious and linguistic communities or between any such community and an organ of state where the cultural, religious or linguistic rights of a community are affected; to make recommendations to the appropriate organ of state regarding legislation that impacts, or may impact on the rights of cultural, religious and linguistic communities; and to bring any relevant matter to the attention of the appropriate authority or organ of state, and, where appropriate, make recommendations to such authority or organ of state in dealing with such a matter.

Programme Overview

The Investigation and Conflict Resolution (ICR) Programme constitutes one of the Commission's principal mechanisms for protecting and promoting the rights of cultural, religious and linguistic communities. Its work is centred on facilitating the resolution of conflicts within and between communities, investigating matters concerning cultural, religious and linguistic rights, reviewing legislation and regulatory instruments that may affect these rights, and recommending appropriate interventions.

During the 2025/26 financial year, the Programme continued to provide an important avenue for communities and individuals seeking intervention where cultural, religious and linguistic rights were alleged to have been infringed. Its work included the intake and assessment of complaints, investigations, mediation and conflict resolution, legal support, legislative and municipal by-law reviews, referrals to appropriate institutions, and monitoring the implementation of recommendations and outcomes.

The year under review was characterised by a diverse and increasingly complex caseload. Matters brought before the Commission frequently extended beyond a single rights category and demonstrated the interconnected nature of cultural and religious rights with land ownership, education, traditional leadership, workplace practices, institutional governance and development.

Complaints Management and Resolution

During the year under review, the Programme officially recorded 108 new complaints across its mandate areas. Of these, 55 related to religious rights, 45 to cultural rights, one to linguistic rights, and seven were classified as other matters requiring assessment or intervention. Religious complaints therefore constituted the largest proportion of the caseload, followed closely by cultural complaints.

Complaints were received from across the country, demonstrating the national reach of the Commission's investigative and conflict-resolution mandate. Gauteng and KwaZulu-Natal accounted for comparatively higher volumes of complaints, particularly in cultural and religious matters. Cases originating from the Eastern Cape and Mpumalanga included a notable number of cultural matters concerning graves, burial sites and access to ancestral land, while matters from other provinces included governance disputes, grave-access challenges and religious accommodation concerns.

During the reporting period, the Programme finalised or resolved 32 cases, comprising 21 religious cases, eight cultural cases and three matters classified under the other category. No language-related case was finalised during the year. Cases were concluded through various mechanisms, including mediation, investigation outcomes, referrals to appropriate institutions, withdrawal by complainants and administrative closure.

The remaining matters continued through various stages of assessment and investigation. The time required to finalise cases was influenced by factors such as the complexity of multi-party disputes, the responsiveness of complainants and respondents, the need to obtain information from third parties and capacity constraints within the Programme.

Cultural Rights Matters

Cultural rights complaints continued to constitute a significant area of the Programme's work. A recurring feature of these cases was the protection of graves, burial sites and associated cultural practices. Complaints included damage to graves and cemeteries arising from development or mining activities, occupation or disturbance of burial sites, difficulties in tracing ancestral graves, and challenges experienced by families seeking access to graves situated on privately owned land or farms for the performance of cultural rituals.

Other cultural matters involved traditional leadership and royal house disputes, cultural recognition and identity, cultural expression, traditional attire and objects, as well as allegations of witchcraft and related threats.

The nature of these cases highlighted the increasingly complex intersection between constitutionally protected cultural practices, property rights, land use, commercial development and environmental considerations. They further demonstrated the continuing importance of mediation and constructive engagement between communities, landowners, traditional structures, government institutions and private-sector stakeholders.

Religious Rights Matters

Religious rights matters represented the largest component of complaints received and finalised during the year. These cases were diverse and, in several instances, particularly sensitive and complex.

Complaints included allegations of religious discrimination and intolerance in schools and workplaces, denial of reasonable accommodation for religious dress, rituals and observances, internal church disputes, leadership and governance conflicts, financial management concerns within religious institutions, and disputes between members and religious organisations. Some matters involved serious allegations of abuse or misconduct and required careful assessment and, where appropriate, referral to law-enforcement authorities or other competent institutions.

The cases demonstrated the delicate balance required between respecting the autonomy and freedom of religious communities and protecting the constitutional rights of individual members. The Commission continued to apply a rights-based and conciliatory approach, using mediation and facilitated dialogue where appropriate while recognising instances where matters fell within the jurisdiction of other institutions.

Linguistic Rights and Other Matters

Only one language-related complaint was formally recorded during the year. The matter concerned alleged language-based exclusion from a public participation process relating to a draft admissions policy for learners in the Western Cape and remained under preliminary assessment at the end of the reporting period.

Although the number of language-related complaints remained low, this should not necessarily be interpreted as an absence of linguistic rights challenges. It may also point to limited awareness of the Commission's jurisdiction over linguistic rights or to underreporting by affected communities.

The Programme additionally received matters falling outside the strict classification of cultural, religious or linguistic rights. These included housing and property disputes, land occupation conflicts and fraud-related complaints. Where these matters fell outside the Commission's direct mandate, appropriate referrals were made to SAPS, relevant government departments or other competent institutions.

Emerging Trends in Complaints

The cases dealt with during the year provided the Commission with valuable insight into recurring and emerging challenges confronting cultural, religious and linguistic communities. In particular, the Programme observed the continued prevalence of burial and grave-related disputes within cultural rights cases and the increasing complexity of governance and leadership disputes within religious institutions.

The Programme also observed a growing intersection between CRL rights and matters relating to land use, environmental impact and development. Furthermore, communities increasingly approached the Commission for assistance in disputes involving overlapping institutional mandates, reinforcing the importance of effective referral arrangements and cooperation between the Commission and other organs of state.

Legislative and Policy Review

Legislative review remained an important component of the Programme's preventive and advocacy work. Through this function, the Commission assesses proposed and existing legislative and regulatory instruments to identify provisions that may directly or indirectly affect the rights of cultural, religious and linguistic communities.

During the reporting period, the Programme reviewed the Tobacco Products and Electronic Delivery Systems Control Bill, focusing specifically on provisions that could affect cultural and religious practices. The review recognised that tobacco is used by some communities not merely as a consumable product, but as an element of spiritual rituals and ancestral communication.

While recognising the public-health objectives underpinning the proposed legislation, the Programme identified the need to ensure that the regulatory framework provides appropriate consideration for bona fide cultural and religious practices. The Commission consequently recommended reasonable accommodation of legitimate cultural and religious practices while maintaining appropriate public-health safeguards.

Review of Municipal By-Laws

The Programme significantly strengthened its scrutiny of municipal regulatory frameworks during the year. Rather than treating the work as separate quarterly exercises, the Programme progressively examined municipal by-laws and land-use frameworks to determine their impact on constitutionally protected cultural and religious practices.

An initial area of focus concerned municipal land-use provisions regulating places of worship. Reviews undertaken in selected Northern Cape municipalities found that municipal frameworks generally recognised places of worship as permissible uses, either as primary land-use rights or through consent processes. The review nevertheless identified potential administrative barriers where municipal consent was required and highlighted recurring tensions involving noise and nuisance complaints in residential areas. The Programme advocated for a balanced approach in which legitimate community concerns are addressed through appropriate regulatory mechanisms without unnecessarily restricting religious expression.

The Programme also examined municipal public-health provisions regulating the keeping and slaughtering of animals for religious and ceremonial purposes. Certain requirements were identified as potentially burdensome to cultural and religious communities. These included a 14-day advance notification requirement for slaughtering, which may be impractical where ceremonies arise unexpectedly, such as following a death, as well as restrictions relating to the visibility of slaughter practices, the period for which animals may be kept and associated compliance costs.

The Commission consequently initiated engagement with the relevant municipality with a view to reconsidering provisions that could unintentionally impose disproportionate restrictions on constitutionally protected practices.

The legislative review work culminated in a substantially expanded assessment of 256 municipal by-laws across metropolitan, district and local municipalities nationally. The review considered legislative compliance, administrative fairness, the impact of municipal regulation on cultural and religious rights and alignment with broader governance frameworks.

The exercise identified considerable consistency in municipal regulation of areas affecting communities, particularly cemeteries, health services and environmental management. It also highlighted the increasing significance of municipal regulation in areas such as informal trading and land-use planning. Access limitations prevented the review of by-laws from a small number of municipalities, but the exercise nevertheless substantially broadened the Commission's understanding of the municipal regulatory environment and its potential implications for CRL rights.

Programme Challenges

The Programme operated within a challenging environment during the reporting period. Capacity constraints remained a significant factor affecting the pace of investigations and legislative reviews. The complexity of some complaints, particularly multi-party religious governance disputes and matters involving land, graves and development, required extensive engagement and prolonged investigative processes.

Stakeholder responsiveness also affected case turnaround times, with some complainants and respondents failing to provide information or respond within required periods. These challenges emphasised the need for strengthened case-management systems, improved stakeholder cooperation and adequate human-resource capacity to enable the Programme to respond effectively to its growing and increasingly complex caseload.

Overall Programme Contribution

Despite these challenges, the 2025/26 financial year represented a productive period for the Investigation and Conflict Resolution Programme. Through the management of 108 new complaints and the finalisation or resolution of 32 cases, the Programme continued to provide an important institutional mechanism for communities and individuals seeking protection of their cultural, religious and linguistic rights.

Beyond individual case resolution, the Programme's interventions generated broader institutional insight into recurring rights challenges. The prevalence of grave and burial disputes, the increasing complexity of religious governance matters and the intersection between CRL rights, land use and development provide important evidence to inform the Commission's future education, advocacy, research and policy interventions.

The Programme's legislative and municipal by-law review function further strengthened the Commission's preventative role by identifying regulatory provisions that may have unintended consequences for cultural and religious communities and facilitating engagement with relevant authorities before such provisions result in entrenched rights disputes.

Going forward, greater emphasis will be placed on strengthening case-management capacity, improving turnaround times, deepening inter-institutional cooperation and enhancing the monitoring of recommendations and mediated outcomes. The Commission will also continue using evidence generated through complaints and investigations to identify systemic issues and inform its broader interventions aimed at protecting and promoting the rights of cultural, religious and linguistic communities throughout South Africa.

4.3. Programme 3: Research, Publication and Policy Development

Purpose Programme

The Constitution of the Republic of South Africa sets out to rectify the imbalances of the past by bringing to equal par and by promoting and protecting all cultural, religious, and linguistic rights of communities. Thus, the task to promote and protect C-R-L rights of communities faces the challenge that the heritage of most South African communities is either diminishing or it has already diminished.

The CRL Rights Commission mandate provides for the recovery of the diminishing and diminished heritage(s) through research, to promote and protect the C-R-L rights of communities and their heritage(s) and to have diverse C-R-L communities living side by side in peace, friendship and harmony and enjoying their C-R-L rights.

Programme Overview

The Research, Publication and Policy Development (RPPD) Unit of the CRL Rights Commission presents this consolidated report as a synthesis of its key research outputs for the 2025/26 financial year, reflecting the Commission's constitutional mandate to promote and protect the rights of cultural, religious and linguistic communities while safeguarding the rights to life, dignity and bodily integrity. This report brings together critical findings from national studies examining pressing issues affecting communities, including mortality in customary initiation schools, the revitalisation of indigenous languages, the experiences of South African Sign Language learners, and emerging concerns relating to harmful cult-like practices within religious institutions. Through comparative analysis, stakeholder engagement and evidence-based inquiry, the RPPD Unit identifies systemic challenges, highlights best practices, and advances practical, policy-oriented recommendations aimed at strengthening governance, improving safety and accountability, and promoting cultural continuity in a manner consistent with constitutional values.

4.3.1 Investigating the causes of mortality in customary initiation schools: A comparative study of regions with and without recorded deaths

Background

The CRL Rights Commission undertook a national research study to investigate the causes of mortality in customary initiation schools and compare provinces and districts with recorded fatalities against those that have consistently maintained low or zero death rates. The study was informed by the Commission's constitutional mandate to promote and protect cultural rights while safeguarding the rights to life, dignity and bodily integrity.

The Objectives of the Study were to:

- Identify the medical, cultural, governance and administrative causes of initiation-related deaths.
- Examine differences in health, safety and oversight practices between high-mortality and low-mortality regions.
- Assess the role of traditional leaders, families, traditional surgeons, principals and government structures in preventing fatalities.
- Document best practices from provinces with low or no recorded deaths.
- Develop policy recommendations aimed at reducing mortality while preserving the cultural significance of initiation.

Critical Issues Examined

The study was prompted by the persistence of initiation-related deaths and the emergence of new hotspots in provinces and districts that historically recorded few or no fatalities. Key concerns included:

- Illegal initiation schools
- Dehydration, infections and sepsis.
- Delayed medical intervention.
- Poor enforcement of the Customary Initiation Act.
- Inadequate parental and community involvement.
- Limited accountability among role players.
- Weak coordination between traditional leadership structures and government authorities.

Key Findings

The study found that initiation-related mortality remains largely preventable. Fatalities are primarily linked to dehydration, infections, sepsis, unsafe circumcision practices, untreated wounds and delayed referrals to health facilities.

The research revealed significant differences between provinces with high mortality rates and those with consistently low or no fatalities. Provinces with recurring deaths were characterised by weak enforcement of legislation, entrenched secrecy, inadequate monitoring, illegal schools and poor compliance with registration requirements. By contrast, provinces with low mortality rates demonstrated stronger governance systems, active involvement of traditional leaders, effective oversight structures, better integration of health services and greater community awareness.

The study further found that families, traditional surgeons, principals and traditional leaders play a decisive role in either preventing or contributing to fatalities. In many cases, failure to disclose medical conditions, inadequate training of initiation practitioners and reluctance to seek medical assistance contributed to preventable deaths.

Recommendations

The report recommends:

- Strengthening enforcement of the Customary Initiation Act.
- Enhancing the capacity and effectiveness of Provincial Initiation Coordinating Committees.
- Introducing stricter accountability measures for all initiation role players.
- Strengthening collaboration between traditional leadership, health authorities and law enforcement agencies.
- Institutionalising pre-initiation medical screening and on-site health monitoring.
- Establishing standardised training and accreditation programmes for initiation practitioners.
- Expanding community education and awareness campaigns.
- Introducing digital monitoring and reporting systems for initiation schools.
- Improving infrastructure, access to water, sanitation and emergency medical services at initiation sites.

Conclusion

The study concludes that customary initiation remains a valuable cultural institution that can be practised safely without compromising cultural integrity. Mortality is not an inevitable consequence of initiation but rather the result of governance failures, unsafe practices and inadequate oversight. The implementation of coordinated regulatory, medical and community-based interventions can significantly reduce fatalities and restore public confidence in customary initiation practices.

4.3.2 Revitalising Khoi, San, Nama and Griqua Indigenous Languages in South Africa: A National Action Report and Strategic Framework

Background

The CRL Rights Commission conducted a national study on the revitalisation of Khoi, San, Nama and Griqua indigenous languages as part of its mandate to promote and protect the linguistic heritage of historically marginalised communities. The study drew on community dialogues, policy analysis and international best practice to develop a practical framework for language restoration and development.

The objectives were to:

- Assess the current status of indigenous language revitalisation initiatives.
- Identify barriers to language preservation and intergenerational transmission.
- Explore the relationship between language, identity, heritage and cultural dignity.
- Develop a national framework for language revitalisation.
- Recommend institutional and policy interventions to support language restoration.

Critical Issues Examined

The study highlighted the historical decline of indigenous languages due to colonialism, dispossession, forced assimilation and marginalisation. Community consultations revealed persistent challenges, including:

- A shortage of qualified language educators.
- Limited curriculum development and educational pathways.
- Inadequate research and documentation.
- Poor media representation.
- Limited digital presence and technological resources.
- Fragmented funding and institutional support.
- Weak community control over heritage resources and archives.

Key Findings

The research found that indigenous language decline is not merely a linguistic concern but a broader issue of cultural identity, historical justice and social inclusion. Communities consistently linked language loss to the erosion of cultural memory, spirituality, traditional knowledge systems and belonging.

The study found that revitalisation efforts remain fragmented and under-resourced. Existing initiatives often lack coordination, long-term funding and measurable implementation mechanisms. Comparative international experiences demonstrated that successful language revitalisation requires strong legal support, community ownership, education pathways, dedicated funding and media integration.

The research also confirmed that provinces such as the Northern Cape and Eastern Cape remain strategically important for revitalisation efforts due to the concentration of indigenous language speakers and heritage communities.

Recommendations

The report recommends:

- Establishing a National Indigenous Languages Office supported by provincial implementation structures.
- Creating community language centres and language nests to support intergenerational transmission.
- Developing educational pathways from early childhood development to tertiary education.
- Establishing dedicated university-based research centres and research chairs on indigenous language revitalisation.
- Expanding indigenous language broadcasting and digital content platforms.
- Developing dictionaries, orthographies, archives and educational resources.
- Introducing annual monitoring and reporting mechanisms to track implementation progress.

Conclusion

The report concludes that indigenous language revitalisation should be treated as a nation-building, restorative justice and heritage preservation priority. Moving beyond symbolic recognition requires coordinated national action, sustainable funding and strong partnerships between communities, government institutions, universities and the media. Language revitalisation is essential for restoring dignity, strengthening cultural identity and safeguarding South Africa's diverse heritage for future generations.

4.3.3. Persistent Challenges Faced by South African High School Sign Language Learners Following the Recognition of South African Sign Language as the 12th Official Language

Background

Following the recognition of South African Sign Language (SASL) as the country's 12th official language in July 2023, the CRL Rights Commission undertook research to assess whether this constitutional milestone had translated into meaningful improvements for Deaf learners in South Africa.

The Study Sought to:

- Examine the experiences of Deaf learners following the recognition of SASL.
- Identify persistent barriers affecting access to education and public services.
- Assess the implementation of policies supporting SASL.
- Evaluate the extent to which government and other stakeholders have responded to the needs of Deaf learners.
- Develop recommendations to improve accessibility, inclusion and equity.

Critical Issues Examined

The study was prompted by concerns raised by Deaf learners regarding continued exclusion despite the official recognition of SASL. Areas of concern included:

- Limited use of SASL in educational institutions.
- Inadequate numbers of qualified SASL educators and interpreters.
- Communication barriers between learners and school management.
- Poor access to learning materials and assistive technologies.
- Insufficient implementation of inclusive education policies.
- Limited access to healthcare, employment and public information

Key Findings

The study found that while the recognition of SASL represented a significant constitutional achievement, many Deaf learners continue to experience systemic barriers in accessing quality education and public services.

Research participants reported that some school leaders and educators lacked proficiency in SASL, limiting effective communication and learner participation. Learners also identified challenges relating to inadequate educational resources, limited access to specialised support services and insufficient accommodation of Deaf learners within broader educational systems.

The findings indicate a significant gap between legislative recognition and practical implementation. While policy frameworks exist, implementation remains inconsistent across provinces and institutions.

Recommendations

The report recommends:

- Accelerating the implementation of SASL policies across government institutions.
- Increasing investment in SASL teacher training and interpreter development.
- Strengthening monitoring mechanisms to ensure compliance with inclusive education policies.
- Expanding access to learning materials and assistive technologies.
- Enhancing accessibility of healthcare, employment services and public communication platforms.
- Promoting awareness and understanding of Deaf culture and linguistic rights.

Conclusion

The study concludes that the recognition of SASL as an official language was a significant milestone but that meaningful inclusion requires more than constitutional recognition. Sustainable investment, institutional commitment and effective policy implementation are required to ensure that Deaf learners enjoy equal access to education, services and opportunities. The advancement of SASL remains central to the promotion and protection of linguistic rights and social inclusion in South Africa.

4.3.4. When Faith Becomes Harmful: Identifying and Understanding Religious Cults in South Africa

Background

The study was undertaken to examine the characteristics, warning signs and impact of cult-like religious organisations operating within South Africa. The research sought to distinguish legitimate religious practice from harmful coercive behaviour, clarify the concept of a religious cult within a constitutional and human rights framework, and provide recommendations that protect individuals from exploitation while safeguarding the constitutional right to freedom of religion. The study further sought to understand leadership dynamics, recruitment methods, psychological control mechanisms and the social consequences of cultic practices.

Critical Issues

The research was prompted by increasing public concern regarding harmful practices within certain religious organisations, including financial exploitation, psychological manipulation, coercive control, social isolation, gender-based violence and abuse perpetrated under the guise of religious authority. The study noted that South Africa lacks a clear harm-based framework to distinguish constitutionally protected religious expression from practices that infringe on human dignity, safety and individual autonomy. Cases involving dangerous rituals, excessive financial demands, prolonged religious activities, and the abuse of vulnerable congregants highlighted the need for greater public awareness and institutional intervention.

Key Findings

The study found that cult-like religious organisations are generally characterised by highly centralised leadership structures, unquestionable authority vested in charismatic leaders, limited accountability mechanisms and extensive control over members' behaviour and decision-making. Research participants reported patterns of psychological manipulation, fear-based teachings, excessive financial obligations, social isolation from family members, and dependence on religious leaders for personal decision-making.

The study further found that many harmful religious environments operate under the appearance of legitimate religious organisations while exhibiting characteristics associated with coercive control. Common indicators included the elevation of religious leaders to near-divine status, suppression of critical thinking, financial exploitation, excessive loyalty demands, prolonged services, residential dependence on religious establishments, and the use of fear, guilt and spiritual threats to secure obedience.

The research emphasised that harmful religious practices are not confined to a single faith tradition but may occur across diverse religious communities. The defining concern is not religious belief itself, but conduct that exploits, manipulates or harms followers. The findings also revealed significant challenges in identifying and prosecuting such practices due to legal complexities, limited oversight mechanisms and the absence of a commonly accepted definition of a religious cult.

