



OFFICE OF THE
VALUER-GENERAL

ANNUAL PERFORMANCE PLAN 2024 – 2025

DATE OF TABLING
20 MARCH 2024



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EXECUTIVE AUTHORITY STATEMENT



Mrs AT Didiza, MP

Minister: Agriculture, Land Reform and Rural Development

In line with the strides emphasised by President Cyril Ramaphosa during the State of the Nation Address on 08 February 2024, that the Government has managed to introduce laws and programmes meant to enable the advancement of black South Africans and women to acquire 30% of land and build up assets, this achievement is, inter alia, attributed to the legislation such as the Property Valuation Act No.17 of 2014.

This entity has further managed to be fully functional in the last five years of the current administration of 2019/20 – 2024/25 through a successful establishment of systems and structures meant to enhance governance and administration processes. This achievement has contributed to a complete eradication of a valuation backlog, and the execution of property valuation certificates for the subsequent valuation requests pertaining to land reform and redistribution programmes. More valuations have also been successfully delivered for the clients such as the Department of Water and Sanitation and Department of Forestry, Fisheries and the Environment.

The programme of land reform will continue to be a primary focal point of service through the delivery of just and equitable valuations during the financial period of 2024/25. The executive management of the OVG will continue to engage the various key stakeholders through formal consultation workshops for the purpose of identifying ways of enhancing efficiency and transparency in the execution of property valuations in alignment to the annual performance plan.

The implementation of this plan serves to appease the final leg of 2019/20 – 2024/25 Strategic Plan and I am confident that the OVG will continue to make a significant contribution towards the attainment of land reform performance targets.

It thus gives me great pleasure to endorse the 2024/25 Annual Performance Plan for the Office of the Valuer-General. I also look forward to providing the political guidance and leadership needed to support the office of the Valuer-General.

I would like to further extend well wishes to the acting Valuer-General and her team in the execution of this pertinent mandate.

Mrs AT Didiza, MP

Minister: Agriculture, Land Reform and Rural Development



ACCOUNTING AUTHORITY STATEMENT



Ms Motlatso Maloka
Accounting Authority (Acting)

The Office of the Valuer-General is set out to continue with the programme of seizing available opportunities, introduction and strengthening of systems and structures of governance and performance delivery through reliance on ICT, innovation, and supply chain management.

Furthermore, implementation of the deliverables committed to in the Organisational Design and Development Plan will also take centre stage during the next three years for the purpose of improving efficiency and performance of property valuations.

We also intend to introduce a formal project of revenue generation through a three year implementation plan that is aligned to an approved communication and marketing strategy. This initiative is aimed at achieving a long term plan of ensuring that the OVG is able to generate it's own revenue.

The operations of the entity will also continue to be in line with the 2020-2025 Strategic Plan, the National Development Plan 2030, and the Medium-Term Strategic Framework. This plan outlines how the OVG's strategic imperatives, as articulated in the Strategic Plan, will be implemented, and measured for the fiscal year of 2024/25. It is for this purpose that this APP has been created in accordance with the Revised Framework for Strategic Plans and Annual Performance Plans.

The management of the OVG realises that 2024/25 financial year represents the final leg of the current MTSF period which will be ending. The delivery of projects and programmes reflected in this APP by utilising the existing resources engagement in partnerships with all the clients will continue to be a priority. It is against this backdrop that the PVA's impact on land reform remains an important area to monitor and assess.

I would like to take this opportunity to thank the Director-General of the Department of Agriculture, Land Reform and Rural Development for the engagement and support we continue to receive on a frequent basis. May I further take this opportunity to extend a token of appreciation to our clients namely, the Department of Forestry, Fisheries and the Environment and the Department of Water and Sanitation for their continued confidence and support.

It is therefore with great humility that I, on behalf of the OVG's management and staff present the 2024/25 Annual Performance Plan.

A handwritten signature in black ink, reading "M.M. Maloka", written over a horizontal line.

Ms Motlatso Maloka
Valuer-General (Acting)

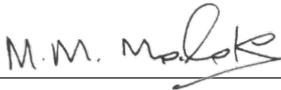


OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Office of the Valuer-General under the guidance of Mrs AT Didiza (MP).
- Considers all the relevant policies, legislation and other mandates for which the Office of the Valuer-General is responsible.
- Accurately reflects the Impact, Outcomes and Outputs that the Office of the Valuer-General will endeavour to achieve over 2024-2025.

Signature: 
Mr Thapelo Motsoeneng
Acting Chief Operating Officer

Signature: 
Ms Motlatso Maloka
Accounting Authority (Acting)

Approved by:

Signature: _____
Mrs AT Didiza, MP





ABBREVIATIONS

AGSA: Auditor-General South Africa

APP: Annual Performance Plan

COO: Chief Operating Officer

DALRRD: Department of Agriculture, Land Reform and Rural Development

DPME: Department of Planning, Monitoring and Evaluation

ENE: Estimates of National Expenditure

ERP: Enterprise Resource Planning

MAP: Ministerial Advisory Panel

MTEF: Medium-Term Expenditure Framework

MTSF: Medium-Term Strategic Framework

NDP: National Development Plan

NRF: National Revenue Fund

OVG: Office of the Valuer-General

PESTLE: Political, Economic, Social, Technological, Environmental and Legal

PFMA: Public Finance Management Act

PVA: Property Valuation Act

SACPVP: South African Council for the Property Valuers Profession

SP: Strategic Plan

SWOT: Strengths, Weaknesses, Opportunities, and Threats

TID: Technical Indicator Descriptions

TOC: Theory of Change

VG: Valuer-General



PART A



OUR MANDATE



1. Constitutional Mandate

The constitutional mandate of the Office of the Valuer-General is derived from section 25 of the Constitution of the Republic of South Africa, 1996 (the property clause), which provides for:

- the protection of property; (b) expropriation for a public purpose or in the public interest, subject to the payment of compensation;
- the nation's commitment to land reform and the provision of equitable access to South Africa's natural resources, with further and specific reference to the three land reform programmes (redistribution, tenure reform and restitution); and
- the taking by the state of legislative and other measures to achieve land and other natural resources reform.

2. Legislative and Policy Mandates

The Office of the Valuer-General discharges its legislative mandate by implementing its foundational Act, the Property Valuation Act 17 of 2014, which determines that the Office of the Valuer-General must be impartial, exercise its powers and perform its functions, and is accountable to the Minister of Agriculture, Land Reform and Rural Development.

The Act states that the Office of the Valuer-General must value all land to be acquired for land reform purposes in accordance with a prescribed set of criteria based on section 25(3) of the Constitution.

In addition, the Office of the Valuer-General may, in its discretion, when requested to do so by a national or provincial government department, determine the market value of property to be acquired or disposed of. The Valuer-General may make recommendations to the Minister of Agriculture, Land Reform and Rural Development relating to criteria, procedures and guidelines, and compliance monitoring.

Such recommendations, and any other matters the Office of the Valuer-General is required or permitted to determine in terms of the Act, may be published as regulations by the Minister of Agriculture, Land Reform and Rural Development.

The Valuers appointed as staff members of the Office of the Valuer-General and external Valuers contracted to perform valuations in accordance with the Property Valuation Act, 2014 (Act 17 of 2014) must comply with the following Acts to the extent that they provide for matters pertaining to valuation and Valuers:

- Expropriation Act, 1975 (Act 63 of 1975)
- Property Valuers Profession Act, 2000 (Act 47 of 2000) (administered by the Department of Public Works)
- Council for the Built Environment Act, 2000 (Act 43 of 2000) (administered by the Department of Public Works)
- Local Government: Municipal Property Rates, 2004 (Act 6 of 2004) (administered by the Department of Cooperative Governance).