Recommendations

The report recommends the development of a national harm-based framework to assist communities, government institutions and law enforcement agencies in identifying coercive and exploitative religious practices. It further recommends strengthening public education programmes on warning signs associated with cultic behaviour, improving collaboration between the CRL Rights Commission, SAPS, the Department of Social Development and other stakeholders, and enhancing mechanisms for reporting and responding to abuse within religious environments.

The study further recommends increased awareness campaigns aimed at protecting vulnerable individuals, strengthening safeguarding measures for women and children, promoting accountability and transparency within religious institutions, and encouraging responsible leadership practices that uphold constitutional values and human dignity.

Conclusion

The study concludes that while freedom of religion remains a fundamental constitutional right, it must be exercised in a manner that respects the dignity, autonomy, safety and rights of all individuals. Religious organisations play an important role in South African society; however, where religious authority is used to manipulate, exploit or harm followers, appropriate interventions become necessary. The report calls for a balanced approach that protects religious freedom while ensuring that faith is never used as a vehicle for coercion, abuse or the violation of human rights.

4.4. Programme 4: Public Education and Advocacy

Programme Purpose

Develop information and educational programmes that facilitate public understanding of the objects of the Commission and promote respect for and protection of CRL communities.

- Contribute to the development of strategies that facilitate full and active participation of CRL communities towards nation building in South Africa.
- Promote awareness among the youth of the diversity of CRL communities and their rights.
- Establish and strengthen the Community councils to enhance the visibility of CRL Rights Commission for an improved promotion and protection of rights for cultural, religious and linguistic communities.
- To foster awareness of cultural, religious and linguistic rights through public engagement and public participation and strengthen capacity for communication through various information sessions and platforms.
- Conduct stakeholder engagement with CRL Communities

Programme Overview

During the 2025/26 financial year, the Public Education and Advocacy (PEA) Programme continued to advance the constitutional mandate of the CRL Rights Commission by promoting and protecting the rights of cultural, religious and linguistic communities through education, advocacy, stakeholder engagement and strategic partnerships and collaborations. Programme implementation was aligned with the Commission's strategic objective of building informed, empowered and socially cohesive communities that actively participate in preserving and promoting South Africa's rich cultural, religious and linguistic diversity. Throughout the reporting period, the Programme implemented community education campaigns through information and educational sessions, facilitated public dialogues, strengthened partnerships with traditional leaders and government institutions, promoted safe customary initiation practices, revitalised historically diminished heritage, advanced indigenous language preservation and supported the establishment of representative Community Councils.

Promoting Constitutional Awareness and Community Participation

The Programme expanded the Commission's public education footprint through awareness campaigns, community dialogues and stakeholder engagements conducted across all provinces. These initiatives sought to improve public understanding of the Commission's constitutional mandate, educate communities on their cultural, religious and linguistic rights, and strengthen community participation in governance processes. Educational sessions were delivered in partnership with municipalities, traditional councils, educational institutions, Chapter 9 institutions and community organisations, providing communities with information on complaint mechanisms, constitutional protections and opportunities to participate in Commission programmes.

These engagements strengthened the Commission's visibility within communities while creating platforms for dialogue on emerging cultural, religious and linguistic issues. They also reinforced the role of Community Councils as local structures through which communities can organise themselves and participate meaningfully in protecting and promoting their constitutional rights.

Promoting Safe Customary Initiation

A major priority during the reporting period was the implementation of awareness and advocacy initiatives supporting the effective implementation of the Customary Initiation Act, 2021 (Act No. 2 of 2021). Educational campaigns and stakeholder consultations were conducted across Gauteng, Mpumalanga, Limpopo, the Free State and the Northern Cape, engaging traditional leaders, initiation forums, schools, municipalities, law enforcement agencies and community members.

The Programme educated stakeholders on the legislative framework governing customary initiation, emphasising the protection of the lives and dignity of initiates, registration and regulation of initiation schools, roles and responsibilities of traditional surgeons, caregivers and oversight structures, prevention of illegal initiation schools, and compliance with constitutional and legislative requirements. The consultations further generated recommendations that informed the Commission's work on proposed amendments to the Customary Initiation Act, while strengthening collaboration with Provincial Initiation Coordinating Committees, SAPS, the National Prosecuting Authority and relevant government departments.

Recognising the important role of law enforcement in safeguarding initiation practices, the Programme also facilitated specialised capacity-building workshops for SAPS officials, strengthening their understanding of the Act and enhancing coordinated monitoring and enforcement during initiation seasons. Collectively, these initiatives contributed towards promoting safer customary initiation practices while balancing cultural preservation with the protection of human rights.

Restoring and Promoting Historically Diminished Heritage

The revitalisation of historically diminished heritage remained a flagship priority of the Programme during the year under review. Through the Promotion of the Rights of Communities to Restore and Develop their Historically Diminished Heritages Programme, the Commission engaged extensively with Khoi and San communities across Gauteng, the Northern Cape, the Eastern Cape and KwaZulu-Natal.

Community dialogues, heritage restoration initiatives and cultural engagements focused on restoring dignity and identity, preserving indigenous languages, documenting indigenous knowledge systems, protecting sacred heritage sites and promoting community participation in cultural development. The Programme also supported Nama language revitalisation initiatives, the |Ncau Cultural Ceremony, indigenous food systems dialogues and heritage awareness programmes that encouraged intergenerational transfer of knowledge and reaffirmed the importance of indigenous heritage in nation-building.

These interventions strengthened relationships with First Nation communities and reaffirmed the Commission's commitment to advancing the constitutional recognition and restoration of historically marginalised communities and their heritage.

Promoting Indigenous Languages

Throughout the year, the Programme prioritised the promotion and preservation of indigenous languages as an integral component of cultural identity. Activities included Mother Language Day commemorations hosted at universities and community platforms, Nama language development initiatives, multilingual awareness campaigns and advocacy promoting mother-tongue education.

Stakeholder engagements consistently highlighted the need to preserve endangered indigenous languages and improve multilingual service delivery. The Programme therefore strengthened collaboration with universities, PanSALB, communities and other strategic partners to promote linguistic diversity and encourage the continued use of indigenous languages within education, public life and community development.

Strengthening Community Councils and Community Governance

The Programme continued implementing initiatives to establish, recognise and strengthen Community Councils in accordance with the CRL Rights Commission Act. Guidance was provided on governance systems, constitutions, democratic participation, leadership accountability and organisational development. During the reporting period, the Commission also facilitated engagements aimed at establishing Provincial Community Councils, creating formal platforms through which communities could engage the Commission and participate in governance matters affecting cultural, religious and linguistic rights.

Support was further provided to recognised Community Councils experiencing governance challenges, including facilitating dialogue, reviewing constitutions and strengthening governance systems to improve accountability, ethical leadership and organisational sustainability. These interventions significantly strengthened community participation and institutional governance within recognised community structures.

Promoting Religious Rights and Social Cohesion

The Programme continued promoting religious freedom, peaceful coexistence and social cohesion through engagements with diverse religious communities and interfaith organisations. Dialogues focused on constitutional rights, governance within religious institutions, conflict resolution, tolerance and nation-building. The Programme also provided advisory support to religious organisations experiencing governance challenges while facilitating constructive dialogue on emerging constitutional issues affecting religious communities.

Together with heritage promotion initiatives, these engagements strengthened mutual understanding among communities and reinforced the Commission's role as a facilitator of peaceful dialogue and constitutional democracy.

Strategic Partnerships

The successful implementation of the Programme was underpinned by strong partnerships with national and provincial government departments, municipalities, traditional leadership institutions, universities, Chapter 9 institutions, PanSALB, civil society organisations, Community Councils and private-sector stakeholders. Collaboration with the Forum of Institutions Supporting Democracy (FISD) and other strategic partners enhanced integrated service delivery, referral mechanisms and coordinated community outreach programmes, enabling the Commission to extend its reach and maximise its programme impact.

Programme Impact

The Programme made a meaningful contribution towards advancing the Commission's constitutional mandate by increasing public awareness of cultural, religious and linguistic rights, strengthening constitutional literacy, promoting safe customary initiation, revitalising historically diminished heritage, preserving indigenous languages and enhancing community participation in governance. Partnerships with traditional leadership institutions, educational institutions and civil society strengthened programme delivery, while sustained engagement with communities reinforced social cohesion, constitutional democracy and inclusive nation-building.

Challenges

Programme implementation continued to be affected by financial and human-resource constraints, the remoteness of some target communities, declining use of indigenous languages, governance disputes within some community structures, limited awareness of the Commission's mandate and legislative frameworks, and logistical challenges associated with delivering nationwide outreach programmes. Despite these constraints, the Programme continued to maximise available partnerships and resources to ensure effective implementation of its planned activities.

Outlook

During the 2026/27 financial year, the Programme will continue to expand community education and advocacy initiatives, strengthen Community Councils, deepen strategic partnerships, support implementation of recommendations arising from the Customary Initiation Act consultation process, accelerate the revitalisation of historically diminished heritage, promote indigenous language preservation and strengthen initiatives that foster social cohesion, inclusive participation and the protection of cultural, religious and linguistic rights.

4.5. Programme 5: Communication, Marketing and Information Technology

Programme Purpose

The Communication, Marketing and Information Technology business unit plays a critical role in shaping and reinforcing the Commission's identity, reputation, and engagement with stakeholders. Its primary responsibility is to develop and execute comprehensive strategies that effectively communicate the Commission's message, core values, and service offerings to diverse audiences. By leveraging a mix of communication channels—including digital media, advertising, public relations, and internal communications—the unit ensures that the Commission's messaging remains consistent, impactful, and aligned with its mission.

A key function of this unit is conducting thorough market research to gain insights into consumer behaviour, preferences, and emerging trends. These insights help refine marketing strategies, enhance brand visibility, and ensure that communication efforts resonate with target audiences. By utilizing data-driven approaches, the unit can craft compelling campaigns that not only capture attention but also build meaningful relationships with stakeholders.

Additionally, the unit is responsible for reputation management, proactively addressing public perception and mitigating potential risks through strategic public relations efforts. It works closely with media outlets, industry partners, and community organizations to strengthen the Commission's credibility and public trust.

Programme Overview

The Communication, Marketing and Information Technology (CMIT) Programme continued to play a strategic role in advancing the Commission's constitutional mandate by strengthening institutional visibility, promoting public awareness, supporting stakeholder engagement and ensuring the availability of secure and reliable information technology services. Throughout the 2025/26 financial year, the Programme successfully achieved all its planned quarterly performance targets relating to media activities and ICT service delivery, reflecting the effectiveness of its communication strategy and the resilience of its technology environment.

The Programme remained focused on positioning the Commission as a trusted constitutional institution committed to promoting, protecting and monitoring the cultural, religious and linguistic rights of communities in South Africa. This was achieved through an integrated communication approach that combined media relations, digital communication, public awareness campaigns, exhibitions, stakeholder partnerships and technology-enabled service delivery.

Enhancing Public Visibility and Stakeholder Engagement

The Commission continued to strengthen its public profile through a comprehensive communication and marketing programme that increased awareness of its constitutional mandate and strategic priorities. Communication initiatives were aligned with key institutional programmes and national developments, ensuring that the Commission remained responsive to matters of public interest while reinforcing its advocacy role on issues affecting cultural, religious and linguistic communities.

During the reporting period, the Commission issued a broad range of media statements, advisories and public messages addressing significant national developments, including gender-based violence and femicide, customary initiation, child protection, social

cohesion, religious self-regulation, abuses within sacred spaces, heritage preservation, youth development and matters arising from high-profile court proceedings. The Commission also commemorated important national and international observances through public messaging that promoted constitutional values, tolerance and peaceful coexistence.

The Commission further strengthened its public engagement through a number of media briefings and press conferences led by the Chairperson and Commissioners. These engagements provided an opportunity to communicate the Commission's policy positions, announce institutional interventions and provide clarity on matters of public concern. Media monitoring undertaken during the year reflected sustained positive coverage across print, broadcast, online and community media, demonstrating growing public recognition of the Commission's work and its contribution to national discourse.

Expanding Digital Communication

Digital communication remained central to the Commission's stakeholder engagement strategy. The Commission continued to utilise Facebook, **X** (formerly Twitter) and its official website to provide timely information on Commission activities, educational campaigns, media statements, public notices and stakeholder engagements.

The Commission maintained a growing online audience throughout the year, with Facebook exceeding 14 000 followers and X maintaining more than 2 300 followers. These platforms enabled the Commission to reach a wider audience, encourage public participation and facilitate direct engagement with communities throughout the country. Social media also served as an important platform for promoting public education initiatives, responding to enquiries and amplifying the Commission's advocacy work.

The Commission's website remained an important public information portal, with regular updates to media statements, reports, procurement notices, publications and institutional information. Website functionality continued to support public access to Commission services, including the submission of complaints and dissemination of educational resources.

Marketing and Brand Visibility

The Programme continued to implement initiatives aimed at strengthening the Commission's institutional identity and enhancing brand visibility. Participation in national and provincial exhibitions created opportunities to engage directly with members of the public, distribute educational material and increase awareness of the Commission's constitutional mandate and available services.

During the reporting period, the Commission participated in a number of strategic exhibitions and public outreach initiatives, including the Rand Show, the Gauteng Office of the Premier Open Day, Provincial Initiation Coordinating Committee engagements in Limpopo, and provincial anti-substance abuse campaigns. These platforms enabled the Commission to interact directly with diverse communities while supporting broader government awareness initiatives.

Institutional branding was further enhanced through the procurement of promotional materials, including branded journals, pens, winter jackets and business cards, contributing to a consistent and professional organisational identity during stakeholder engagements and public events.

Strategic Communication Support

The Programme continued to provide integrated communication and marketing support across the Commission's business units. Communication services supported major institutional projects undertaken by the Public Education and Advocacy Programme, the Research, Publication and Policy Development Programme and the Office of the CEO.

Communication support was particularly instrumental in promoting stakeholder consultations on the Customary Initiation Act, public education programmes involving Khoi and San communities, the work of Section 22 Committees, the Phoenix reconciliation initiative and awareness campaigns addressing abuses within sacred spaces. These interventions contributed significantly to improving stakeholder participation and public understanding of the Commission's programmes.

The Programme also strengthened collaboration with strategic partners, including the Government Communication and Information System (GCIS), the Media Development and Diversity Agency (MDDA) and the South African Broadcasting Corporation (SABC), to expand communication platforms and improve the reach of the Commission's public messaging. Preparatory work also commenced towards strengthening institutional communication through the appointment of a website management service, enhanced media monitoring capability and the development of a Commission newsletter.

Strengthening Digital Infrastructure and ICT Services

The Information Technology component continued to provide secure, stable and efficient technology services that enabled uninterrupted organisational operations throughout the financial year. ICT support remained aligned with the Commission's ICT Governance Framework, ensuring high levels of system availability, information security and user support.

Critical business applications, including Sage Evolution, Payroll and Microsoft 365, remained fully operational through continuous system administration, software maintenance and technical support. Routine activities included application installations, password administration, troubleshooting, user account management and technical assistance to both internal users and external service providers.

Network infrastructure was proactively monitored to maintain business continuity and minimise operational disruptions. Regular server maintenance, software patch management, cybersecurity monitoring, data backup verification, restoration testing and internet connectivity management ensured the continued availability and integrity of the Commission's information systems.

General ICT support services remained responsive throughout the reporting period, with technical assistance provided for laptops, printers, audiovisual equipment, telephone systems, VPN connectivity, Microsoft 365 administration, Active Directory management and meeting support. These services contributed to improved staff productivity and operational efficiency across the organisation.

ICT Modernisation and Infrastructure Improvements

The Commission continued to invest in strengthening its ICT environment through targeted infrastructure upgrades and technology renewal projects. Key initiatives implemented during the reporting period included the replacement of uninterrupted power supply (UPS) batteries, renewal of enterprise backup software licences, servicing of the server room gas suppression system, acquisition of Microsoft Project licences, inspection and maintenance of multifunction printers, procurement of presentation equipment and commencement of technology refresh initiatives for desktop and laptop computers.

Although certain capital projects, including the installation of boardroom audiovisual systems, were deferred pending organisational accommodation decisions, the Programme continued to implement strategic ICT improvements that enhanced business continuity, cybersecurity, operational resilience and service delivery.

Looking Ahead

The Programme will continue to strengthen the Commission's communication capability by expanding digital engagement, enhancing media partnerships, modernising communication platforms and improving institutional branding. Priority will also be given to further strengthening ICT governance, cybersecurity, digital transformation and technology infrastructure to support efficient organisational performance and improved public service delivery.

Conclusion

The Communication, Marketing and Information Technology Programme made a significant contribution to the achievement of the Commission's strategic objectives during the 2025/26 financial year. Through integrated communication, effective stakeholder engagement, strengthened institutional visibility and dependable ICT services, the Programme enhanced the Commission's reputation, supported programme implementation and ensured the availability of technology that enabled efficient organisational operations. The achievements realised during the reporting period provide a strong foundation for further innovation, improved public engagement and digital transformation in support of the Commission's constitutional mandate.

4.6. ANNUAL PERFORMANCE REPORT 2025/26

Table 2: **Performance information tables**

Programme 1: Administration							
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2024/25**	**Planned Annual Target 2025/26**	**Actual Achievement 2025/26**	**Deviation from planned target to actual achievement**	**Reasons for deviations**
Good corporate governance	Implemented recommendations for increased oversight, reporting, evaluation and coordination	Percentage of implemented recommendations from Plenary and oversight committee meetings held per annum	8 implemented recommendations made from Plenary and oversight committee meetings held per annum	100% of implemented recommendations from Plenary and oversight committee meetings held per annum	100% of implemented recommendations from Plenary and oversight committee meetings	Target met	No deviation
		Number of quarterly performance reports reviewed by the Chief Executive Officer and Internal Auditors per annum	4 reviewed performance reports per annum	4 approved and reviewed performance reports per annum	4 approved and reviewed performance reports per annum	Target met	No deviation
		Number of quarterly financial statements reviewed by the Chief Financial Officer and the Internal Auditor per annum	4 quarterly financial statements reviewed per annum	4 quarterly financial statements reviewed per annum	4 quarterly financial statements reviewed per annum	Target met	No deviation

Programme 1: Administration							
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2024/25**	**Planned Annual Target 2025/26**	**Actual Achievement 2025/26**	**Deviation from planned target to actual achievement**	**Reasons for deviations**
		Percentage of compliant invoices processed and paid within 30 days of receipts per annum	New target	100% of compliant invoices processed and paid within 30 days of receipt per annum	100% of compliant invoices processed and paid within 30 days of receipt per annum	Target met	No deviation
		Number of quarterly internal audit review reports per annum	4 quarterly internal audit reports per annum	4 quarterly internal audit review reports per annum	4 quarterly internal audit review reports per annum	Target met	No deviation
	Approved performance agreements aligned to strategy and the structure of the Commission	Percentage approved annual performance agreements aligned to the strategy and the structure annually	100% approved annual performance agreements aligned to the strategy and the structure annually	100% approved annual performance agreements aligned to the strategy and the structure annually	100% approved annual performance agreements aligned to the strategy and the structure annually	Target met	No deviation
	Report on enhanced employee skills and competencies	Percentage of workplace skills development plan implemented per annum	100% of workplace skills plan implemented per annum	100% of workplace skills development plan implemented per annum	127% of workplace skills development plan implemented per annum	Target met – overachieved.	Overachievement is due the implementation of additional trainings outside the normal workplace skills interventions in the 4th quarter
	Approved and effective internal controls to resolve internal and external audit findings	Percentage of queries on internal and external audit findings resolved annually	100% of all queries on internal and external audit findings resolved per annum	100% of all queries on the internal and external audit findings resolved annually	100% of all queries on the internal and external audit	Target met	No deviation
	Report on risk management strategies implemented.	Number of reports on implemented risk management strategy per annum	4 reports on implemented risk management strategies per annum	4 reports on implemented risk management strategy per annum	4 reports on implemented risk management strategy per annum	Target met	No deviation

Programme 2: Investigation and Conflict Resolution							
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2024/25**	**Planned Annual Target 2025/26**	**Actual Achievement 2025/26**	**Deviation from planned target to actual achievement**	**Reasons for deviations**
Strengthened conflict resolution and legislative reviews	Register of complaints/ requests resolved.	Percentage of new complaints handled annually	82% of new complaints resolved annually	80% of new complaints handled annually	32% of new complaints handled annually	Target not met	Underachievement was due to limited human resources capacity in the year under review. Two key employees in the unit resigned and as such performance was affected.
		Percentage of carried over complaints handled annually	100% of the carried over complaints from the previous year resolved annually	80% of carried over complaints from the previous year handled annually	58% of carried over complaints from the previous year handled annually	Target not met	Underachievement was due to limited human resources capacity in the year under review. Two key employees in the unit resigned and as such performance was affected.