The Office of the Valuer-General must also comply with the provisions relating to land reform and the acquisition, management and disposal of land by national and provincial government departments, as contained in the following Acts:

- Abolition of Certain Title Conditions Act, 1999 (Act 43 of 1999)
- Communal Property Associations Act, 1996 (Act 28 of 1996)
- Conversion of Certain Rights into Leasehold Act, 1988 (Act 81 of 1988)
- Deeds Registries Act, 1937 (Act 47 of 1937)
- Distribution and Transfer of Certain State Land Act, 1993 (Act 119 of 1993)
- Extension of Security of Tenure Act, 1997 (Act 62 of 1997)
- Geomatics Profession Act, 2013 (Act 19 of 2013)
- Government Immovable Asset Management Act, 2007 (Act 19 of 2007)
- Interim Protection of Informal Land Rights Act, 1996 (Act 31 of 1996)
- Kimberley Leasehold Conversion to Freehold Act, 1961 (Act 40 of 1961)
- KwaZulu-Natal Ingonyama Trust Act, 1994 (Act 3 of 1994)
- Land Reform (Labour Tenants) Act, 1996 (Act 3 of 1996)

- Land Administration Act, 1995 (Act 2 of 1995)
- Land Survey Act, 1997 (Act 8 of 1997)
- Land Reform: Provision of Land and Assistance Act, 1993 (Act 126 of 1993)
- Land Titles Adjustment Act, 1993 (Act 111 of 1993)
- Planning Profession Act, 2002 (Act 36 of 2002)
- Provincial State Land Acquisition, Management and Disposal legislation
- Restitution of Land Rights Act, 1994 (Act 22 of 1994)
- Sectional Titles Act, 1986 (Act 95 of 1986)
- Spatial Data Infrastructure Act, 2003 (Act 54 of 2003)
- Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)
- State Land Disposal Act, 1961 (Act 48 of 1961)
- Town and Regional Planners Act, 1984 (Act 19 of 1984)
- Transformation of Certain Rural Areas Act, 1998 (Act 94 of 1998)
- Upgrading of Land Tenure Rights Act, 1991 (Act 112 of 1991)

The Office of the Valuer-General must also comply with all relevant provisions of the key transversal national Acts such as the;

- Public Finance Management Act, 1999 (Act 1 of 1999)
- Public Service Act, 1994 (Proclamation 103 published in Government Gazette 15791 of 3 June 1994)

(Certain administrative legislation is included in this list as it is deemed to have strategic relevance during the start-up phase of the organisation)

3. Institutional Policies and Strategies over the five-year planning period

The Office of the Valuer-General's mandates is largely derived from the following key policies:

- National Development Plan (2011): Chapter 6 (an Integrated and Inclusive Rural Economy) provides, in respect of land reform, amongst others, for a model that will enable the more rapid transfer of agricultural land to black beneficiaries and the establishment of an institution that must monitor land markets against instances of corruption, speculation and undue opportunism;
- White Paper on South African Land Policy (1997): the land reform programme consists of three components: restitution, redistribution, and tenure reform. A fourth component, land development, was subsequently added by Government;
- Green Paper on Land Reform (2011): In order to attain the long-term goal of development, defined as shared growth and prosperity, relative income equality, full employment and cultural progress, provision is made for the establishment and operationalisation of the statutory office of the Land Valuer-General that would be responsible for the determination of fair and consistent land values for land reform purposes;

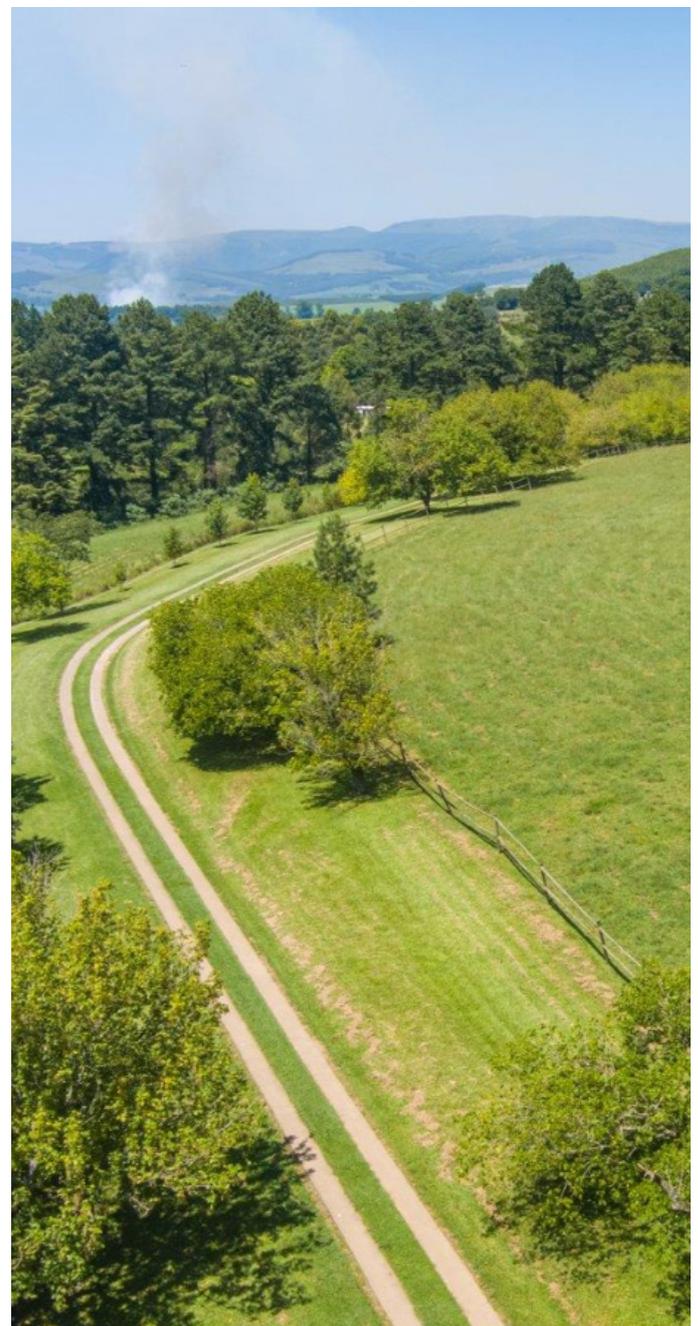


- Policy Framework for Land Acquisition and Land Valuation in a Land Reform Context and for the Establishment of the Office of the Valuer-General (2012): The protection of the public interest in land acquisition and property transactions is the overarching rationale for the establishment of the Office of the Valuer-General, whose broad mandate includes both land reform valuations as well as valuation and property advisory services across the entire government system.
- The Office of the Valuer-General must comply with all national and provincial policies that provide in one way or another for matters that impact on the operationalisation of, and the exercise of powers, the performance of functions and the execution of responsibilities, by the Office of the Valuer-General.
- These include, but are not limited to, policies that are administered by the Department of Agriculture, Land Reform and Rural Development and the Department of Public Works.
- Furthermore, the Office of the Valuer-General has assessed the alignment of its plans with national planning instruments including the National Development Plan (NDP) and its five-year implementation plan, the Medium-Term Strategic Framework (MTSF), which articulates plans to give effect to National Government's seven strategic priorities. The OVG's 2020 – 2025 Strategic Plan is informed, guided by and aligned with the 2019–2024 MTSF, which reflects government's priorities during the medium-term towards the realisation of the NDP's goals; more especially, those priorities and outcomes relating to rural development and land reform, as contained in the DALRRD's strategic plan. It also takes into consideration policy priorities that are in line with the Rural Development and Land reform trajectory, as articulated in the MTSF, specifically a capable, ethical and developmental state (Priority 1), Economic transformation and job creation (Priority 2), Education, skills and health (Priority 3), Spatial integration, human settlements and local government (Priority 5).

- In addition, the OVG's 2020 – 2025 Strategic Plan has identified and adopted four outcomes that are aligned to the outcomes of DALRRD and MTSF priorities.

4. Updated Relevant Court Rulings

The Office of the Valuer-General has not had specific court rulings that have had a significant and an ongoing impact on its operations, exercise of powers, and performance of functions, execution of responsibilities or service delivery obligations.