Programme 2: Investigation and Conflict Resolution							
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2024/25**	**Planned Annual Target 2025/26**	**Actual Achievement 2025/26**	**Deviation from planned target to actual achievement**	**Reasons for deviations**
		Percentage of reviewed bills that impact on cultural, religious and linguistic communities and on reviewed legislation that impacts cultural religious and linguistic rights of communities as guided by received complaints per annum	100% of Bills before Parliament that impact on cultural, religious and linguistic rights of communities/ or make recommendations on the legislation that impacts on cultural, religious and linguistic rights of communities as guided by received complaints annually were reviewed.	100% of reviewed Bills that impact on cultural, religious and linguistic rights of communities/ or legislation that impacts cultural, religious and linguistic rights of communities as guided by received complaints annually	100% of reviewed Bills that impact on cultural, religious and linguistic rights of communities/ or legislation that impacts cultural, religious and linguistic rights of communities as guided by received complaints annually	Target met	No deviation
		Number of reviewed municipal by-laws that impacts cultural, religious and linguistic communities as guided by received complaints per annum	16 reviewed municipal by-laws that impact cultural, religious and linguistic rights of communities per annum	245 municipal by-laws on cemetery and crematoria slaughtering of animals, initiation, noise control and land use reviewed annually	256 municipal by-laws on cemetery and crematoria slaughtering of animals, initiation, noise control and land use reviewed annually	Target met – Overachieved.	Overachievement was due to increased human resource capacity in the 4th quarter. interns were appointed to deal with the by-laws review backlog

Programme 3: Research, Publication and Policy Development							
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2024/25**	**Planned Annual Target 2025/26**	**Actual Achievement 2025/26**	**Deviation from planned target to actual achievement**	**Reasons for deviations**
Sustained research to create a reservoir of information on any c-r-l matters	Research reports on cultural, religious and linguistic rights produced	Number of research reports on cultural, religious and linguistic rights produced per annum	4 research reports on cultural, religious and linguistic rights produced per annum	4 research reports on cultural, religious and linguistic rights produced per annum	4 research reports on cultural, religious and linguistic rights produced per annum	Target met	No deviation

Programme 4: Public Education and Advocacy (PEA)							
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2024/25**	**Planned Annual Target 2025/26**	**Actual Achievement 2025/26**	**Deviation from planned target to actual achievement**	**Reasons for deviations**
Informed and participative communities on their c-r-l rights	Reports on public information and educational sessions conducted per annum	Number public information and educational sessions conducted per annum	30 public educational awareness campaigns on cultural, religious and linguistic rights of communities conducted per annum	60 public information and educational sessions conducted per annum	60 public information and educational sessions conducted per annum	Target met	No deviation
Organised and recognised community councils.	Recognised provincial community councils annually	Number of recognised provincial community councils annually	New target	6 recognised provincial councils on c-r-l in two provinces annually	6 recognised provincial councils on c-r-l in two provinces annually	Target met	No deviation

Programme 5: Communication, Marketing and Information Technology							
Outcome	**Output**	**Output indicator**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	**Actual Achievement 2025/2026**	**Deviation from planned target**	**Reasons for deviation**
Informed and participative communities on their c-r-l rights.	Reports of media activities per annum	Number of activities informed by print, electronic and broadcast media per annum	New target	4 media activity reports per annum	4 media activity reports per annum	Target met	No deviation
	Reports on IT efficiency: 99.8% uptime, 98% ticket resolution within ICT Governance Framework, 4-hour avg. issue resolution time annually.	Number of reports on IT efficiency: 99.8% uptime. 98% ticket resolution with the ICT Governance Framework, 4-hour average issue resolution annually	4 reports on maintained and upgraded infrastructure and implemented ICT Governance Framework per annum	4 reports on IT efficiency: 99.8% uptime. 98% ticket resolution with the ICT Governance Framework, 4-hour average issue resolution annually	4 reports on IT efficiency: 99.8% uptime. 98% ticket resolution with the ICT Governance Framework, 4-hour average issue resolution annually	Target met	No deviation

PART C:
GOVERNANCE

1. INTRODUCTION

The CRL Rights Commission is committed to maintaining the highest standards of corporate governance in fulfilling its constitutional mandate. The Commission's governance framework, comprising the Plenary, section 22 committees, the Audit and Risk Committee, and Management, is aligned with the principles and recommended practices of the **King IV Report on Corporate Governance for South Africa, 2016.**

In line with King IV, the Commission promotes ethical and effective leadership to achieve the governance outcomes of an ethical culture, good performance, effective control and legitimacy. The Commission provides strategic leadership by determining the organisation's strategic direction, approving policies and plans, monitoring organisational performance, ensuring accountability, and exercising oversight over the implementation of approved strategies.

While the Commission retains overall responsibility for governance, it delegates the implementation of approved strategies and operational management to the CEO, who is supported by the Executive Management Team. The CEO remains accountable to the Commission for the effective execution of the Commission's strategic objectives and operational plans.

2. RISK MANAGEMENT

The Commission recognises effective risk management as an integral component of good governance and organisational sustainability. To this end, it has implemented an approved Risk Management Policy and Risk Management Strategy that provide a structured framework for identifying, assessing, managing and monitoring strategic and operational risks.

Comprehensive risk assessments are conducted annually, while quarterly risk monitoring reports assess the effectiveness of mitigation measures and identify emerging risks. The Risk Management Committee meets quarterly to review the implementation of risk mitigation plans, monitor the risk profile of the organisation and provide strategic advice to Management.

Quarterly risk reports are submitted to Internal Audit for review and to the Audit and Risk Committee for independent oversight before being presented to the Plenary. This governance process ensures that risk management remains embedded within the Commission's decision-making processes and supports the achievement of its strategic objectives.

3. FRAUD AND CORRUPTION PREVENTION

The Commission maintains a zero-tolerance approach to fraud, corruption and unethical conduct. A comprehensive Fraud Prevention Policy and Plan have been developed and implemented as part of the Commission's broader governance and risk management framework to minimise opportunities for fraud and promote ethical behaviour throughout the organisation.

The Commission relies on sound internal controls, effective governance structures and established investigative processes to detect, prevent and respond to incidents of fraud and corruption. An independent anonymous whistle-blowing mechanism is available through the Public Service Commission's National Anti-Corruption Hotline (0800 701 701), which is regularly communicated to employees and stakeholders through internal and external communication platforms.

To strengthen the Commission's fraud prevention environment, awareness programmes and ethics workshops are conducted to educate employees on fraud risks, reporting mechanisms, indicators of fraudulent activities and preventative measures. The Commission also liaises quarterly with the Public Service Commission regarding reported corruption cases.

During the period under review, no fraud or corruption cases were reported or referred to the Commission by the Public Service Commission's Anti-Corruption Hotline.

4. MANAGING CONFLICTS OF INTEREST

The Commission has established measures to identify, manage and mitigate actual or perceived conflicts of interest, particularly within Supply Chain Management processes.

All employees of the Commission, and in particular officials involved in procurement processes, are required to declare their financial interests upon appointment, annually and whenever circumstances change. Similarly, all prospective service providers are required to disclose any potential conflicts of interest during procurement processes.

Where a conflict of interest is identified, the affected employee is required to recuse themselves from the relevant process. Suppliers found to have undisclosed or disqualifying conflicts of interest are excluded from participating in the procurement process in accordance with applicable legislation and the Commission's Supply Chain Management Policy.

5. CODE OF CONDUCT

The Commission is committed to promoting integrity, professionalism, accountability and ethical conduct in the workplace. Employees are required to comply with the Code of Conduct prescribed by the Public Service Regulations, as well as the Commission's internal policies governing ethical behaviour and professional standards.

Where misconduct occurs, the Commission applies fair and consistent disciplinary procedures in accordance with applicable labour legislation and internal disciplinary policies. Corrective measures may include counselling, verbal or written warnings, final written warnings, suspension with or without pay, or dismissal, depending on the nature and seriousness of the misconduct.

The Commission further promotes employee wellness and ethical awareness through ongoing communication, training and employee support initiatives.

6. OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT

The Commission remains committed to providing and maintaining a safe, healthy and supportive working environment for employees, Commissioners, service providers and visitors.

Occupational health and safety risks are regularly assessed to identify and address ergonomic, physical, environmental and psychosocial hazards that may affect employee well-being. Appropriate preventative and corrective measures are implemented to minimise workplace risks and ensure compliance with applicable occupational health and safety legislation.

The Commission also promotes employee wellness through initiatives that support physical and psychological well-being, recognising that a healthy workforce contributes to improved organisational performance, productivity and service delivery.

7. PORTFOLIO COMMITTEES MEETINGS

The Portfolio Committee exercises an important oversight role in monitoring the performance, governance and service delivery of the CRL Rights Commission. During the 2025/26 financial year, the Commission appeared before the Portfolio Committee on five occasions to account for its performance, financial management and strategic priorities. All engagements were conducted virtually via the Zoom platform on the following dates:

Committee	Meeting subject	Date of Meeting	Details
Portfolio Committee on Cooperative Governance and Traditional Affairs	Meeting with the Portfolio Committee on Cogta	24 April 2025	Presentation on the CRL Rights Commission Strategic Plan (2025-2030), Annual Performance Plan 2025/26 and Budget 2025/2026 as well as presentation of Third Quarter performance
	Engagement with the Cogta Portfolio Committee	16 October 2025	Presentation of the CRL Rights Commission Annual Report 2024/2025
	Engagement with Minister of Cooperative Governance and Traditional Affairs and Cogta Portfolio Committee Chairperson Dr Z Mkhize	28 November 2025	Discussion on matters raised by the religious community with regard to the CRL Rights Commission and the establishment of the section 22 Ad Hoc committee for the Christian Sector

Table 3: Portfolio Committee meetings

8. INTERNAL AUDIT AND AUDIT COMMITTEES

The Internal Audit function and the Audit and Risk Committee operate independently and provide oversight on governance, internal controls, and risk management. These elements are vital to ensuring the Commission complies with applicable accounting and auditing standards.

Internal controls include policies and procedures established by management to support the reliability of financial reporting—such as bank reconciliations, access control for financial systems, and inventory audits.

9. AUDIT AND RISK COMMITTEE REPORT 2025/2026

We are pleased to present our report for the financial year ended 31 March 2026. The Audit and Risk Committee is an independent statutory committee appointed by Accounting Officer of the CRL Rights Commission for a renewable period of three years. The duties and responsibilities of the Audit and Risk Committee as delegated by the Commission are included in this report.

Audit and Risk Committee responsibilities

The Audit and Risk Committee is established by the Commission pursuant to section 77 of the PFMA, read together with Treasury Regulation 27, which regulates the appointment and duties of the Audit and Risk Committee for national and provincial government entities. The Audit and Risk Committee reports that it has adopted appropriate formal terms of reference as its Audit and Risk Committee Charter and has regulated its affairs in compliance with this Charter. The Charter clarifies the requirements for the Committee's composition, meeting procedures and matters connected therewith. The Committee reports to and is accountable to the Commission and operates within the parameters of this Charter. The Committee has discharged all its responsibilities as contained therein and has also reviewed the appropriateness of accounting policies and practices.

The Audit and Risk Committee consists of three members as depicted on the table below:

No.	Name and surname	External/ Internal Member	Date Appointed	Number of Meetings Attended	Qualifications
1	Ms Margaret Phiri	External	November 2019 to 31 July 2026	6 of 6	CA(SA), CTA/B Compt Hons
2	Mr Thabo Pooe	External	November 2019 to 31 July 2026	6 of 6	CA(SA), B Compt Hons MBL
3	Mr Luyanda Mangquku	External	November 2019 to 31 July 2026	6 of 6	CA(SA), B Com Accounting Hons, CFE

Table 4: Audit and Risk Committee membership and meetings

The Effectiveness of Internal Controls

Based on the review of internal controls undertaken by the Internal Auditors during the period under review and having considered the information, statements and explanations given by Management, as well as discussions with the external auditors, the Audit and Risk Committee is of the opinion that CRL's systems are effective and provide a sound basis for the preparation of reliable Annual Financial Statements for the 2025/26 financial year. The systems can be enhanced to ensure improved internal controls going forward.

Internal Audit

The Audit and Risk Committee is responsible for ensuring that CRL's outsourced internal audit function is independent and has the necessary resources, standing, and authority within CRL to enable it to discharge its duties. The Internal Audit Charter, the Internal Audit Annual Plan and the three-year strategic, rolling, risk-based internal audit plan were reviewed and approved by the Audit and Risk Committee for implementation.

The internal audit function provided reasonable assurance to Management and the Audit and Risk Committee on the adequacy and effectiveness of internal controls based on the approved risk-based annual audit plan. The control environment of the organisation was adequate and effective, except for areas for improvements highlighted to Management and the Audit and Risk Committee for enhancement and resolution.

Enterprise Risk Management and Compliance Oversight

Risk Management is an integral part of good governance at the CRL Rights Commission. There is a shared awareness and understanding within the Commission of the nature and extent of the risks it faces; the categories and extent of those risks that are regarded as acceptable; and the likelihood and potential impact of the risks materialising. CRL identified its risk areas and developed a risk register to ensure that the identified risks are properly managed.

The Commission monitors risks through the Audit and Risk Committee. The Committee exercise an oversight role to ensure effective risk management within the Commission. It recommends to the Commission risk strategies and policies that must be set, implemented and monitored.

The ARC nevertheless identified challenges in the risk management environment during the year. In the third quarter, the Committee noted that the Risk Management Report and Strategic Risk Register had not been adequately updated to reflect progress in implementing mitigation actions, primarily as a result of capacity constraints. The Committee consequently advised Management to consider allocating dedicated capacity to risk management and compliance.

These capacity constraints persisted into the fourth quarter, when the Risk Management Committee (RMC) did not meet and limited progress was recorded on risk management activities. The ARC raised concerns about this position and advised Management to prioritise the risk management function and reconsider the capacity arrangements required to support it effectively.

The Committee similarly noted that a compliance assessment was not undertaken during the final reporting period because of capacity constraints. These matters remain areas requiring Management's attention to strengthen the Commission's overall governance and combined assurance environment.

The quality in-year management quarterly report submitted in terms of the PFMA

During the period under review, Management presented quarterly reports, which enabled the Committee to monitor the financial position of the entity and perform a comparison against performance objectives. The Committee is satisfied with the quality of the reports.

Evaluation of financial Statements

The Committee has reviewed the Annual Financial Statements prepared for the year ended 31 March 2026 and is satisfied that these were prepared in accordance with the Standards of GRAP issued by the South African Accounting Standards Board and have complied with the requirements of the PFMA in all material respects.

Auditor-General's Report

The Committee concurs with and accepts the conclusions of the external auditor on the Annual Financial Statements and is of the opinion that the audited Annual Financial Statements be accepted and read together with the report of the Auditor-General.



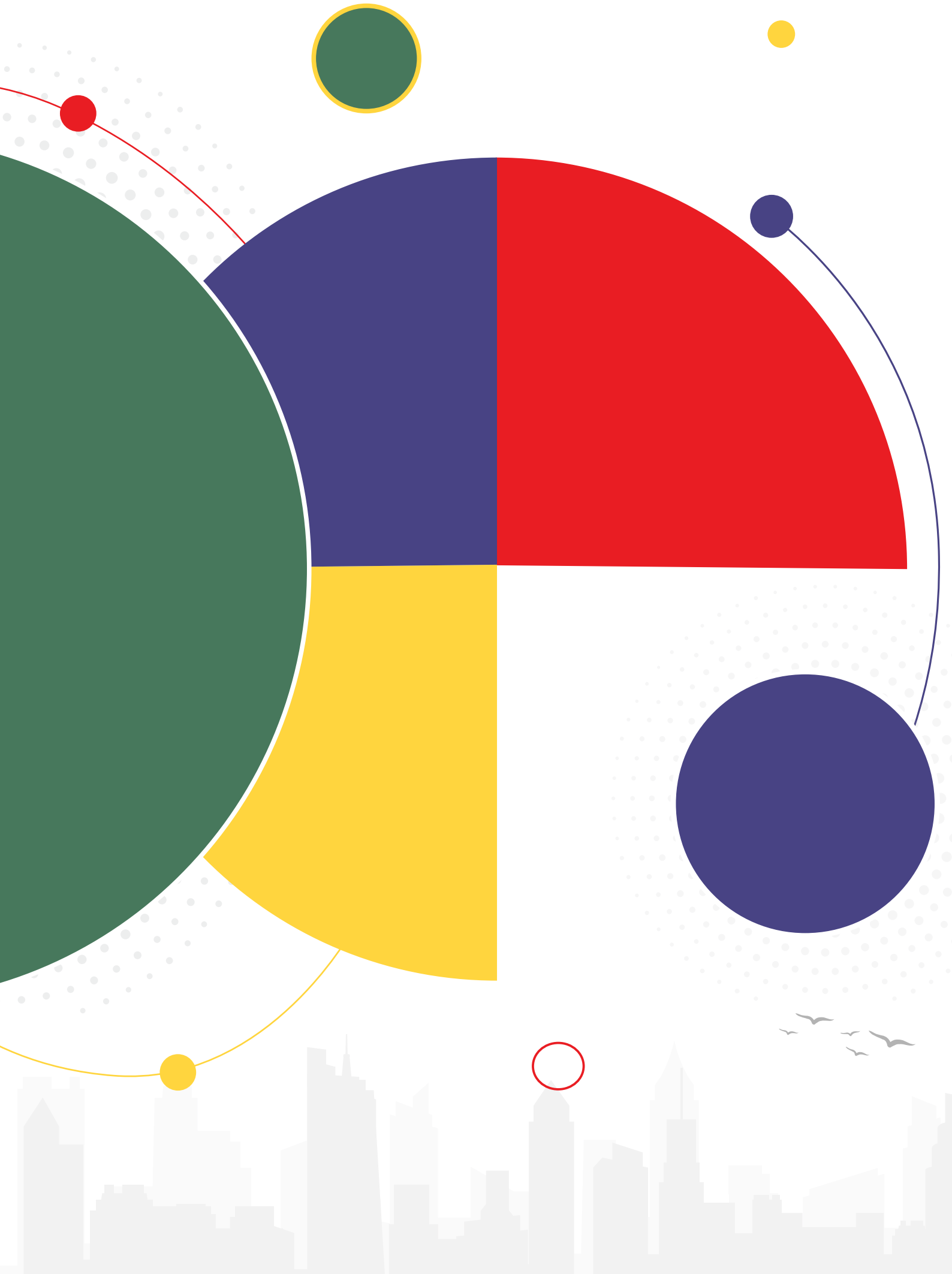
Margaret Phiri
Chairperson of the Audit and Risk Committee
Date: 31 July 2026

10. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the Broad-Based Black Economic Empowerment (B-BBEE) requirements of the B-BBEE Act, as determined by the Department of Trade, Industry and Competition. Where there has been no or only partial compliance with the criteria, the entity should provide a discussion and indicate the measures taken to achieve compliance.

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	**Response Yes / No**	**Discussion** *(include a discussion on your response and indicate what measures have been taken to comply)*
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	N/A	Not within the mandate of the CRL Rights Commission
Developing and implementing a preferential procurement policy?	YES	The Commission has a Preferential Procurement Policy framework in place. The Policy is being fully implemented
Determining qualification criteria for the sale of state-owned enterprises?	N/A	Not within the mandate of the CRL Rights Commission
Developing criteria for entering into partnerships with the private sector?	N/A	Not within the mandate of the CRL Rights Commission
Determining criteria for the awarding of incentives, grants and investment schemes in support of B-BBEE?	N/A	Not within the mandate of the CRL Rights Commission

Table 5: B-BBEE Code of Good Practice



PART D:
HUMAN RESOURCES MANAGEMENT

1. INTRODUCTION

Following the approval of the revised organisational structure and concurrence with it by the newly appointed Commissioners, the CRL Rights Commission embarked on a process of filling prioritised positions for the year under review. A Human Resources plan was implemented for the recruitment of vacant positions within core functions, which were prioritized to ensure that the Commission was capacitated to meet its operational objectives and deliver on its mandate.

These included positions that were filled on fixed-term contracts to strengthen resource capacity and ensure stability in all business units. A total of nine permanent appointments were made during the period under review, which has positively reduced the vacancy rate in the approved organisational structure.

The current organisational structure has 106 positions, with 34 positions filled and funded, 6 vacant and funded, and the remaining 66 vacant and unfunded. The table below illustrates the number of posts on the establishment, the number of vacancies, and the vacancy rate.

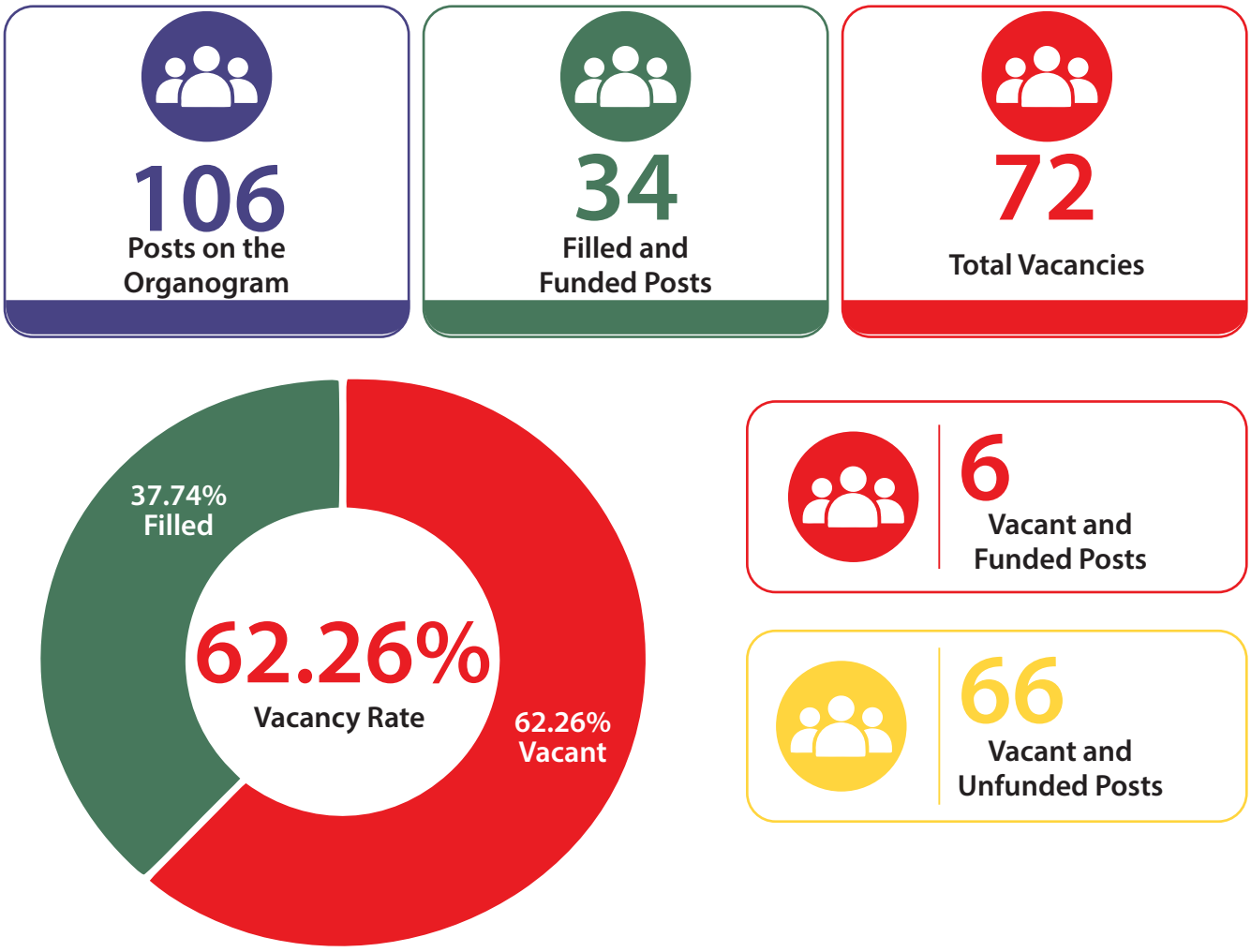


Figure 9: **Staff establishment and vacancy rate**

2. OVERVIEW OF HUMAN RESOURCE STATUS

In this report, the Human Resources Unit gives an account on the management of human capital and strategic interventions undertaken to strengthen capacity within the organisation. Sufficient commitment and resources were dedicated to ensuring that the entity achieved the planned deliverables and managed organisational risks and challenges, while ensuring optimal service delivery with an adequate level of compliance with applicable systems and regulatory frameworks.

Workplace training and development focused on both organisational and employee training needs identified from the employee performance reviews and personal development plans during the 2025/2026 financial year. The breakdown of the training expenditure was limited to soft skills training and awareness workshops across all employee categories. A total of R113 300 was spent on workplace skills development training for the year under review. Another notable achievement was the successful application for an inter-SETA transfer from Services SETA to CATHSETTA to align with the SETA which offers skills programmes relevant to the CRL mandate. The approval will enable the Commission to submit its Workplace Skills Plan (WSP) to CATHSETTA to access grants for training and skills development.

Employee performance for the 2025/2026 financial year was managed in accordance with the Performance Management and Development System (PMDS) Policy framework, and 100% of the performance agreements were submitted to the Human Resources Unit. It is important to note that the Unit will be conducting the moderation of performance assessments for the 2025/2026 cycle in the current financial year.

Employee wellness remains a priority for the CRL Rights Commission, and the Human Resource Unit is finalising the proposal to appoint a suitably qualified and experienced service provider for the provision of an employee wellness programme (EWP) for a period of three (3) years. The EWP will include a series of preventative and proactive programmes which will focus on maintaining a healthy lifestyle, aimed at improving the overall health and general well-being (work-fitness) of all employees.

The Unit also implemented consequence management in respect of misconduct by 1 official within the Investigation and Conflict Resolution Unit during the year under review. The affected official was found guilty of misconduct and subsequently dismissed by the Commission. The turnover rate during the year under review was 14%.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1. Personnel related expenditure

The following tables summarise the final audited personnel-related expenditure by programme and by salary band. In particular; they provides an indication of the following:

- amount spent on personnel;
- amount spent on salaries, overtime, homeowner's allowances and medical aid.

Table 6 Personnel expenditure by programme for the period 1 April 2025 to 31 March 2026

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Office of the Chairperson	4,438,964.88	1,328,456.06	-	120,831.59	31%	1,293,427.47
Office of the CEO	3,873,059.59	1,092,256.65	-	131,000.00	30%	1,621,306.96
Office of the CFO	7.815,312.90	,785,751.24	-	182,169.84	25%	820,938.12
Corporate Services	2,896,940.74	621274.17	113,300	449,692.82	20%	313,141.42
Communication, Marketing and Information Technology	4,013,963.78	1 017 137.78	-	1,523.75	17%	365,833.44
Research, Publication and Policy Development	3,078,834.17	813 668.4	-	-	13%	247,493.44
Public Education and Advocacy	1,959,513.64	470 390.58	-	460,450.00	25%	737,690.30
Investigation and Conflict Resolution	2,906,394.1	731 073.38	-	-	31%	1,293,427.47
Total	**30,982,983.80**	**7,860,008.26**	**113,300**	**1 345 668.00**	**25.37%**	**6,693,258.62**

Table 7: Personnel costs by salary band for the period 1 April 2025 to 31 March 2026

Salary band	Personnel expenditure (R'000)	Percentage of total personnel cost	Number of employees	Average personnel cost per employee (R'000)
Lower-skilled (levels 1-2)	396,955.08	1.82	2	198,477.54
Semi-skilled (levels 3-5)	591,046.82	2.72	2	295,523.41
Highly-skilled production (levels 6-8)	2,094,508.79	9.62	7	299,215.54
Highly-skilled supervision (levels 9-12)	13,077,250.49	60.09	17	688,276.34
Senior and top management (levels 13-14)	5,602,103.76	25.74	6	1,400,525.94
Total	**21,761,864.94**	**99.99**	**34**	**2,882,018.77**

Table 8: Salaries, overtime, homeowner's allowance and medical aid by programme for the period 1 April 2025 to 31 March 2026

Programme	Salaries		Overtime		Homeowner's Allowance		Medical Aid	
	Amount (R'000	Salaries as a percentage of personnel costs	Amount (R'000)	Overtime as a percentage of personnel costs	Amount (R'000)	HOA as a percentage of personnel costs	Amount (R'000)	Medical aid as a percentage of personnel costs
Office of the Chairperson	4,118,761.22	14.19	17,936.12	0.06	48,872.45	0.17	110,904.38	0.38
Office of the CEO	3,568,794.01	12.29	0.00	0.00	19,772.45	0.07	60,884.50	0.21
Communications, Marketing and Information Technology	3,443,061.53	11.86	21,062.65	0.07	93,828.00	0.32	221,212.00	0.76
Office of the CFO	6,883,190.24	23.71	26,270.59	0.09	93,828.00	0.32	250,890.84	0.86
Corporate Services	2,433,247.72	8.38	11,373.12	0.04	140,742.00	0.48	158,203.00	0.54
Investigation and Conflict Resolution	2,413,675.80	8.31	2,415.99	0.01	75,498.19	0.26	191,725.55	0.66
Research, Publication and Policy Development	2,774,154.04	9.56	5,997.54	0.02	46,914.00	0.16	99,708.00	0.34
Public Education and Advocacy	1,495,420.40	5.15	23,021.88	0.08	70,371.00	0.24	108,854.00	0.37
Total	**27,130,304.96**	**93.45**	**108,077.89**	**0.37**	**589,826.09**	**2.03**	**1,202,382.27**	**4.14**

Table 9: Salaries, overtime, homeowner's allowance and medical aid by salary band for the period 1 April 2025 to 31 March 2026

Salary band	Salaries		Overtime		Homeowners Allowance		Medical Aid	
	Amount (R'000	Salaries as a percentage of personnel costs	Amount (R'000)	Overtime as a percentage of personnel costs	Amount (R'000)	HOA as a percentage of personnel costs	Amount (R'000)	Medical aid as a percentage of personnel costs
Lower-skilled (level 1-2)	343,994.35	1.12	0.00	0.00	47,290.90	0.15	0.00	0
Skilled (level 3-5)	619,098.45	2.01	3,897.68	0.01	42,280.18	0.14	54,540.00	0.18
Highly-skilled production (levels 6-8)	3,060,571.33	10	16,389.31	0.05	141,872.70	0.46	211,670.00	0.7
Highly-skilled supervision (levels 9-12)	15,887,890.17	51.71	77,039.04	0.25	341,705.59	1.11	782,706.39	2.55
Senior management (level 13-16)	8,973,115.71	29.2	0.00	0	0.00	0	123,336.00	0.4
Total	**28,884,670.01**	**95.42**	**97,326.03**	**0.32**	**573,149.37**	**1.87**	**1,172,252.39**	**3.82**

3.2. Employment and Vacancies

Table 10: Employment and vacancies by programme as at 31 March 2026

Programme	Number of Posts on Approved Establishment Number of Posts on Approved Establishment	Number of Posts Filled	Vacancy Rate	Number of Employees Additional to the Establishment Number of Employees Additional to the Establishment
Office of the Chairperson	4	4	0%	0
Office of the CEO	4	3	75%	0
Programs/Monitoring and Evaluation	5	0	100%	0
Public Education and Advocacy	8	6	45.45%	0
Research Publication and Policy Development	5	3	50%	0
Investigations and Conflict Resolution	7	3	57%	4
Office of the CFO	15	8	46.66%	0
Corporate Services	12	9	25%	0
Communications, Marketing and Information Technology Communications, Marketing and Information Technology	10	5	50%	0
Regional Operations Department	36	0	100%	0
Total	**106**	**34**	**66.03%**	**4**

Table 11: Employmewnt and vacancies by salary band as at 31 March 2026

Salary band	Number of Posts on Approved Establishment	Number of Posts Filled	Vacancy Rate	Number of Employees Additional to the Establishment
Lower-skilled (1-2)	2	2	0%	0
Skilled (3-5)	11	2	82%	4
Highly-skilled production (6-8)	15	7	53%	0
Highly-skilled supervision (9-12)	67	17	75%	0
Senior management (13-16)	11	6	50%	0
Total	**106**	**34**	**68%**	**4**

Table 12: Employment and vacancies by critical occupations as at 31 March 2026

Critical Occupation	Number of Posts on Approve establishment	Number of Posts Filled	Vacancy Rate	Number of Employees Additional to the Establishment
Administrative Related	49	8	83.67%	4
Building and Other Property Caretakers	3	1	33,33%	0
Clerks and Related Personnel	8	3	63%	0
Client Information Clerks (Switchboard/ Receptionist)	1	1	0%	0
Communication and Information Related	1	1	0%	0
Finance and Economics Related	3	2	33.33%	0
Head of Department/ CEO	1	1	0%	0
Household and Laundry Workers	2	2	0%	0
Human Resources and Related Professionals	5	2	60%	0
Information Technology Personnel	4	2	50%	0
Legal Related	5	0	50%	0
Senior Management	7	3	42.85%	0
Logistical Support Personnel	5	3	40%	0
Independent Council Institutional Member	2	2	0%	0
Other Administrative and Related Clerks and Organisers	3	3	0%	0
Total	**106**	**34**	**68%**	**4**

3.3 Filling of Senior Management Service Posts

The tables in this section provide information on employment and vacancies as it relates to members of the Senior Management Service (SMS) by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

Table 13: SMS post information as at 30 September 2025

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	Percentage of SMS posts filled	Total number of SMS posts vacant	Percentage of SMS posts vacant
Director-General/ Head of Department	1	1	100%	0	0%
Salary Level 16	0	0	0%	0	0%
Salary Level 15	0	0	0%	0	0%
Salary Level 14	0	0	0%	0	0%
Salary Level 13	8	3	37.5%	5	62.5%
Total	**9**	**4**	**44.44%**	**5**	**55.55%**

Table 14: Advertising and filling of SMS posts for the period 1 April 2025 to 31 March 2026

SMS Level	Advertising	Filling of Posts	
	Number of vacancies per level advertised within six months of becoming vacant	Number of vacancies per level filled within six months of becoming vacant	Number of vacancies per level not filled within six months, but filled within 12 months
Director-General/ Head of Department	Nil	Nil	Nil
Salary Level 16	Nil	Nil	Nil
Salary Level 15	Nil	Nil	Nil
Salary Level 14	Nil	Nil	Nil
Salary Level 13	Nil	Nil	Nil
Total	**Nil**	**Nil**	**Nil**

Table 15: Reasons for not having complied with the filling of funded vacant SMS posts - Advertised within six months and filled within 12 months after becoming vacant for the period 1 April 2025 to 31 March 2026

Reasons for vacancies not advertised within six months
The Commission's current financial baseline does not allow for the permanent filling of SMS positions.
Reasons for vacancies not filled within twelve months
The Commission's current financial baseline does not allow for the permanent filling of SMS positions.

Table 16: Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2025 to 31 March 2026

Reasons for vacancies not advertised within six months
Not applicable
Reasons for vacancies not filled within six months
Not applicable

3.4. Job Evaluation

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in their organisation. In terms of the Regulations all vacancies on salary levels 9 and above must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 17: Job Evaluation by Salary band for the period 1 April 2025 to 31 March 2026

Salary band	Number of Posts on Approved Establish-ment	Number of Jobs Evaluated	Percentage of Posts Evaluated by Salary Bands	Posts Upgraded		Posts downgraded	
				Number	Percentage of Posts Evaluated	Number	Percentage of Posts Evaluated
Lower-skilled (Level1-2)	2	0	0%	0	0%	0	0%
Skilled (Level 3-5)	11	0	0%	0	0%	0	0%
Highly-skilled production (Level 6-8)	15	0	0%	0	0%	0	0%

Salary band	Number of Posts on Approved Establish-ment	Number of Jobs Evaluated	Percentage of Posts Evaluated by Salary Bands	Posts Upgraded		Posts downgraded	
				Number	Percentage of Posts Evaluated	Number	Percentage of Posts Evaluated
Highly-skilled supervision (Level 9-12)	67	0	0%	0	0%	0	0%
Senior Management Service Band A	8	0	0%	0	0%	0	0%
Senior Management Service Band B	1	0	0%	0	0%	0	0%
Senior Management Service Band C	1	0	0%	0	0%	0	0%
Senior Management Service Band D	1	0	0%	0	0%	0	0%
Total	**106**	**0**	**0%**	**0**	**0%**	**0**	**0%**

The following table provides a summary of the number of employees whose positions were upgraded due to their posts being upgraded. The number of employees may differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded may also be vacant.

Table 18: Profile of employees whose positions were upgraded once their posts wereupgraded for the period 1 April 2025 to 31 March 2026

Gender	African	Asian	Coloured	White	Total
Female	Nil	Nil	Nil	Nil	Nil
Male	Nil	Nil	Nil	Nil	Nil
Total	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**

Employees with disability	0

The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

Table 19: Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2025 to 31 March 2026

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Nil	Nil	Nil	Nil	Nil
Nil	Nil	Nil	Nil	Nil
Total number of employees whose salaries exceeded the level determined by job evaluation				
Percentage of total employed				

The following table summarises the beneficiaries of the above in terms of race, gender, and disability.

Table 20: Profile of employees with salary levels higher than those determined by job evaluation for the period 1 April 2025 to 31 March 2026

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	**0**
Male	0	0	0	0	**0**
Total	**0**	**0**	**0**	**0**	**0**
Employees with a disability	**0**	**0**	**0**	**0**	**0**

Table 21: Employment changes for the period 1 April 2025 to 31 March 2026

Salary Band	Number of Employees at the Beginning of period, 1 April 2025	Appointments and Transfers into the Department	Terminations and Transfers out of the Department	Turnover Rate
Lower-skilled (Levels 1-2)	2	0	0	**0%**
Skilled (Levels 3-5)	2	0	0	**0%**
Highly-skilled production (Levels 6-8)	7	0	0	**0%**
Highly-skilled supervision (Levels 9-12)	19	1	5	**26%**
Senior Management Service Bands A	3	0	0	**0%**
Senior Management Service Bands B	1	0	0	**0%**
Senior Management Service Bands C	1	0	0	**0%**
Senior Management Service Bands D	1	0	0	**0%**
Contracts	0	1	0	**0%**
Total	**36**	**2**	**5**	**14%**

Table 22: Annual turnover rates by critical occupation for the period 1 April 2025 to 31 March 2026

Critical Occupation	Number of Employees at Beginning of period, 1 April 2025	Appointments and Transfers into the Department	Terminations and Transfers out of the Department	Turnover Rate
Administration Related	6	0	1	17%
Building and Other Property Caretakers	1	0	0	0%
Clerks and Related Personnel	4	0	0	0%
Client Information Clerks (Switchboard/ Receptionist)	1	0	0	0%
Communication and Information Related	1	0	0	0%
Finance and Economics Related	1	1	1	100%
Financial Clerks and Credit Controllers	1	0	0	0%
Head of Department/CEO	1	0	0	0%
Household & Laundry Workers	2	0	0	0%
Human Resources & Related Professionals	2	0	1	50%
Information Technology Personnel	2	0	1	50%
Legal Related	3	1	2	33.33%

Critical Occupation	Number of Employees at Beginning of period, 1 April 2025	Appointments and Transfers into the Department	Terminations and Transfers out of the Department	Turnover Rate
Senior Management	3	0	0	0%
Logistical Support Personnel	3	0	1	0%
Member of Executive Council	2	0	2	100%
Other Administrative & Related Clerks & Organisers	3	0	1	100%
TOTAL	**36**	**2**	**5**	**14%**

Table 23: Reasons why employees left the Commission for the period 1 April 2025 to 31 March 2026

Termination Type	Number	Percentage of Total Resignations
Death	0	0%
Resignation	3	8.3%
Expiry of contract	0	0%
Dismissal – operational changes	0	0%
Dismissal – misconduct	0	0%
Dismissal – inefficiency	0	0%
Discharged due to ill-health	0	0%
Retirement	2	5.5%
Transfer to other public service departments	0	0%
Other	0	0%
Total	5	14%
Total number of employees who left as a % of total employment	**14%**	

Table 24: Promotions by critical occupation for the period 1 April 2025 to 31 March 2026

Occupation	Employees 1 April 2025	Promotions to Another Salary Level	Salary Level Promotions as a Percentage of Employees by Occupation	Progressions to Another Notch within a Salary Level	Notch Progression as a percentage of Employees by Occupation
Nil	Nil	Nil	Nil	Nil	Nil
Nil	Nil	Nil	Nil	Nil	Nil
TOTAL	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**

Table 25: Promotions by salary band for the period 1 April 2025 and 31 March 2026

Salary Band	Employees 1 April 2025	Promotions to Another Salary Level	Salary Bands Promotions as a percentage of Employees by Salary Level	Progressions to Another Notch within a Salary Level	Notch Progression as a percentage of Employees by Salary Bands
Lower-skilled(Level 1-2)	Nil	Nil	Nil	Nil	Nil
Skilled (Level 3-5)	Nil	Nil	Nil	Nil	Nil
Highly-skilled production (Level 6-8)	Nil	Nil	Nil	Nil	Nil
Highly-skilled supervision (Level 9-12)	Nil	Nil	Nil	Nil	Nil
Senior Management (Level 13-16)	Nil	Nil	Nil	Nil	Nil
Total	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**

4. EMPLOYMENT EQUITY

Table 26: Total number of employees (including employees with disabilities) in each of the following occupational categories as at 31 March 2026

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	4	0	0	1	1	0	0	0	**6**
Professionals	0	0	0	0	0	0	0	0	**0**
Technicians and associate professionals	2	1	0	0	9	0	0	0	**12**
Clerks	1	0	0	0	10	0	1	1	**13**
Service andsalesworkers	0	0	0	0	0	0	0	0	**0**
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	**0**
Craft and related trades workers	0	0	0	0	0	0	0	0	**0**
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	**0**
Elementary occupations	1	0	0	0	2	0	0	0	**3**
Total	**8**	**1**	**0**	**1**	**22**	**0**	**1**	**1**	**34**
Employees with disabilities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Table 27: Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0	0	0	0	0	**1**
Senior Management	3	0	0	1	1	0	0	0	**5**
Professionally qualified and experienced specialists and mid- management	2	1	0	0	12	0	1	1	**17**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	0	0	0	2	0	0	0	**3**
Semi-skilled and discretionary decision making	2	0	0	0	1	0	0	0	**3**
Unskilled and defined decision making	0	0	0	0	5	0	0	0	**5**
Total	**9**	**1**	**0**	**1**	**21**	**0**	**1**	**1**	**34**

Table 28: Recruitment for the period 1 April 2025 to 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	**0**
Senior Management	0	0	0	0	0	0	0	0	**0**
Professionally qualified and experienced specialists and mid- management	0	0	0	0	2	0	0	0	**2**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	0	0	0	0	**0**
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	**0**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Unskilled and defined decision making	0	0	0	0	0	0	0	0	**0**
Total	**0**	**0**	**0**	**0**	**2**	**0**	**0**	**0**	**2**

Employees with disabilities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Table 29: Promotions for the period 1 April 2025 to 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	**0**
Senior Management	0	0	0	0	0	0	0	0	**0**
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	**0**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	0	0	0	0	**0**
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	**0**
Unskilled and defined decision making	0	0	0	0	0	0	0	0	**0**
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Employees with disabilities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Table 30: Terminations for the period 1 April 2025 to 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	**0**
Senior Management	0	0	0	0	0	0	0	0	**0**
Professionally qualified and experienced specialists and mid-management	1	0	0	0	4	0	0	0	**5**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	0	0	0	0	**0**
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	**0**
Unskilled and defined decision making	0	0	0	0	0	0	0	0	**0**
Total	**1**	**0**	**0**	**0**	**4**	**0**	**0**	**0**	**5**
Employees with Disabilities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Table 31: Disciplinary action for the period 1 April 2025 to 31 March 2026

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Investigation into the conduct of two officials within the ICR Department	0	0	0	0	1	0	0	0	1

Table 32: Skills development for the period 1 April 2025 to 31 March 2026

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	4	0	0	1	1	0	0	0	**6**
Professionals	0	0	0	0	0	0	0	0	**0**
Technicians and associate professionals	2	1	0	0	10	0	1	1	**15**
Clerks	3	0	0	0	9	0	0	0	**12**
Service and sales workers	0	0	0	0	0	0	0	0	**0**
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	**0**
Craft and related trades workers	0	0	0	0	0	0	0	0	**0**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	**0**
Elementary occupations	1	0	0	0	2	0	0	0	**3**
Total	**10**	**1**	**0**	**1**	**22**	**0**	**1**	**1**	**36**
Employees with disabilities	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Signing of Performance Agreements by SMS Members

All members of the SMS have concluded and signed performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented here.