¹ NPC (2012) National Development Plan: Our future – make it work. National Planning Commission, The Presidency, Pretoria

PART B

OUR
STRATEGIC
FOCUS



5. Vision

To be recognised in the market as the centre of excellence and innovation in respect of all property valuations with a primary focus on land reform.

6. Mission

- Support land reform by providing impartial, efficient, just and equitable valuation services for all land-reform related matters in the country.
- Promote accurate professional valuations by informing, communicating and monitoring adherence to the criteria and guidelines applicable to land reform valuations; and
- Enhance efficiency and accuracy of valuations through the development of innovative tools and processes, including a database of property valuation data accessible to the valuation profession.
- Provide impartial, efficient, equitable and accurate general valuation services to/on behalf of government departments.

7. Values

- Professionalism and accountability
- Respect and integrity (ethics and honesty)
- Courtesy and compassion
- People-centred service standards
- Effective communication and transparency
- Efficiency
- Delivery focus

8. Updated Situational Analysis

8.1 External Environment Analysis

Political Factors

- The political uncertainty
- Land reform is a politically charged and sensitive issue in South Africa, particularly given the slow pace and costs incurred by the government to date. In line with Section 25 (3) of the SA constitution.
- Land ownership patterns continue to be racially skewed, and a greater sense of urgency is building around the issue of land reform. Restitution Act, Land Tenure Act, Extension of Security of Tenure Act;
- A bill was tabled before Parliament to amend Section 25 of the Constitution to address expropriation of land without compensation. However, the bill was not passed by Parliament due to failure to obtain a two-thirds majority.
- National assembly to have the medium-term strategy Forum to set premise should a new administration take over in the 7th Administration.
- Legislation already provides certain key interpretations and definitions (for example, the definition of "value" in the context of the PVA) that needs to be factored into all valuations, some of which may be poorly understood by the public.

Technological Factors

- There is currently a lack of an integrated, reliable and collated hub of property-related data;
- Availability of appropriate technology platform for data administration and analytics, storage, backup, disaster recovery for future use needs to be considered as this will be critical to creating an enabling and supportive business environment;
- The availability, relevance, adaptability and cost of a comprehensive valuation management system/software
- Cyber security Intelligence

Economic Factors

- Fiscus
- Stringent austerity measures by National Treasury
- Volatile property market
- Revenue

Transformational, Governance and Legislative Environment

- The OVG is mandated by the Property Valuations Act (PVA);
- The Auditor-General of South Africa will conduct the annual regulatory audit of the OVG;
- As an entity established and funded by the government, the OVG is subject to the provisions of the Public Finance Management Act (PFMA) and other relevant acts and regulatory bodies; and
- The profession is regulated by the South African Council for the Property Valuers Profession (SACPVP);
- The Auditor-General will conduct the annual regulatory audit of the OVG;
- The pending expropriation bill may have an impact on the how valuations are conducted;
- A Ministerial Advisory Panel has been set up to review the Property Valuation Act which may impact the mandate of the OVG; and
- The legal interpretation of the Property Valuation Act may result in different views/opinions with respect to the specific role and mandate of the OVG, potentially leading to exposure to court challenges. Currently, the OVG is a pending judgement that is expected to provide guidance in respect of the current valuation methodology