Table 33: Signing of Performance Agreements by SMS members as at 31 May 2025.

SMS Level	Total Number of Funded SMS Posts	Total Number of SMS Members	Total Number of Signed Performance Agreements	Signed Performance Agreements as Percentage of Total Number of SMS Members
Director-General/Head of Department	1	1	1	**100%**
Salary Level 16	0	0	0	**0**
Salary Level 15	0	0	0	**0**
Salary Level 14	0	0	0	**0**
Salary Level 13	3	3	3	**100%**
Total	**4**	**4**	**4**	**100%**

Notes

- In the event of a National or Provincial election occurring within the first three months of a financial year all members of the SMS must conclude and sign their performance agreements for that financial year within three months following the month in which the elections took place. For example, if elections took place in April, the reporting date in the heading of the table above should change to 31 July 2025.

Table 34: Reasons for not having concluded performance agreements for all SMS members as at 31 March 2026

Reasons
Not applicable

Table 35: Disciplinary steps taken against SMS members for not having concluded performance agreements as on 31 March 2026

Reasons
Not applicable

Performance Rewards

Table 36: Performance Rewards by race, gender and disability for the period 1 April 2025 to 31 March 2026

Race and Gender	Beneficiary Profile			Cost	
	Number of Beneficiaries	Number of Employees	Percentage of Total within Group	Cost (R'000)	Average Cost per Employee
African	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**
Male	Nil	Nil	Nil	Nil	Nil
Female	Nil	Nil	Nil	Nil	Nil
Asian	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**
Male	Nil	Nil	Nil	Nil	Nil
Female	Nil	Nil	Nil	Nil	Nil
Coloured	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**
Male	Nil	Nil	Nil	Nil	Nil
Female	Nil	Nil	Nil	Nil	Nil
White	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**
Male	Nil	Nil	Nil	Nil	Nil
Female	Nil	Nil	Nil	Nil	Nil
Total	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**

Table 37: Performance rewards by salary band for personnel below Senior Management Service for the period 1 April 2025 to 31 March 2026

Salary Band	Beneficiary Profile			Cost		Total Cost as a Percentage of the Total Personnel Expenditure
	Number of Beneficiaries	Number of Employees	Percentage of Total within Salary Bands	Total Cost (R'000)	Average cost per Employee	
Lower-skilled (Level 1-2)	Nil	Nil	Nil	Nil	Nil	Nil
Skilled (Level 3-5)	Nil	Nil	Nil	Nil	Nil	Nil
Highly-skilled production (Level 6-8)	Nil	Nil	Nil	Nil	Nil	Nil
Highly-skilled supervision (Level 9-12)	Nil	Nil	Nil	Nil	Nil	Nil
Total	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**

Table 38: Performance rewards by critical occupation for the period 1 April 2025 to 31 March 2026

Critical Occupation	Beneficiary Profile			Cost	
	Number of Beneficiaries	Number of Employees	Percentage of Total within Occupation	Total Cost (R'000)	Average Cost per Employee
Nil	Nil	Nil	Nil	Nil	Nil
Total	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**

Table 39: Performance-related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2025 to 31 March 2026

Salary Band	Beneficiary Profile			Cost		Total Cost as a Percentage of the Total Personnel Expenditure
	Number of Beneficiaries	Number of Employees	Percentage of Total within Salary Bands	Total Cost (R'000)	Average Cost per Employee	
Band A	Nil	Nil	Nil	Nil	Nil	**Nil**
Band B	Nil	Nil	Nil	Nil	Nil	**Nil**
Band C	Nil	Nil	Nil	Nil	Nil	**Nil**
Band D	Nil	Nil	Nil	Nil	Nil	**Nil**
Total	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**

4.1. Foreign Workers

The tables below summarise the employment of foreign nationals in the department in terms of salary band and major occupation.

Table 40: Foreign workers by salary band for the period 1 April 2025 to 31 March 2026

Salary Band	1 April 2025		31 March 2026		Change	
	Number	Percentage of total	Number	Percentage of total	Number	Percentage Change
Lower-skilled	Nil	Nil	Nil	Nil	Nil	**Nil**
Highly-skilled production (Level 6-8)	Nil	Nil	Nil	Nil	Nil	**Nil**
Highly-skilled supervision (Level 9-12)	Nil	Nil	Nil	Nil	Nil	**Nil**
Contract (Level 9-12)	Nil	Nil	Nil	Nil	Nil	**Nil**
Contract (Level 13-16)	Nil	Nil	Nil	Nil	Nil	**Nil**
Total	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**	**Nil**

Table 41: Foreign workers by major occupation for the period 1 April 2025 to 31 March 2026

Major Occupation	1 April 2025		31 March 2026		Change	
	Number	Percentage of total	Number	Percentage of total	Number	Percentage Change
Nil	Nil	Nil	Nil	Nil	Nil	Nil

5. LEAVE UTILISATION

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave and disability leave. In both cases, the estimated cost of the leave is also provided.

Table 42: Sick leave for the period 1 April 2025 to 31 March 2026

Salary Band	Total Days	Percentage Days with Medical Certification	Number of Employees using Sick Leave	Percentage of total Employees using Sick Leave	Average Days per Employee	Estimated Cost (R'000)
Lower-skills (level 1-2)	9	33.33%	2	100%	1.83	**R5 631.38**
Skilled (level 3-5)	8	0%	2	100%	1.66	**R6 989.91**
Highly-skilled production (level 6-8)	26	61.53%	6	85.71%	2.46	**R33 918.82**
Highly-skilled supervision (level 9 -12)	95.5	52.35%	17	100%	2.57	**R205 945.06**
Top and Senior management (level 13-16)	3	0%	1	16.66%	1.33	**R15 083.94**
TOTAL	**141.5**	**40.98%**	**28**	**82.35%**	**9.85**	**R267 569.11**

Table 43: Disability leave (temporary and permanent) for the period 1 April 2025 to 31 March 2026

Salary Band	Total Days	Percentage Days with Medical Certification	Number of Employees using Disability Leave	Percentage of total Employees using Disability Leave	Average Days per Employee	Estimated Cost (R'000)
Lower-skilled (Level 1-2)	0	0	0	0	0	0
Skilled Level 3-5)	0	0	0	0	0	0
Highly-skilled production (Level 6-8)	0	0	0	0	0	0
Highly-skilled supervision (Level 9-12)	0	0	0	0	0	0
Senior management (Level 13-16)	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**	**0**

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

Table 44: Annual leave for the period 1 January 2025 to 31 December 2025

Salary Band	Total Days Taken	Number of Employees using Annual Leave	Average per Employee
Lower-skilled (Level 1-2)	43	2	**4.09**
Skilled (Level 3-5)	45	2	**3.35**
Highly-skilled production (Level 6-8)	185	6	**4**
Highly-skilled supervision (Level 9-12)	483	17	**4.3**
Senior management (Level 13- 16)	58	4	**3.4**
Total	**814**	**31**	**3.8**

Table 45: Capped leave for the period 1 January 2025 to 31 December 2025

Salary band	Total days of Capped Leave Taken	Number of Employees using Capped Leave	Average Number of Days Taken per Employee	Average Capped Leave per Employee as at 31 December 2025
Lower-skilled (Level 1-2)	Nil	Nil	Nil	**Nil**
Skilled (Level 3-5)	Nil	Nil	Nil	**Nil**
Highly-skilled production (Level 6- 8)	Nil	Nil	Nil	**Nil**
Highly-skilled supervision (Level 9- 12)	Nil	Nil	Nil	**Nil**
Senior management (Level 13-16)	Nil	Nil	Nil	**Nil**
Total	**Nil**	**Nil**	**Nil**	**Nil**

The following table summarise payments made to employees as a result of leave that was not taken.

Table 46: Leave payouts for the period 1 April 2025 to 31 March 2026

Reason	Total Amount (R'000)	Number of Employees	Average per Employee (R'000)
Leave payout for 2025/26 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave payouts on termination of service for 2025/26	0	0	0
Current leave payout on termination of service for 2025/26	0	0	0
Total	**0**	**0**	**0**

HIV/AIDS & Health Promotion Programmes

Table 47: Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Not applicable	NA

Table 48: Details of health promotion and HIV/AIDS programmes

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.		No	
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	Yes		Mr. BM Motjopye Acting Manager Human Resources
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/ services of this Programme.		No	
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.		No	
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.		No	
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.		No	
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	Yes		Employees are encouraged to undergo VCT, during the wellness day events.
8. Has the department developed measures/ indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.		No	

6. LABOUR RELATIONS

Table 49: Collective agreements for the period 1 April 2025 to 31 March 2026

Subject Matter	Date
DPSA Circular DPSA Circular No. 11 of 2025: Cost of living adjustment for SL 1- 12	April 2025
DPSA Circulars No. 33 of 2025: Adjustment of Housing Allowance	July 2025
DPSA Circular No. 54 of 2025: Adjusment of medical allowance.	January 2026

Collective agreements

Total number of collective agreements	**None**

The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

Table 50: Misconduct and disciplinary hearings finalised for the period 1 April 2025 to 31 March 2026

Outcomes of disciplinary hearings	Number	Percentage of total
Correctional counselling	0	**0**
Verbal warning	0	**0**
Written warning	1	**3%**
Final written warning	0	**0**
Suspended without pay	0	**0**
Fine	0	**0**
Demotion	0	**0**
Dismissal	0	**0**
Not guilty	0	**0**
Case withdrawn	0	**0**
Total	**1**	**3%**

Total number of Disciplinary Hearing finalised	**1**

Table 51: Types of misconduct addressed at disciplinary hearings for the period 1 April 2025 to 31 March 2026

Type of misconduct	Number	Percentage of total
Refusal to perform duties / Insolence	1	3%
Total	**1**	**3%**

Table 52: Grievances logged for the period 1 April 2025 to 31 March 2026

Grievances	Number	Percentage of Total
Number of grievances resolved	0	0
Number of grievances not resolved	0	0
Total number of grievances lodged	**0**	**0**

Table 53: Disputes logged with Councils for the period 1 April 2025 to 31 March 2026

Disputes	Number	Percentage of Total
Number of disputes upheld	0	0
Number of disputes dismissed	0	0
Total number of disputes lodged	**0**	**0**

Table 54: Strike action for the period 1 April 2025 to 31 March 2026

Total number of persons working days lost	0
Total costs working days lost	0
Amount recovered as a result of no work no pay (R'000)	0

Table 55: Precautionary suspensions for the period 1 April 2025 to 31 March 2026

Number of people suspended	1
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	0,84 (Average)
Cost of suspension(R'000)	0

7. SKILLS DEVELOPMENT

This section highlights the efforts of the department with regard to skills development.

Table 56: Training needs identified for the period 1 April 2025 to 31 March 2026

Occupational Category	Gender	Number of Employees as at 1 April 2025	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	1	0	0	0	**0**
	Male	5	0	1	0	**1**
Technicians and associate professionals	Female	7	0	10	0	**10**
	Male	3	0	0	0	**0**
Clerks	Female	14	0	12	0	**12**
	Male	3	0	0	0	**0**
Elementary occupations	Female	2	0	1	0	**1**
	Male	1	0	0	0	**0**
Sub Total	**Female**	**24**	**0**	**24**	**0**	**24**
	Male	**12**	**0**	**11**	**0**	**11**

Table 57: Training provided for the period 1 April 2025 to 31 March 2026

Occupational Category	Gender	Number of Employees as at 1 April 2025	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	1	0	0	2	2
	Male	5	0	0	0	0
Technicians and associate professionals	Female	7	0	0	7	7
	Male	4	0	0	3	3
Clerks	Female	14	0	9	11	20
	Male	3	0	0	0	0
Elementary occupations	Female	2	0	0	1	1
	Male	1	0	0	1	1
Sub Total	**Female**	**24**	**0**	**0**	**0**	**0**
	Male	**12**	**0**	**0**	**0**	**0**
Total		**36**	**0**	**9**	**25**	**34**

8. INJURY ON DUTY

The following tables provide basic information on injury on duty.

Table 58: Injury on duty for the period 1 April 2025 to 31 March 2026

Nature of injury on duty	Number	Percentage of total
Required basic medical attention only	0	0
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
Total	**0**	**0**

Severance Packages

Table 59: Granting of employee-initiated severance packages for the period 1 April 2025 to 31 March 2026

Salary Band	Number of Applications Received	Number of Applications Referred to the MPSA	Number of Applications Supported by MPSA	Number of Packages Approved
Lower-skilled (Level 1-2)	0	0	0	**0**
Skilled (Level 3-5)	0	0	0	**0**
Highly-skilled production (Level 6-8)	0	0	0	**0**
Highly-skilled supervision (Level 9-12)	2	0	0	**2**
Senior management (Level 13-16)	0	0	0	**0**
Total	**2**	**0**	**0**	**2**

PART E:
PFMA COMPLIANCE REPORTING

1. IRREGULAR EXPENDITURE

	2026	2025
	R' 000	R' 000
Opening balance	9 158	12 157
Add: irregular expenditure confirmed	-	-
Irregular expenditure under assessment in the prior year that was confirmed not to be irregular	-	3 222
Under assessment	-	-
Determination or investigation	-	223
Condoned by relevant authority	-	-
Transferred to receivables for recovery	-	-
Written off as irrecoverable	-	-
Not condoned and removed	1 776	-
Closing balance	**7 382**	**9 158**

Table 60: Irregular Expenditure

No new cases of irregular expenditure were reported during the period under review.

Details of current and previous year disciplinary or criminal steps taken because of irregular expenditure.

- No further disciplinary or criminal steps have been undertaken during the year under review in respect of irregular expenditure.
- An amount of R 1, 776 m was not condoned by National Treasury and was approved by the Accounting Officer for removal.

2. FRUITLESS AND WASTEFUL EXPENDITURE

	2026	2025
	R' 000	R' 000
Opening balance	1 694	1 694
Under assessment, determination and or investigation	-	-
Transferred to receivables	-	-
Written off irrecoverable	-	-
Closing balance	**1 694**	**1 694**

Table 61: Fruitless and wasteful expenditure

Details of current and previous year disciplinary or criminal steps taken because of fruitless and wasteful expenditure

- No further disciplinary or criminal steps were taken.

3. PROCUREMENT BY OTHER MEANS: FORMAT OF DISCLOSURE

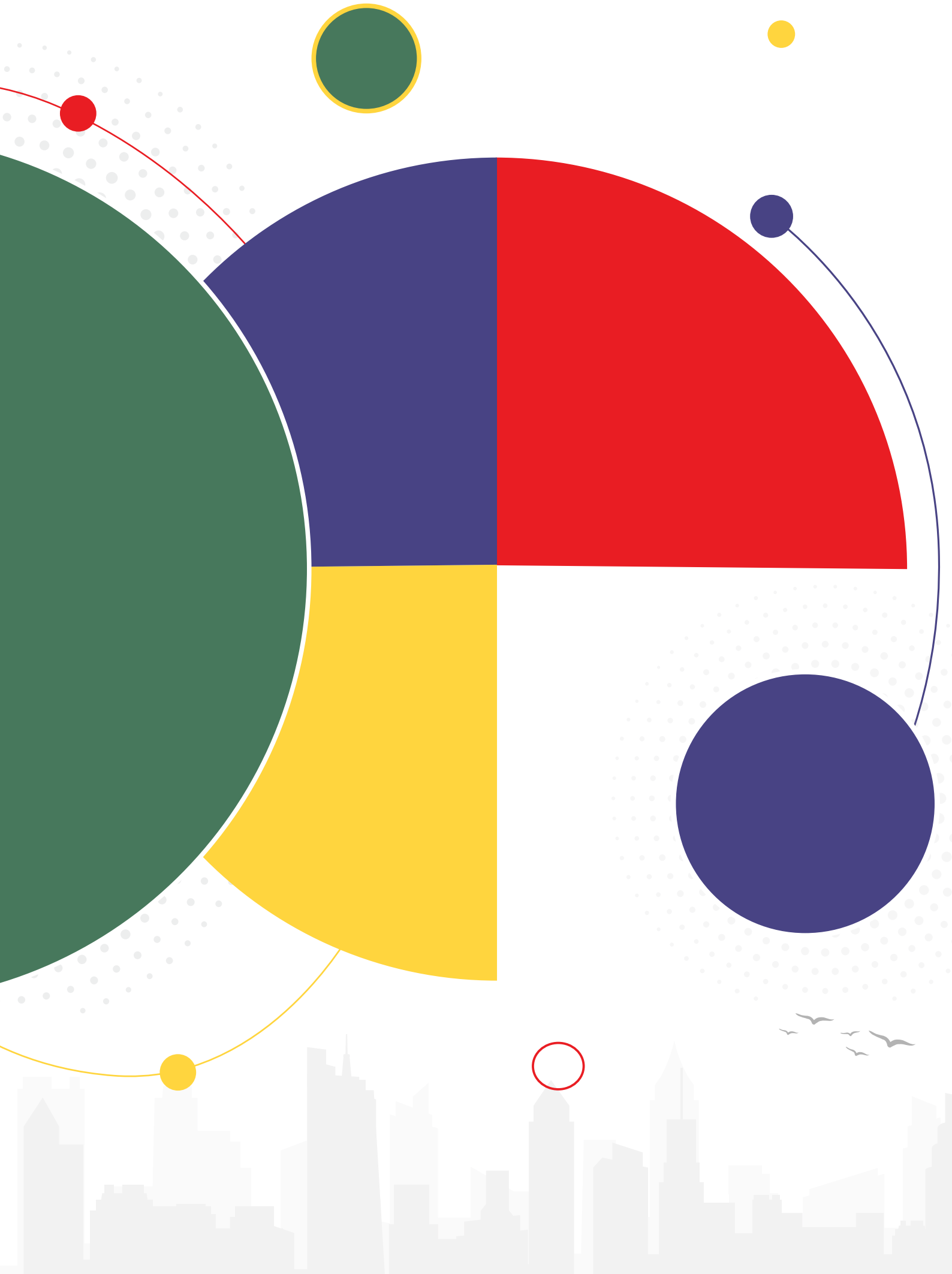
Project Description	Name of Supplier	Type of Procurement by other means	Contract Number	Value of Contract
None				

Table 62: Procurement by other means

4. CONTRACT VARIATIONS AND EXPANSIONS: FORMAT OF DISCLOSURE.

Project Description	Name of Supplier	Contract Modification Type (expansion or variation)	Contract Number	Original Contract Value	Value of Previous Expansions or Variations (if applicable)	Value of Current Contract, Expansion, or Variation
Support & Maintenance Services: Pastel Evolution	Jera Consultants	Expansion	PO5073	R 201 825.00	0	R 22 157.25
Legal Services	Diale, Mogashoa Attorneys INC	Expansion	PO5606	R 349 190.00	0	R 568 326.33
VIP Protection Services	D & K Management Consultants	Expansion	REQ06362	R 487 600.00	0	R 487 600.00
Enterprise Risk Management Consultation Services	Samotse Risk Advisory	Expansion	PO5063	R 271 700.00	0	R 30 400.00
Legal Services	Cheadle, Thompson & Haysom	Expansion	PO5949	R 246 330.00	R 441 372.86	R 58 357.00
VIP Protection Services	D & K Management Consultants	Expansion	REQ06893	R 609 500.00	0	R 365 700.00
PABX	Bohlale Telecoms & Security Systems	Expansion	PO5202	R 491 923.60	0	R 46 727.30

Table 63: Contract variations and expansions: Format of disclosure.



PART F:
FINANCIAL INFORMATION

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT FOR THE COMMISSION FOR THE PROMOTION AND PROTECTION OF THE RIGHTS OF CULTURAL, RELIGIOUS, AND LINGUISTIC COMMUNITIES

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL) set out on pages 102 to 139 which comprise the statement of financial position as at 31 March 2026, statement of financial performance, statement of changes in net assets, statement of cash flows and statement of comparison of budget information with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the CRL as at 31 March 2026 and its financial performance and cash flows for the year then ended in accordance with South African standards of Generally Recognised Accounting Practices (Standards of GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis of opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. I am independent of the entity in accordance with the International Ethics Standards Board for Accountants' International Code of ethics for Professional Accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the accounting officer for the financial statements

6. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the standards of GRAP and the requirements of the PFMA and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
7. In preparing the financial statements, the accounting officer is responsible for assessing the entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

8. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
9. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 96, forms part of my auditor's report.

Report on the audit of the annual performance report

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programme presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.

11. I selected material indicators from the following programme presented in the annual performance report for the year ended 31 March 2026 for auditing. I selected a programme that measure the entity's performance on its primary mandated functions and that is of significant national, community or public interest.

Programme	Page numbers	Purpose
Programme 2 - Legal services and conflict resolution	35 - 38 & 51 - 52	To monitor, and investigate any issue relating to cultural, religious and linguistic communities, to facilitate the resolution of friction between and within cultural, religious and linguistic communities or between any such community and organ of state where the cultural religious or linguistic rights of a community are affected to make recommendations to the appropriate organ of state regarding legislation that impact or may impact on the rights of cultural, religious and linguistic communities and to bring any relevant matter to the attention of the appropriate authority or organ of state where appropriate, make recommendations to such authority or organ of state in dealing with such a matter.

12. I evaluated the reported performance information for the selected programme against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the entity's planning and delivery on its mandate and objectives.

13. I performed procedures to test whether:

    - the indicators used for planning and reporting on performance can be linked directly to the entity's mandate and the achievement of its planned objectives
    - all the indicators relevant for measuring the entity's performance against its primary mandated and prioritised functions and planned objectives are included
    - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
    - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
    - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
    - the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable.
    - there is adequate supporting evidence for the achievements reported [and for the reasons provided for any over- or underachievement of targets/measures taken to improve performance.

14. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

15. I did not identify any material findings on the reported performance information for the programme

Other matter

16. I draw attention to the matter below.

Achievement of planned targets

17. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under achievements.

18. The table that follows provides information on the achievement of planned targets and lists the key indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets are included in the annual performance report on pages 51 to 52.

Programme 2: Investigation and conflict resolution (ICR)

Targets achieved: 50%
Budget spent: 49%

Key indicator not achieved	Planned target	Reported achievement
Percentage of complaints/requests resolved per annum	80% of new complaints resolved annually	29%
	80% of carried over complaints previously hand	55%

Report on compliance with legislation

19. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the entity's compliance with legislation.

20. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

21. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

22. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

23. The accounting officer is responsible for the other information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected indicators presented in the annual performance report that have been specifically reported on in this auditor's report.

24. My opinion on the financial statements, and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

25. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected programme presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

26. If based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact.

Internal control deficiencies

27. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

28. I did not identify any significant deficiencies in internal control.

AUDITOR GENERAL

Pretoria

31 July 2026

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNEXURE TO THE AUDITOR-GENERAL'S REPORT

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

AUDITOR GENERAL'S RESPONSIBILITY FOR THE AUDIT

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the entity's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause an entity to cease operating as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

AUDITOR GENERAL'S RESPONSIBILITY FOR THE AUDIT(CONTINUED)

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or Regulations
Public Finance Management Act No.1 of 1999 (PFMA)	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); Section 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); Section 55(1)(c)(i); 56(1); 57(b); 66(3)(c)
Treasury Regulations, 2005	Regulation 8.2.1; 8.2.2; 16A3.2; 16A3.2(a); Regulation 16A6.1; 16A6.2(a); 16A6.2(b); Regulation 16A6.3(a); 16A6.3(a); 16A6.3(b); Regulation 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; Regulation 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; Regulation 16A.7.7; 16A8.3; 16A8.4; 16A9.1(b)(ii); Regulation 16A 9.1(d); 16A9.1(e); 16A9.1(f); Regulation 16A9.2; 16A9.2(a)(ii); 30.1.1; 30.1.3(a); Regulation 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; Regulation 31.2.5; 31.2.7(a); 32.1.1(a); 32.1.1(b); Regulation 32.1.1(c); 33.1.1; 33.1.3
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A)
Second amendment National Treasury Instruction No. 5 of 2020/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury instruction No 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
National Instruction No. 1 of 2021/22	Paragraph 4.1
National Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; Paragraph 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
Practice Note 11 of 2008/9	Paragraph 2.1; 3.1 (b)
Practice Note 5 of 2009/10	Paragraph 3.3
Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act No. 5 of 2000 (PPPFA)	Section 1(i); 2.1(a); 2.1(b); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; Regulation 6.5; 6.6; 6.8; 7.1; 7.2; 7.3; 7.5; 7.6; 7.8; Regulation 8.2; 8.5; 9.1; 9.2; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

COMMISSION FOR THE PROMOTION AND PROTECTION OF THE RIGHTS OF CULTURAL, RELIGIOUS, AND LINGUISTIC COMMUNITIES

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

GENERAL INFORMATION

Country of incorporation and domicile	South Africa
Business address	Head office, 33 Hoofd Street Forum IV, Ground Floor, Braampark Braamfontein Johannesburg 2001
Postal address	Private Bag X 90 000 Houghton 2041
Auditors	The Auditor General of South Africa
Legal form	The CRL Rights Commission is a Constitutional Institution legislated by the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities Act, Act 19 of 2002.
Operations	The CRL Rights Commission deals mainly with social sciences of culture, religion and languages. The CRL Rights Commission's main objective is to facilitate nation building through Promotion and Protection of the Rights of Cultural, Religious and Linguistic communities.
Governing legislation	The operations of the CRL Rights Commission are mainly governed by the following legislations: The Constitution of South Africa; The Public Finance Management Act, Act 1 of 1999; and The CRL Rights Commission Act, Act 19 of 2002

INDEX

The reports and statements set out below comprise the annual financial statements for the year ended 31 March 2026 presented to the Parliament:

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ACCOUNTING AUTHORITY'S RESPONSIBILITIES AND APPROVAL

The Accounting Officer is required by the Public Finance Management Act (Act 1 of 1999), to maintain adequate accounting records and is responsible for the content and integrity of the annual financial statements for the year ended 31 March 2026. and related financial information included in this report. It is the responsibility of the Accounting Officer to ensure that the financial statements fairly present the state of affairs of the entity and the results of its operations and cash flows for the period. The Auditor General is engaged to perform an independent review on the annual financial statements and has been given unrestricted access to all financial records and related data.

The annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines, and directives issued by the Accounting Standards Board.

The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Accounting Officer acknowledges that he is ultimately responsible for the system of internal financial control established by the CRL Rights Commission and place considerable importance on maintaining a strong control environment. To enable the Accounting Officer to meet these responsibilities, the Audit and Risk Committee members sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the CRL Rights Commission and all employees are required to maintain the highest ethical standards in ensuring the Commission's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the CRL Rights Commission is on identifying, assessing, managing and monitoring all known forms of risk across the CRL Rights Commission. While operating risk cannot be fully eliminated, the CRL Rights Commission endeavours to minimise the possible impact of loss by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Accounting Officer is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the annual financial records may be relied on for the preparation of the annual financial statements for the year ended 31 March 2026. However, any system of internal financial control can only provide reasonable, and not absolute, assurance against material misstatement or loss.

The Accounting Officer has reviewed the entity's cash flow forecast for the period ending 31 March 2026 and, in the light of this review and the current financial position, is satisfied that the CRL Rights Commission has adequate resources to continue in operational existence for the foreseeable future. The CRL Rights Commission is entirely dependent on government funding for continued operations. The annual financial statements are prepared on the basis that the CRL Rights Commission is a going concern and that the CRL Rights Commission has no intention to curtail materially the scale of its operations. Although the Accounting Officer is primarily responsible for the financial affairs of the CRL Rights Commission he is supported by the CRL Rights Commission's internal auditors and management.



Chief Executive Officer
Dr Edward Tshimangadzo Mafadza
31 July 2026

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2026

	Note(s)	2026 R'000	2025 R'000
Assets			
Current Assets			
Receivables from exchange transactions	6	403	429
Prepayments	5	919	891
Cash and cash equivalents	7	20,402	26,580
		21,724	**27,900**
Non-Current Assets			
Property, plant and equipment	3	5,378	4,043
Intangible assets	4	14	17
		5,392	**4,060**
Total Assets		**27,116**	**31,960**
Liabilities			
Current Liabilities			
Payables from exchange transactions	10	2,864	1,963
Provisions	9	941	1,067
		3,805	**3,030**
Total Liabilities		**3,805**	**3,030**
Net Assets		**23,311**	**28,930**
Accumulated surplus	8	23,311	28,930
Total Net Assets		**23,311**	**28,930**

STATEMENT OF FINANCIAL PERFORMANCE

	Note(s)	2026 R '000	2025 R '000
Revenue			
Revenue from exchange transactions			
Finance Income	11	1,502	1,729
Revenue from non-exchange transactions			
Government grants & subsidies	12	47,717	45,671
Total revenue		**49,219**	**47,400**
Expenditure			
Employee related costs	13	29,030	26,361
Auditors fees	17	2,767	1,787
Depreciation and amortisation	14	220	330
Administrative expenses	16	6,260	6,840
Other Operating expenses	15	16,561	9,859
Total expenditure		**54,838**	**45,177**
(Deficit)/ surplus for the year		**(5,619)**	**2,193**

STATEMENT OF CHANGES IN NET ASSETS

	2026 R '000	2025 R '000
Opening balance as previously reported	26,707	26,707
Surplus for the year 27	2,193	2,193
Prior year adjustments	30	30
Restated* balance at 01 April 2025	**28,930**	**28,930**
Deficit for the year	(5,619)	(5,619)
Total recognised in income and expenses for the year	(5,619)	(5,619)
Balance at 31 March 2026	**23,311**	**23,311**
	-	-

CASH FLOW STATEMENT

		2026 R'000	2025 R'000
Cash flows from operating activities			
Receipts			
Cash receipts from transfer payments		47,717	45,671
Other income		-	1
Interest received		1,524	1,691
		49,241	**47,363**
Payments			
Employee costs		(29,117)	(26,299)
Suppliers		(24,750)	(19,120)
		(53,867)	**(45,419)**
Net cash flows from operating activities	18	(4,626)	1,944
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(1,552)	(647)
Net increase/(decrease) in cash and cash equivalents		**(6,178)**	**1,297**
Cash and cash equivalents at the beginning of the year		26,580	25,283
Cash and cash equivalents at the end of the year	7	**20,402**	**26,580**

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

Budget on Cash Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Figures in thousands	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	
Statement of Financial Performance						
Revenue						
Revenue from non-exchange transactions						
Other income	1,585	-	1,585	1,502	(83)	1
Transfer revenue						
Government grants & subsidies	47,717	-	47,717	47,717	-	
Total revenue from exchange and non-exchange transactions	**49,302**	**-**	**49,302**	**49,219**	**(83)**	
Expenditure						
Employee related costs	(32,347)	-	**(32,347)**	(29,030)	**3,317**	2
Depreciation and amortisation	-	-	**-**	(220)	**(220)**	
Other operating expenses	(8,419)	-	**(8,419)**	(16,561)	**(8,142)**	3
Administrative expenses	(6,500)	-	**(6,500)**	(6,260)	**240**	4
Auditors fees	(2,036)	-	**(2,036)**	(2,767)	**(731)**	5
Total expenditure	**(49,302)**	**-**	**(49,302)**	**(54,838)**	**(5,536)**	
Actual amount on Comparable Basis as presented in the budget and actual comparative statement	-	-	-	**(5,619)**	-	

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS (CONTINUED)

Analysis of variances

1. Other income.

Finance income

The decrease in interest earned during the reporting period is due to the decrease in the cash balance resulting from expenditure incurred during the reporting period.

2. Employee related costs

The under expenditure in employee costs is due to approved positions of Manager - Public Education, Manager - HR and - Legal Service not filled for the financial period under review, vacancies created by resignation of staff member.

3. Other operating expenses

The over-expenditure in other operating expenses relates to projects that management funded through Retained Earnings.

4. Administrative expenses

The under-expenditure in administrative expenses relates to the reduction in conferencing facilities.

5. Auditors fees

The over-expenditure on external auditing was due to general fees increase by Auditor General during this financial year.

ACCOUNTING POLICIES

1. Presentation of Annual Financial Statements.

1.1 Basis of preparation

The annual financial statements have been prepared in accordance with Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 89 of the Public Finance Management Act (Act No. 1 of 1999, as amended).

Accounting policies for material transactions, events or conditions not covered by the GRAP reporting framework have been developed in accordance with paragraphs 8, 10 and 11 of GRAP 3 and the hierarchy approved in Directive 5 issued by the Accounting Standards Board.

The financial statements have been prepared on an accrual basis of accounting and are in accordance with the historical cost convention, except for the cash flow information, which is prepared on a cash basis, unless specifically stated otherwise.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

Assets, liabilities, revenues and expenses have not been offset except where offsetting is required or permitted by a Standard of GRAP.

The accounting policies are applied consistently with those used to present the previous annual financial statements, unless otherwise explicitly stated. The details of any changes in accounting policies are explained in the relevant policy.

1.2 Critical judgements and key sources of estimation uncertainty

The CRL Rights Commission makes estimates and assumptions that affect the reported amounts of assets and liabilities within the current and subsequent financial years. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Significant judgements made includes provisions for leave credits and estimations in respect of the useful life values of property, plant and equipment. The method of calculation applied in respect of provisions is disclosed in accounting policy 1.11.

1.3 Presentation currency

These financial statements are presented in South African Rand since it is the currency in which the majority of the CRL Rights Commission's transactions are denominated. The amounts disclosed in the financial statements have been rounded off to the nearest thousand Rand.

1.4 Exchange revenue

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets.

Interest income.

Exchange revenue constitute interest earned on bank accounts as a result of positive bank balances.

Interest income is recognised on an accrual basis throughout the year, taking into account the cash on hand in approved bank accounts of the CRL Rights Commission using the effective rate.

1.5 Non-exchange revenue

Transfers

The CRL Rights Commission recognises transfers at the date when funds are deposited in the bank account of the CRL Rights Commission. The CRL Rights Commission receives its budget allocation in the form of transfer payments through the budget vote of the Department of Co-operative Governance and Traditional Affairs. Revenue from non-exchange transactions are generally recognised to the extent that the related receipt or receivable qualifies for recognition as an asset and there is no liability to pay back the amount.

ACCOUNTING POLICIES

1.6 Leases

Leases are classified as a finance leases where substantially all the risks and rewards associated with ownership of an asset are transferred to the CRL Rights Commission.

Leases in which a significant portion of the rights and rewards of ownership are retained by the lessor are classified as operating leases.

As Lessee

Property, plant and equipment subject to finance lease agreements are capitalised at their cash cost equivalent. Corresponding liabilities are included in the Statement of Financial Position as finance lease obligations. The cost of the item of property, plant and equipment is depreciated at appropriate rates on the straight-line basis over its estimated useful life. Lease payments are allocated between the lease finance cost and the capital repayment using the effective interest rate method. Lease finance costs are expensed when incurred.

Operating leases are those leases that do not fall within the scope of the above definition. Operating leases are recognised on the straight-line basis over the term of the relevant lease.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

Operating leases - lessor

Initial direct costs incurred in negotiating and arranging operating leases are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease revenue.

The aggregate benefit of incentives is recognised as a reduction of rental expense over the lease term on a straight-line basis.

Income for leases is disclosed under revenue in the statement of financial performance.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

ACCOUNTING POLICIES

1.7 Property, plant and equipment

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one year.

Property, plant and equipment are initially recognised at cost on its acquisition date. The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by the CRL Rights Commission. Trade discounts and rebates are deducted in arriving at the cost. The cost also includes the necessary costs of dismantling and removing the asset and restoring the site on which it is located.

Where an asset is acquired by the CRL Rights Commission for no amount or nominal consideration through a non-exchange transaction, its cost is deemed to be equal to the fair value of that asset on the date acquired.

The cost of an item of property, plant and equipment acquired in exchange for non-monetary assets or monetary asset, or a combination of monetary asset and non-monetary assets is measured at fair value of an asset given up, unless the fair value of the asset received is more clearly evident. If the acquired item could not be measured at its fair value, its costs is measured at the carrying amount of the assets given up.

Subsequent expenditure relating to property, plant and equipment is capitalised if it is probable that the future economic benefits or potential service delivery associated with subsequent expenditure will flow to the entity and the cost or fair value of subsequent expenditure can be reliably measured. Subsequent expenditure incurred on an asset is only capitalised when it increases the capacity or future economic benefits associated with the asset. Where the entity replaces parts of an asset, it derecognises the part being replaced and capitalises the new component.

Subsequent measurement

Property, plant, and equipment are measured at cost, less accumulated depreciation and accumulated impairment.

The useful lives of items of property, plant and equipment have been assessed as follows:

Depreciation

Land is not depreciated as it is regarded as having unlimited life. Depreciation on assets other than land is calculated using the straightline method, to allocate their cost or revalued amounts less their residual values over the estimated useful lives of the assets. The depreciation method used reflects the pattern in which the assets' future economic benefits or service potential are expected to be consumed by the entity.

The CRL Rights Commission re-assesses the useful lives and residual value of property, plant, and equipment annually. Management considers the expected useful lives of the individual asset, to determine the remaining period over which the class assets are expected to be used. Residual value is determined only in respect of motor vehicles at 20% of cost.

The depreciation rates are based on the following estimated useful life.

Item	Useful Lives/ (Years)
Furniture and fixtures	15 - 30 years
Motor vehicles	10 - 15 years
Office equipment	8 - 15 years
Computer equipment	8 - 15 years
Leasehold improvements	Period of the lease
Mobile communication devices	2 years

ACCOUNTING POLICIES

1.7 Property, plant and equipment (Continued)

The useful life and depreciation method of each asset in an asset class is reviewed at the end of each reporting date. The CRL Rights Commission re-assesses the useful life of the property, plant and equipment annually for any indication that the CRL Rights Commission's expectations have changed. If the expectation differs from previous estimates, the change is accounted for as a change in accounting estimate.

De-recognition of assets

An asset is de-recognised and withdrawn from service due to impairment or when the asset is replaced due to it reaching the end of its useful life. The CRL Rights Commission is not a profit making institution and does not therefore use any of its assets with the objective to generate commercial gain.

The gain or loss arising from de-recognition of an item of property, plant and equipment is included in the statement of financial performance when the item is de-recognised. The gain or loss arising from the de-recognition of an item of property, plant and equipment is determined as the difference between the net disposable proceeds, if any, and the carrying amount of the item.

1.8 Impairment of non-cash generating assets

The CRL Rights Commission assess assets to be cash generating, when the asset is used with the objective to generate commercial return. The CRL Rights Commission assess assets to be a non-cash generating asset when the asset is not used with the objective to generate commercial return. Commercial return means that positive cash flows are expected to be significantly higher than the cost of the asset.

Recognition and measurement

At the end of each reporting date, the condition of non-cash generating assets is reviewed to determine whether there is an indication of impairment or reversal of impairment. If such indication exist, the recoverable service amount of the asset is estimated in order to determine the extent of impairment loss, if any.

Where the recoverable service amount is less than the carrying amount, the carrying amount of the asset is reduced to the recoverable service amount. The reduction is recognised as an impairment loss. An impairment loss is recognised immediately in the Statement of Financial Performance. Recoverable service amount of a non-cash generating asset is the higher of the fair value less cost to sell, and its value in use as estimated.

The CRL Rights Commission assesses all its tangible and intangible assets at reporting date to determine whether there is any indication that an asset may be impaired. If there is any indication that the asset may be impaired the recoverable service amount is estimated for the individual asset. The recoverable service amount is calculated as depreciated replacement cost. Depreciated replacement cost is calculated as the replacement cost of the asset less depreciation in line with the useful life expired for the asset.

Reversal of impairment loss

The CRL Rights Commission assess at each reporting date whether there is any indication that an impairment loss recognised in prior periods for an asset may no longer exist or may have decreased. If any such indication exists, the CRL Rights Commission estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods on an asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable service amount. The increase is a reversal of an impairment loss.

ACCOUNTING POLICIES

1.8 Impairment of non-cash generating assets (Continued)

A reversal of an impairment loss for an asset is recognised immediately in the statement of financial performance.

In allocating a reversal of an impairment loss for a non-cash generating unit, the carrying amount of an asset is not increased above the lower of:

- its recoverable service amount; and
- the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior periods.

1.9 Intangible assets

Recognition

An intangible asset is recognised when:

- it is probable that the economic benefit associated with the asset will flow to the CRL Rights Commission; and
- the cost of an asset or its value can be measured reliably.

The cost of an intangible asset is calculated at the value at which the asset was purchased.

Initial measurement

Intangible assets are initially measured at cost. The cost of an intangible asset is the purchase price and other costs attributable to bring the intangible asset to the location and condition necessary for it to be capable of operating in the manner intended by the CRL Rights Commission, or where an intangible asset is acquired at no cost, or nominal cost, the cost shall be its fair value as at the date of acquisition. Trade discounts and rebates are deducted in calculating the cost.

Intangible assets acquired separately or internally generated are reported at cost less accumulated amortisation and accumulated impairment losses.

Subsequent measurement

Amortisation is calculated on cost, using the straight line method, over the useful lives of assets, which is 10 years upon initial recognition. Where intangible assets are deemed to have an indefinite useful life, such intangible assets are not amortised.

The estimated useful life, residual values and amortisation method are assessed at each reporting date on an indicator basis.

Amortisation of an asset commences when the asset is ready for its intended use.

The useful lives of intangible assets have been assessed as follows:

Item	Useful life
Computer software	10 years

De-recognition of intangible assets

An intangible asset is derecognised when the separate item of intangible asset is disposed off or withdrawn from service or replaced. The gain or loss from de-recognition of intangible assets are determined as the difference between the proceeds, if any, and carrying amount of the item.

The gain or loss arising from de-recognition of an intangible asset is included in surplus or deficit when the asset is derecognised.

The useful lives and amortisation method of intangible assets are assessed on an annual basis.

The residual value of intangible assets is assumed to be zero.

ACCOUNTING POLICIES

1.10 Provisions

Recognition

The CRL Rights Commission recognises a provision when a present legal or constructive obligation exists as a result of past events, and it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Measurement

The amount recognised as a provision shall be the best estimate of expenditure required to settle the obligation at reporting date.

Leave provision

Leave provision is calculated on the liability for leave credits due to each member as at the reporting date. Leave provision for employees who are on structured salary is calculated by dividing the monthly salary at cost to company by average monthly working days multiplied by the leave days that has actually accrued to that employee.

Leave provision for employees that are not on a structured salary package is calculated by dividing monthly basic salary by average working monthly days multiplied by actual leave credits that have been accrued to the employee. An additional 37% is added in lieu of benefits. The leave provision is utilised by the leave being taken or the actual leave value paid out to the employee. Some days are forfeited.

Change of provision

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation, the provision shall be reversed.\

1.11 Employee benefits

Contributions to the defined contribution retirement plan and defined benefit retirement plan are charged to the Statement of Financial Performance in the year in which they relate. The CRL Rights Commission has no legal or constructive obligation to pay further contributions in respect of the provident fund once the contributions have been paid because the provident fund is a defined contribution plan. The pension fund is a state plan and is accounted for as a defined contribution plan. Additional contribution to the plan is the responsibility of the state and not of the CRL Rights Commission.

The actual cost of short-term employee benefits, such as vacation leave and sick leave, bonuses and non-monetary benefits are recognised in the period in which the service is rendered. The expected cost of compensated absence is recognised as an expense in the Statement of Financial Performance as the employee renders service that increase their entitlement.

State plan

The CRL Rights Commission classifies the state plan as a defined benefit plan under the terms of the plan (including any constructive obligation that goes beyond the formal terms). When sufficient information is not available to use defined benefit accounting for the plan, the CRL Rights Commission account for the plan as if it was a defined contribution plan.

Staff members of the CRL Rights Commission by means of election belong to a defined benefit plan which is managed by the Government Employee Pension Fund. Sufficient information in the form of actuarial calculations relating to the CRL Rights Commission's employees is not available as the employees are part of a larger pension fund plan managed by the Government Employee Pension Fund. Therefore, the defined benefit plan is disclosed as a defined contribution plan.

ACCOUNTING POLICIES

1.12 Going concern assumption

The CRL Rights Commission is considered a going concern due to its status as a Constitutional Institution. Detail in respect of the going concern status of the CRL Rights Commission is disclosed in "note 20".

1.13 Related parties

Only transactions with related parties that do not arise in the ordinary course of business are disclosed.

Transactions with key management personnel are recognised as related party transactions. Key management personnel is defined as being individuals with the authority and responsibility for planning, directing and controlling activities of the CRL Rights Commission. All individuals from the level of Senior Manager and Commissioners are regarded as key management in terms of the definition of the financial reporting standards. Senior Manager's and Commissioner's remuneration is disclosed in note 19.

Close family members of key management are considered to be those family members who may be expected to influence, or be influenced by the key management individuals, in their dealings with the entity.

Transactions outside the normal cause of business with related parties are disclosed, recognised and accounted for at actual cost.

The Department of Co-operative Governance and Traditional Affairs and CRL Rights Commission in the context of national sphere of government in terms of GRAP 20 'Related party transactions are considered related parties and has been disclosed as such in note 24.

1.14 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as other income in the Statement of Financial Performance.

1.15 Budget information

General purpose financial reporting by the entity shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

The approved budget is prepared on a cash basis and presented by programmes linked to performance outcome objectives.

The approved budget and final budget for the fiscal period from 2025/04/01 to 2026/03/31 is presented in the annual financial statements. The approved budget apply to the CRL Rights Commission only.

A comparison between the surplus for the year as per the Statement of Financial Performance and the budget is included in the Statement of Comparison of Budget and Actual Amounts.

1.16 Irregular expenditure

Irregular expenditure is recorded in the section E of the annual report. The amount recorded is equal to the value of the irregular expenditure incurred, unless it is impractical to determine, in which case reasons thereof must be provided in the notes. Irregular expenditure receivables are measured at the amount that is expected to be recovered and recognised when settled or written off as irrecoverable.

1.17 Prepayments

The CRL Rights Commission discloses material payments made in advance on goods or services to be acquired. Prepayments are accounted for as current assets if the goods or services are to be delivered within one year from reporting date and as long term assets if goods or services are to be delivered beyond one year as per note 5.

ACCOUNTING POLICIES

1.18 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The CRL Rights Commission will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The CRL Rights Commission will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

Events after the reporting date that came to the attention of management are reported in note 25.

1.19 Contingencies

A contingent liability is disclosed on the notes to the annual financial statements. A contingent liability should be described sufficiently to ensure that the user of the annual financial statements understands its nature and possible impact in the future.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 23.

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy

Definitions

Financial assets include:

- cash;
- residual interests of another entity; or
- contractual rights to receive or exchange cash or another financial asset.

Financial liabilities are contractual obligations to deliver cash or another financial asset, or to exchange financial assets or liabilities under conditions that are potentially unfavourable to the entity.

Residual interests represent a claim on the entity's net assets after deducting all liabilities and include contributions from owners, equity instruments such as shares, or formal arrangements establishing an interest in the net assets of the entity.

The **amortised cost** of a financial asset or liability is the amount at which it is measured initially, minus principal repayments, plus or minus cumulative amortisation using the effective-interest rate method, and less any loss allowance.

12 month expected credit losses is the portion of lifetime expected credit losses that represent the expected credit losses that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

Credit-adjusted effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial asset to the amortised cost of a financial asset that is a purchased or originated credit-impaired financial asset. When calculating the credit-adjusted effective interest rate, an entity shall estimate the expected cash flows by considering all contractual terms of the financial asset (for example, prepayment, extension, call and similar options) and expected credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the remaining life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

ACCOUNTING POLICIES

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy (Continued)

Credit-impaired financial asset is a financial asset that is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired include observable data about the following events:

(a) significant financial difficulty of the issuer or the borrower;

(b) a breach of contract, such as a default or past due event;

(c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;

(d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation;

(e) the disappearance of an active market for that financial asset because of financial difficulties; or

(f) the purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

It may not be possible to identify a single discrete event - instead, the combined effect of several events may have caused financial assets to become credit-impaired.

Credit loss is the difference between all contractual cash flows that are due to an entity in accordance with the contract and all the cash flows that the entity expects to receive (i.e. all cash shortfalls), discounted at the original effective interest rate (or credit-adjusted effective interest rate for purchased or originated credit-impaired financial assets). An entity shall estimate cash flows by considering all contractual terms of the financial instrument (for example, prepayment, extension, call and similar options) through the expected life of that financial instrument. The cash flows that are considered shall include cash flows from the sale of collateral held (where applicable) or other credit enhancements that are integral to the contractual terms. There is a presumption that the expected life of a financial instrument can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the expected life of a financial instrument, the entity shall use the remaining contractual term of the financial instrument.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Credit risk rating grades are the ratings of credit risk based on the risk of default occurring on the financial instrument.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's statement of financial position.

A derivative is a financial instrument or other contract within the scope of GRAP 104 (revised 2019) (see paragraphs 1.2 to 1.12) with all three of the following characteristics:

(a)Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract (sometimes called the "underlying").

(b) It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors.

(c) It is settled at a future date.

The effective interest method is the method that is used in the calculation of the amortised cost of a financial asset or a financial liability and in the allocation and recognition of interest revenue or interest expense in surplus or deficit in the relevant period.

ACCOUNTING POLICIES

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy (Continued)

Effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial asset or financial liability to the gross carrying amount of a financial asset or to the amortised cost of a financial liability. When calculating the effective interest rate, an entity shall estimate the expected cash flows by considering all the contractual terms of the financial instrument (for example, prepayment, extension, call and similar options) but shall not consider the expected credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Expected credit losses are the weighted average of credit losses with the respective risks of a default occurring as the weights.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

A financial asset is:

(a) cash;

(b) a residual interest of another entity; or

(c) a contractual right to:

(i) receive cash or another financial asset from another entity; or

(ii) exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A **financial guarantee contract** is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

A **financial instrument** is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

A **financial liability** is any liability that is a contractual obligation to:

(a) deliver cash or another financial asset to another entity; or

(b) exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity.

Financial liability at fair value through surplus or deficit is a financial liability that meets one of the following conditions:

(a) It meets the definition of held for trading.

(b) Upon initial recognition it is designated by the entity as at fair value through surplus or deficit in accordance with paragraph 4.8 or 4.13.

Firm commitment is a binding agreement for the exchange of a specified quantity of resources at a specified price on a specified future date or dates.

Forecast transaction is an uncommitted but anticipated future transaction.

Gross carrying amount of a financial asset is the amortised cost of a financial asset, before adjusting for any loss allowance.

ACCOUNTING POLICIES

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy (Continued)

A financial asset or financial liability that is held for trading:

(a) is acquired or incurred principally for the purpose of selling or repurchasing it in the near term;

(b) on initial recognition is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking; or

(c) is a derivative (except for a derivative that is a financial guarantee contract).

Impairment gain or loss is a gain or loss that is recognised in surplus or deficit in accordance with paragraph 5.23 and 5.36.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of a financial instrument.

Loss allowance is the allowance for expected credit losses on financial assets measured in accordance with paragraph 4.2 , lease receivables and the provision for expected credit losses on loan commitments and financial guarantee contracts.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Modification gain or loss is the amount arising from adjusting the gross carrying amount of a financial asset to reflect the renegotiated or modified contractual cash flows. The entity recalculates the gross carrying amount of a financial asset as the present value of the estimated future cash payments or receipts through the expected life of the renegotiated or modified financial asset that are discounted at the financial asset's original effective interest rate (or the original credit-adjusted effective interest rate for purchased or originated credit-impaired financial assets). When estimating the expected cash flows of a financial asset, an entity shall consider all contractual terms of the financial asset (for example, prepayment, call and similar options) but shall not consider the expected credit losses, unless the financial asset is a purchased or originated credit-impaired financial asset, in which case an entity shall also consider the initial expected credit losses that were considered when calculating the original credit-adjusted effective interest rate.

A financial asset is **past due** when a counterparty has failed to make a payment when that payment was contractually due.

Purchased or originated credit impaired financial asset is a purchased or originated financial asset(s), other than a receivable, that is credit-impaired on initial recognition.

Reclassification date is:

(a) the first day of the first reporting period following the change in management model that results in an entity reclassifying financial assets; and

(b) the date on which a reliable measure of fair value ceases to be, or becomes, available for an investment in a residual interest that meets the criteria in paragraph 4.5.

A **residual interest** is any contract that represents an interest in the assets of an entity after deducting all of its liabilities. A residual interest includes contributions from owners, which may be shown as:

ACCOUNTING POLICIES

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy (Continued)

(a) equity instruments or similar forms of unitised capital;

(b) a formal designation of a transfer of resources (or a class of such transfers) by the parties to the transaction as forming part of an entity's net assets, either before the contribution occurs or at the time of the contribution; or

(c) a formal agreement, in relation to the contribution, establishing or increasing an existing financial interest in the net assets of an entity.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability (see Appendix A paragraph AG5.57). An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Initial Recognition

The CRL Rights Commission recognises a financial asset or a financial liability in its statement of financial position when it becomes a party to the contractual provisions of the instrument.

The entity recognises financial assets using trade date accounting.

Distinguishing financial liabilities and residual interests

The CRL Rights Commission as issuer of a financial instrument classifies the instrument, or its component parts, on initial recognition as a financial liability, a financial asset or a residual interest in accordance with the substance of the contractual arrangement and the definitions of a financial liability, a financial asset and a residual interest.

No contractual obligation to deliver cash or another financial asset

If the CRL Rights Commission does not have an unconditional right to avoid delivering cash or another financial asset to settle a contractual obligation, the obligation meets the definition of a financial liability.

A financial instrument that does not explicitly establish a contractual obligation to deliver cash or another financial asset may establish an obligation indirectly through its terms and conditions. If the entity can avoid a transfer of cash or another financial asset only by settling the non-financial obligation, the financial instrument is a financial liability.

Classification

Classification of Financial Assets

The CRL Rights Commission classifies financial assets as subsequently measured at amortised cost or fair value through surplus or deficit on the basis of both:

(a) the CRL Rights Commission's management model for managing the financial assets; and

(b) the contractual cash flow characteristics of the financial asset.

A financial asset is measured at amortised cost if both of the following conditions are met:

(a) the financial asset is held within a management model whose objective is to hold financial assets in order to collect contractual cash flows; and

(b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For the purpose of applying (b) above:

- Principal is the fair value of the financial asset at initial recognition
- Interest consists of consideration for the time value of money, for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs, as well as a profit margin (where applicable).

ACCOUNTING POLICIES

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy (Continued)

A financial asset is measured at fair value through surplus or deficit unless it is measured at amortised cost or cost.

Investments in residual interests are measured at fair value through surplus or deficit. As a practical expedient, an investment in a residual interest whose fair value cannot be reliably measured is measured at cost. If a reliable measure of fair value becomes available, the investment is measured at fair value through surplus or deficit.

Option to designate a financial asset at fair value through surplus or deficit

The CRL Rights Commission might, at initial recognition, irrevocably designate a financial asset as measured at fair value through surplus or deficit if doing so eliminates or significantly reduces a measurement or recognition inconsistency (sometimes referred to as an "accounting mismatch") that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on different bases.

Classification of Financial Liabilities

The CRL Rights Commission classifies all financial liabilities as subsequently measured at amortised cost, except for:

(a) Financial liabilities at fair value through surplus or deficit. Such liabilities, including derivatives that are liabilities, are subsequently measured at fair value.

(b) Financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition.

(c) Financial guarantee contracts. After initial recognition, the issuer of such a contract (unless paragraph 4.7(a) or (b) applies) subsequently measures it at the higher of:

(i) the amount of the loss allowance determined in accordance with paragraphs 5.17 to 5.35; and

(ii)the amount initially recognised less, when appropriate, the cumulative amount of revenue recognised in accordance with the principles of the Standard of GRAP on Revenue from Exchange Transactions (GRAP 9) (where applicable).

(d) Commitments to provide a loan at a below-market interest rate. The issuer of such a commitment (unless paragraph 4.7(a) applies) subsequently measures it at the higher of:

(i) the amount of the loss allowance determined in accordance with paragraphs 5.17 to 5.35 plus, for concessionary loans, any social benefit provided; and

(ii) the amount initially recognised less, when appropriate, the cumulative amount of revenue recognised in accordance with the principles of GRAP 9 (where applicable).

(e) Contingent consideration recognised by an acquirer in a transfer of functions between entities not under common control to which the Standard of GRAP on Transfers of Functions Between Entities Not Under Common Control applies. Such contingent consideration is subsequently measured at fair value with changes recognised in surplus or deficit.

Option to designate a financial liability at fair value through surplus or deficit

The CRL Rights Commission might, at initial recognition, irrevocably designate a financial liability as measured at fair value through surplus or deficit when permitted by GRAP 104 (revised 2019), or when doing so results in more relevant information, because either:

(a) it eliminates or significantly reduces a measurement or recognition inconsistency (sometimes referred to as "an accounting mismatch") that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases; or

ACCOUNTING POLICIES

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy (Continued)

(b) a group of financial liabilities or financial assets and financial liabilities is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the group is provided internally on that basis to the entity's management (as defined in the Standard of GRAP on Related Party Disclosures (GRAP 24)).

Reclassification

The CRL Rights Commission reclassifies financial assets when:

(a) it changes its management model for managing financial assets, it reclassifies all affected financial asset in accordance with GRAP 104 (revised 2019);

(b) a reliable measure of fair value either becomes, or ceases to be, available for an investment in a residual interest.

The CRL Rights Commission does not reclassify any financial liability.

Measurement

Initial measurement

Except for, where at initial recognition, the CRL Rights Commission measures receivables and payables at their transaction price if they do not contain a material financing transaction, the CRL Rights Commission measures a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or a financial liability not at fair value through surplus or deficit, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

However, if the fair value of the financial asset or financial liability at initial recognition differs from the transaction price, the CRL Rights Commission applies the relevant paragraphs in GRAP 104 (revised 2019).

Despite the above, at initial recognition, the CRL Rights Commission measures receivables and payables at their transaction price if they do not contain a material financing transaction.

Subsequent measurement of financial assets

After initial recognition, the CRL Rights Commission measures a financial asset at:

(a) amortised cost;

(b) fair value through surplus or deficit; or

(c) cost.

The CRL Rights Commission applies the impairment requirements in paragraphs 5.17 to 5.35 to financial assets that are measured at amortised cost in accordance with paragraph 4.2 and paragraph 5.36 to financial assets measured at cost in accordance with paragraph 4.5.

Subsequent measurement of financial liabilities

After initial recognition, the CRL Rights Commission measures a financial liability in accordance with the section on "Classification of Financial Liabilities".

Impairment

Recognition of expected credit losses

Simplified approach for receivables and lease receivables

Despite paragraphs 5.18 and 5.20, the entity always measures the loss allowance at an amount equal to lifetime expected credit losses for receivables and lease receivables.

The requirements for purchased or originated credit impaired financial assets do not apply to receivables.

ACCOUNTING POLICIES

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy (Continued)

Measurement of expected credit losses

The CRL Rights Commission measures expected credit losses of a financial instrument in a way that reflects:

(a) an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;

(b) the time value of money; and

(c) reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

Some financial instruments include both a loan and an undrawn commitment component and the entity's contractual ability to demand repayment and cancel the undrawn commitment does not limit the CRL Rights Commission's exposure to credit losses to the contractual notice period. For such financial instruments, the entity measures expected credit losses over the period that the CRL Rights Commission is exposed to credit risk and expected credit losses would not be mitigated by credit risk management actions, even if that period extends beyond the maximum contractual period.

Financial assets measured at cost

If there is objective evidence that an impairment loss has been incurred, using the definition of a "credit impaired financial asset", on an investment in a residual interest that is not measured at fair value because its fair value cannot be measured reliably, the amount of the impairment loss is measured as the difference between the carrying amount of the financial asset and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset.

Such impairment losses are not reversed.

Reclassification of financial assets

If the CRL Rights Commission reclassifies financial assets in accordance with paragraph 4.16, it applies the reclassification prospectively from the reclassification date. The entity does not restate any previously recognised gains, losses (including impairment gains or losses) or interest.

If the CRL Rights Commission reclassifies a financial asset out of the amortised cost measurement category and into the fair value through surplus or deficit measurement category, its fair value is measured at the reclassification date. Any gain or loss arising from a difference between the previous amortised cost of the financial asset and fair value is recognised in surplus or deficit.

If the CRL Rights Commission reclassifies a financial asset out of the fair value through surplus or deficit measurement category and into the amortised cost measurement category, its fair value at the reclassification date becomes its new gross carrying amount.

If fair value can no longer be measured reliably for an investment in a residual interest measured at fair value, the entity reclassifies the investment from fair value through surplus or deficit to cost. The carrying amount at the date that fair value is no longer available becomes the cost. If a reliable measure becomes available for an investment in a residual interest for which a measure was previously not available, the entity reclassifies the investment from cost to fair value through surplus or deficit and recognises the difference between its carrying amount and fair value in accordance with paragraph 5.42.

If a reliable measure becomes available for an investment in a residual interest for which a measure was previously not available, the entity reclassifies the investment from cost to fair value through surplus or deficit and recognises the difference between its carrying amount and fair value in accordance with paragraph 5.42.

Gains and losses

A gain or loss on a financial asset or financial liability that is measured at fair value is recognised in surplus or deficit unless it is a financial liability designated as at fair value through surplus or deficit and the entity is required to present the effects of changes in the liability's credit risk in the statement of changes in net assets.

ACCOUNTING POLICIES

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy (Continued)

A gain or loss on a financial asset that is measured at amortised cost is recognised in surplus or deficit when the financial asset is derecognised, reclassified in accordance with paragraph 5.38, through the amortisation process or in order to recognise impairment gains or losses. The entity applies paragraphs 5.38 if it reclassifies financial assets out of the amortised cost measurement category. A gain or loss on a financial liability that is measured at amortised cost is recognised in surplus or deficit when the financial liability is derecognised and through the amortisation process.

Liabilities designated at fair value through surplus or deficit

The CRL Rights Commission presents a gain or loss on a financial liability that is designated as at fair value through surplus or deficit in accordance with paragraph 4.8 or paragraph 4.13 as follows:

(a) the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability is presented in the statement of changes in net assets, and

(b) the remaining amount of change in the fair value of the liability is presented in surplus or deficit unless the treatment of the effects in the liability's credit risk described in (a) would create or enlarge an accounting mismatch in surplus or deficit (in which case paragraph 5.45 applies).

If the requirements above would create or enlarge an accounting mismatch in surplus or deficit, the entity presents all gains or losses on that liability (including the effects of changes in the credit risk of that liability) in surplus or deficit.

The CRL Rights Commission presents in surplus or deficit all gains and losses on loan commitments and financial guarantee contracts that are designated as at fair value through surplus or deficit.

Derecognition

Derecognition of financial assets

The CRL Rights Commission derecognises financial assets using trade date accounting.

Before evaluating whether, and to what extent, derecognition is appropriate under paragraphs 6.6 to 6.13, the CRL Rights Commission determines whether those paragraphs should be applied to a part of a financial asset (or a part of a group of similar financial assets) or a financial asset (or a group of similar financial assets) in its entirety, as follows:

(a) Paragraphs 6.3 to 6.8 are applied to a part of a financial asset (or a part of a group of similar financial assets) if, and only if, the part being considered for derecognition meets one of the following three conditions:

(i) The part comprises only specifically identified cash flows from a financial asset (or a group of similar financial assets).

ii) The part comprises only a fully proportionate (pro rata) share of the cash flows from a financial asset (or a group of similar financial assets

(iii) The part comprises only a fully proportionate (pro rata) share of specifically identified cash flows from a financial asset (or a group of similar financial assets.

(b) In all other cases, paragraphs 6.3 to 6.8 are applied to the financial asset in its entirety (or to the group of similar financial assets in their entirety).

In paragraphs above, the term "financial asset" refers to either a part of a financial asset (or a group of similar financial assets) as identified in (a) above or, otherwise, a financial asset (or a group of similar financial assets) in its entirety.

The entity derecognises a financial asset only when:

(a) the contractual rights to the cash flows from the financial asset expire, are settled or waived;

(b) the entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or

ACCOUNTING POLICIES

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy (Continued)

(c) the entity, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity:

(i) derecognises the asset; and

(ii) recognises separately any rights and obligations created or retained in the transfer.

The carrying amounts of the transferred asset are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. Newly created rights and obligations are measured at their fair values at that date. Any difference between the consideration received and the amounts recognised and derecognised in accordance with this paragraph is recognised in surplus or deficit in the period of the transfer.

Waiver of rights relating to financial assets

The CRL Rights Commission may waive the right to receive contractual receipts under the terms of an existing arrangement. The following outline scenarios of when a waiver of rights may arise:

(b) An CRL Rights Commission may waive its rights to contractual receipts because of a subsequent event such as the issuing of a court order. A court may order that, instead of being entitled to a right to receive cash or another financial asset, the entity instead has a right to another asset, good and/or services, i.e. the debt will be settled through the seizure of property or other goods/ services rather than through cash or equivalent means. In these instances, the CRL Rights Commission derecognises the financial asset (or part of the financial asset) that represents the entity's right to cash or another financial asset, and recognises the right to receive another asset in terms of the Framework for the Preparation and Presentation of Financial Statements.

Assessing the transfer of risks and rewards, and control

The transfer of risks and rewards is evaluated by comparing the CRL Rights Commission's exposure, before and after the transfer, with the variability in the amounts and timing of the net cash flows of the transferred asset. The CRL Rights Commission has retained substantially all the risks and rewards of ownership of a financial asset if its exposure to the variability in the present value of the future net cash flows from the financial asset does not change significantly as a result of the transfer. The CRL Rights Commission has transferred substantially all the risks and rewards of ownership of a financial asset if its exposure to such variability is no longer significant in relation to the total variability in the present value of the future net cash flows associated with the financial asset.

Derecognition of financial liabilities

The CRL Rights Commission removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished.

An exchange between an existing borrower and lender of debt instruments with substantially different terms is accounted for as having extinguished the original financial liability, and a new financial liability recognised. Similarly, a substantial modification of the terms of an existing financial liability or a part of it (whether or not attributable to the financial difficulty of the debtor) is accounted for as having extinguished the original financial liability and having recognised a new financial liability.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction, are accounted for in accordance with GRAP 23.

ACCOUNTING POLICIES

1.20 Financial instruments - GRAP 104 (revised 2019) - current policy (Continued)

Presentation

Interest, dividends or similar distributions, losses and gains

Interest, dividends or similar distributions, losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit. Distributions to holders of residual interests is recognised by the entity directly in net assets. Transaction costs incurred on residual interests is accounted for as a deduction from net assets.

Offsetting a financial asset and a financial liability

A financial asset and a financial liability are offset and the net amount presented in the statement of financial position when the CRL Rights Commission:

(a) currently has a legally enforceable right to set off the recognised amounts; and

(b) intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

In accounting for a transfer of a financial asset that does not qualify for derecognition, the entity does not offset the transferred asset and the associated liability.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

2. New standards and interpretations

2.1 Standards and interpretations effective and adopted in the current year

In the current year, the entity has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• iGRAP 22 Foreign Currency Transactions and Advance Consideration	01 April 2025	The impact of the is not material.
• GRAP 104 (as revised): Financial Instruments	01 April 2025	The adoption of this has not had a material impact on the results of the company, but has resulted in more disclosure than would have previously been provided in the financial statements

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

3. Property, plant, and equipment

	2026 R'000			2025 R'000		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Mobile Communication devices	69	(37)	32	178	(131)	47
Furniture and fixtures	2,420	(1,782)	638	2,383	(1,793)	590
Motor vehicles	2,685	(457)	2,228	1,609	(297)	1,312
Office equipment	2,196	(1,765)	431	2,493	(1,854)	639
Computer equipment	2,850	(960)	1,890	2,469	(1,014)	1,455
Machinery equipment	316	(157)	159	-	-	-
Total	**10,536**	**(5,158)**	**5,378**	**9,132**	**(5,089)**	**4,043**

Reconciliation of property, plant ,and equipment - 2026

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Mobile communication devices	178	22	(131)	-	(37)	32
Furniture and fixtures	590	37	-	-	11	638
Motor vehicles	1,312	1,076	-	-	(160)	2,228
Office equipment	639	36	(19)	(140)	(85)	431
Computer equipment	1,455	381	-	-	54	1,890
Machinery equipment	-	-	-	159	-	159
Total	**4,174**	**1,552**	**(150)**	**19**	**(217)**	**5,378**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

3. Property, plant, and equipment (continued)

Reconciliation of property, plant, and equipment - 2025

	Opening balance	Additions	Disposals	Depreciation	Total
Mobile communication devices	41	47	-	(41)	47
Furniture and fixtures	634	-	-	(44)	590
Motor vehicles	1,441	-	-	(129)	1,312
Office equipment	870	-	-	(231)	639
Computer equipment	718	647	(37)	127	1,455
	3,704	**694**	**(37)**	**(318)**	**4,043**

There are no encumbrances or restrictions on property, plant, and equipment.

The asset register is available for inspection at the registered offices of CRL Rights Commission.

There are no contractual commitments on property, plant, and equipment at financial year end.

Repairs and maintenance in respect of property, plant,and equipment are disclosed in note 16.

4. Intangible assets

	2026			2025		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
Computer software	132	(118)	14	132	(115)	17

Reconciliation of intangible assets - 2026

	Opening balance	Amortisation	Total
Computer software	17	(3)	14

Reconciliation of intangible assets - 2025

	Opening balance	Disposals	Amortisation	Total
Computer software	132	-	(115)	17
Office 365	110	(110)	-	-
	242	**(110)**	**(115)**	**17**

There are no contractual commitments on intangible assets at year end.

The asset register is available for inspection at the registered office of CRL Rights Commission. There are no encumbrances on intangible assets.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2026 R '000	2025 R '000
5. Prepayments		
Current portion		
Landlord	327	306
Back-up Licence fees	74	95
Pastel evolution and payroll	248	221
CaseWare	120	112
Microsoft Office 365	104	157
Insurance	23	-
PABX	23	-
	919	**891**

Prepayments are made in respect of contractual obligations that the CRL Rights Commission is committed to through normal procurement processes.

6. Receivables from exchange transactions

Deposits (Landlord)	332	332
Receivable from third parties	-	4
Accrued income	71	93
	403	**429**

7. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	-	3
Call deposit account	19,970	26,577
Demand deposit account balance	432	-
	20,402	**26,580**

All funds of the CRL Rights Commission are held with First National Bank Of South Africa.

All funds are available for use by CRL Rights Commission and there are no restricted funds.

There is no encumbrances on cash and cash equivalents held by the Commission.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

8. Accumulated surplus

Accumulated surplus - 2026

	Accumulated surplus	Total
Opening balance	28,930	28,930
Net deficit	(5,619)	(5,619)
	23,311	**23,311**

Accumulated surplus - 2025

	Accumulated surplus	Total
Opening balance	26,707	26,707
Net surplus	2,193	2,193
Adjustment	30	30
	28,930	**28,930**

9. Provisions

Reconciliation of provisions - 2026

	Opening Balance	Additions	Utilised during the year	Paid during the year	Total
Provision for leave pay	1,067	941	(837)	(230)	941

Reconciliation of provisions - 2025

	Opening Balance	Additions	Utilised during the year	Total
Provision for leave pay	1,110	1,067	(1,110)	1,067

Majority of employees utilised accumulated leave credits, resulting in a decrease in leave provision. A total number of 4 employees left the employ of the CRL Rights commission during the year under review and were paid their accumulated leave days. The leave provision for the current year is lower than the previous financial year, resulting in a decrease in employee cost of R 126 000.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2026 R'000	2025 R'000

10. Payables from exchange transactions

Trade payables	1,755	1,141
Accrued bonuses	640	604
Accrued trade payables	469	218
	2,864	**1,963**

11. Other income - exchange transactions

The amount included in revenue arising from exchange of goods or services are as follows:

Finance income from bank accounts - Cash	1,431	1,588
Finance income from bank accounts - Accrued	71	93
Asset taken at fair value	-	47
Disposal of assets	-	1
	1,502	**1,729**

12. Revenue from non-exchange transactions

Transfer from the Department of Co-operative Governance and Traditional Affairs	47,717	45,671

13. Employee costs

Basic salary	18,719	17,201
Commissioners remuneration	-	1,023
Unemployment Insurance fund	78	73
Skills development levy	234	213
Other non pensionable allowances	7,518	5,793
Sub-total	26,549	24,303
Pension fund - Defined benefit plan	1,235	1,014
Provident fund - Contribution benefit plan	1,246	1,044
Sub-total	2,481	2,058
	29,030	**26,361**
Staff compliment	38	35

Remuneration of the Chairperson and the Deputy Chairperson is included in the normal employee cost, but it has been disclosed with the Commissioners remuneration in the related party transactions in note 19

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

14. Depreciation and amortisation

	2026 R'000	2025 R'000
Depreciation and amortisation costs	220	330

15. Other operating expenditure

Software licenses	1,061	1,065
Consulting and professional fees	5,918	1,346
Computer expenses	183	108
Operating lease	3,779	3,466
Travel and subsistence allowance	4,865	2,792
Marketing	84	568
Repairs and maintenance	317	165
Communication and courier cost	240	212
Staff training and development	113	83
Loss on disposal of assets	-	2
	-	-
Commissioner payments	-	-
Photographic expense	1	52
	16,561	**9,859**

16. ADMINISTRATIVE EXPENSES

Recruitment advertisement	55	219
Internal auditing	75	509
Insurance	73	114
Legal expenses	2,470	391
Catering	1,378	234
Stationary and printing	619	583
Venues and facilities	461	3,667
Acquisition of non-capital assets	12	7
Bank charges	15	24
Water and electricity	64	55
Municipal charges	185	381
Common area electricity	569	388
Rates and Taxes	284	260
Interest paid	-	8
	6,260	**6,840**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

17. Auditors' Fees

	2026 R'000	2025 R'000
External audit fees	2,767	1,787

18. Cash (used in) generated from operations

(Deficit) surplus	(5,619)	2,193
Adjustments for:		
Depreciation and amortisation	220	330
Disposal of asset	-	(37)
(Decrease)/Increase in provisions	(126)	(43)
Income accrued	-	(93)
Fair value adjustments	-	(47)
Movement in bonus accruals	-	(101)
(Decrease) /Increase in prepayments	(28)	(716)
Changes in working capital:		
(Increase)/Decrease in receivables from exchange transactions	26	18
Increase/(Decrease) in payables from exchange transactions	901	307
Increase /(Decrease) in operating lease liabilities	-	206
Non cash	-	(73)
	(4,626)	**1,944**

19. Commissioners and prescribed officer's emoluments

Commissioners

2026

	Appointment date	Member's fees	Re-imbursive expenses	Basic salary	Structured salary	Pension/ Provident fund	Total
Mrs Thoko Mkhwanazi-Xaluva (Chairperson)	2025/07/01	-	2	837	488	-	1,327
Mr George Mahlangu (Deputy Chairperson)	2025/07/01	-	26	712	273	107	1,118
M Abduroaf	2019/07/01	101	3	-	-	-	104
T Mosala	2019/07/01	294	23	-	-	-	317
SM Pheto	2025/01/01	301	58	-	-	-	359
R Govender	2025/01/01	302	6	-	-	-	308
J Mapanka	2025/01/01	264	10	-	-	-	274
T Nkwe	2025/01/01	281	13	-	-	-	294
A Makgopa	2025/01/01	142	5	-	-	-	147
D Makoboka	2025/01/01	499	47	-	-	-	546
S Mantula	2025/01/01	168	2	-	-	-	170
KA Sedupane	2025/01/01	-	-	-	-	-	-
		2,352	**195**	**1,549**	**761**	**107**	**4,964**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

19. Commissioners and prescribed officer's emoluments (continued)

2025

	Appointment date	Basic salary	Structured Salary	Provident fund	Other benefits	Fees	Total
DL Mosoma (Chairperson)	2019/07/01	267	122	-	5	-	394
SM Pheto (Deputy Chairperson)	2019/07/01	178	151	27	3	-	359
T Mosala	2019/07/01	-	-	-	-	84	84
NV Tyamzashe	2019/07/01	-	-	-	-	59	59
S Dlamini	2019/07/01	-	-	-	63	80	143
FS Khama	2019/07/01	-	-	-	-	67	67
RT Kgatla	2019/07/01.	-	-	-	-	67	67
RD Botha	2019/07/01	-	-	-	2	46	48
M Abduroaf	2019/07/01	-	-	-	-	54	54
TN Mkhwanazi Xaluva - Chairperson	2025/01/01	209	122	-	-	-	331
G Mahlangu	2025/01/01	178	71	27	1	-	277
SM Pheto	2025/01/01	-	-	-	9	29	38
R Govender	2025/01/01	-	-	-	1	25	26
J Mapanka	2025/01/01	-	-	-	3	25	28
T Nkwe	2025/01/01	-	-	-	-	17	17
A Makgopa	2025/01/01	-	-	-	3	25	28
D Makoboka	2025/01/01	-	-	-	-	34	34
S Mantula	2025/01/01	-	-	-	-	21	21
KA Sedupane	2025/01/01	-	-	-	-	-	-
		832	**466**	**54**	**90**	**633**	**2,075**

* The term for the previous commissioners ended during the prior financial period and there was a time lag for the appointment of new commissioners which resulted in lower member fees in the prior financial year.

Audit and Risk Committee

2026

	Appointment Date	Other Benefits	Member's fees	Total
M Phiri (Chairperson)	2019/08/01	-	87	87
T Pooe	2019/12/01	-	33	33
L Mangquku	2019/12/01	-	44	44
		-	-	-
		-	**164**	**164**

* There were no transactions with related parties or individuals other than those disclosed above.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

19. Commissioners and prescribed officer's emoluments (continued)

2025

	Appointment Date	Other Benefits	Fees	Total
M Phiri (Chairperson)	2019/08/01	1	103	104
T Pooe	2019/12/01	-	35	35
L Mangquku	2019/12/01	-	43	43
		1	**181**	**182**

Senior Management Emoluments

2026

	Retirement contributions	Other benefits	Total
Chief Executive Officer - TE Mafadza	128	55	1,692
Chief Financial Officer - CM Smuts	156	-	1,494
Senior Manager - B Makeketa	132	-	1,471
Senior Manager - RM Mkholo	123	2	1,368
	539	**57**	**6,025**

2025

	Retirement contributions	Other benefits	Total
Chief Executive Officer - TE Mafadza	135	36	1,782
Chief Financial Officer - CM Smuts	150	7	1,442
Senior Manager - B Makeketa	135	-	1,516
Senior Manager - RM Mkholo	126	-	1,409
	546	**43**	**6,149**

20. Going concern

During the current 2026/2027 medium term expenditure framework the CRL Rights Commission is allocated a baseline allocation of R 49 646 000. These financial statements have been prepared on a going concern basis because the existence of the CRL Rights Commission is protected in the Constitution of the Republic of South Africa.

There is no intention to change the shape and function of the CRL Rights Commission by Parliament in the foreseeable future.

Management considered the cash flow forecast for the year ending 31 March 2026 and in light of this review and the current financial position of the CRL Rights Commission, is satisfied that the Commission has sufficient resources to continue operations for the foreseeable future.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

21. Reconciliation of Irregular expenditure and fruitless and wasteful expenditure

Irregular Expenditure	223

22. Financial instruments

Financial risk management

Financial instruments consist of cash and cash equivalents, trade and other receivables and trade and other payables. There are no receivables that are past due and not impaired.

The cash deposits are held with First National Bank incorporated in South Africa.

Categories of financial assets - 2026	Note	Amortised cost	Total	Fair value
Trade and other receivables	6	367	367	367
Cash and cash equivalents	7	20,402	20,402	20,402

Categories of financial assets - 2025	Note	Amortised cost	Total	Fair value
Trade and other receivables	6	429	429	429
Cash and cash equivalents	7	26,580	26,580	26,580
		27,009	**27,009**	**27,009**

Categories of financial liabilities - 2026	Note	Amortised cost	Total	Fair value
Trade payables	10	1,755	1,755	1,755

Categories of financial liabilities - 2025	Note	Amortised cost	Total	Fair value
Trade payables	10	1,141	1,141	1,141

Capital Management

The CRL Rights Commission does not hold any other form of share capital. There are no changes expected in the CRL Rights Commission's approach to capital management during the year. The CRL Rights Commission is not subject to any externally imposed capital requirements. The CRL Rights Commission manages its capital to ensure that the entity is able to continue as a going concern by maintaining a minimum liquidity reserve of R 4 million.

Borrowing facilities

The CRL Rights Commission currently has not permission from the National Treasury to access Borrowing Facilities.

Trade and other payables

The CRL Rights Commission is only exposed to liquidity risk in respect of maintaining sufficient cash to pay creditors as they become due. The CRL Rights Commission manages liquidity risk through ongoing review of future commitments.

Financial risk management

The Corporation is exposed to the following risks from its use of financial instruments:

- Liquidity risk; and
- Market risk (interest rate risk).

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

22. Financial instruments (continued)

Interest rate risk

The CRL Rights Commission has no significant interest-bearing assets. The CRL Rights Commission's income and operating cash flows are totally independent of changes in the market interest rate risk.

Liquidity risk

Liquidity risk is the risk that the CRL Rights Commission will not be able to meet its financial obligations as they fall due or can only do so at excessive high costs. The CRL Rights Commission's approach to managing liquidity is to ensure, as far as possible, that it always has sufficient cash, to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Commission's reputation.
Where internal funding is constrained, external sources of funding are explored.

The CRL Rights Commission manages its cash flow requirements by forecasting for both the short-term (three months) and the long-term (one to three years) cash requirements of the Commission.

Currency risk

Currently the CRL Rights Commission has no exposure to Foreign currency risk.

23. Contingencies

Based on the recommendations of the report on abuses in the religious sector. The CRL Rights Commission has established an Ad Hoc Section 22 Committee to consult the Christian sector on self-regulation. FORSA and the Church Defenders organisations amongst others have submitted applications to the high court to challenge the Section 22 Committee. The estimated cost of legal council for the matters is estimated at R 8 million rands.

24. Related parties

Related party transactions

Payments made to Commissioners, Audit Committee members and Senior Management of the CRL Rights Commissioners are treated as related and are disclosed as a related party transaction in note 19.

The transfer to the CRL Rights Commission is through the budget vote of the Department of Cooperative Governance and Traditional Affairs and therefore the Department of Cooperative Governance and Traditional Affairs is treated as a related party and are disclosed as a related party transaction in note 12.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

25. Events after the reporting date

The National Treasury approved for the Commission to retain and utilize the Retained Earnings from the prior financial year in its operations. The approval contained a condition that the remaining amount at the financial year should be transferred to the Corporation for Public Investments at the Reserve bank. On 30 April 2026, the total amount of R15 million was transferred to the Reserve Bank as required by the National Treasury.

In the future reporting periods the Investment will still be reported in Cash and Cash Equivalents. The CRL rights Commission has unrestricted access to the funds..

26. Prior period adjustment

Accrued trade payables

Upon accrual of expense transactions that relate to the 2024/25 financial period, which the invoices were received after the reporting period. It was noted that the accrued expenses included two invoices for goods that were only received in the current financial period and should not have been previously accrued for. The error resulted in overstatement of Expenditure (Aquisition of non-capital assets) and overstatement of Accrued trade payables. The total error was R29,608.60.

The correction of the errors results in adjustments as follows:

Statement of Financial Position		
Decrease in Accrued trade payables	-	(30)
Increase on accumulated surplus	-	30
Statement of financial performance		
Decrease in other operating expenses	-	(30)
Increase on surplus	-	30

27. Changes in accounting policy

The annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice on a basis consistent with the prior year except for the adoption of the following new or revised standards.

- GRAP 104 - Financial Instruments

Based on the nature of the organization, there was no material effect on the annual financial statements from the changes in the GRAP 104 standard for Financial Instruments for the year ended 31 March 2026.

The receivables from exchange transactions relate only to rental deposit and accrued income. Management of the CRL Rights Commission is of the opinion that the carrying value of receivables approximate their fair values. Therefore no application of the Expected Credit Loss model was performed on the receivables.

28. Change in estimate

Property, plant and equipment

The useful life of Office furniture class was previouly estimated in prior finacial period to be 23 years. In the current period management has revised their estimate to 30 years. The effect of this revision has decreased the depreciation charges for the current period by R246,132.02.

The useful life of Computer hardware and systems class was previouly estimated in prior finacial period to be 11 years. In the current period management have revised their estimate to 13 years. The effect of this revision has increased the depreciation charges for the current period by R159,745. 82.

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