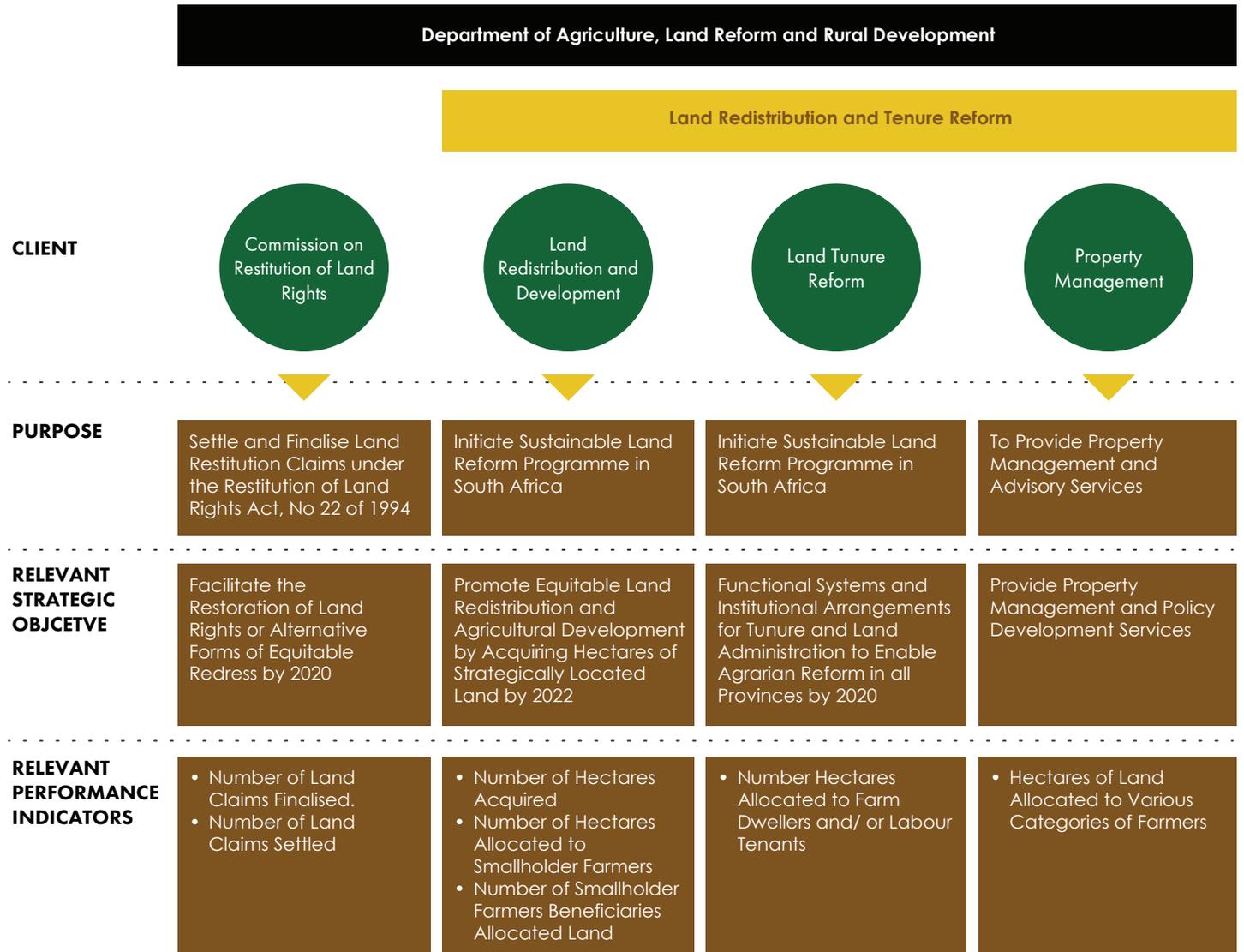
Social Factors

- Land ownership as a social problem and its impact to citizens' perceived social status and rights;
- Land reform execution (impact of poor execution can create new social problems such as food scarcity and increased food prices); and
- There is a general perception from the public that the government is slow in executing the issue of land reform,

Environmental Factors

- Marginal land which forms part of land reform may come under increased pressure. Valuation of agricultural land will need to consider the complexity of accelerating climate change, food security and water scarcity.
- Heatwaves, Natural disasters (e.g. Floods, wildfires etc.) diseases, and pest outbreaks and drought;
- Protective gear for valuers, SOP for OHS, Draft Business Continuity Plan;
- Agricultural Acts and Environmental (OHS Act & Regulations, Disaster Management Act, ISO45001 of 2018 etc.)

8.2 OVG Clients / Stakeholder Analysis



The OVG continues to predominantly service land reform stakeholders by conducting valuations in arriving at just and equitable value of the properties. Most valuations that are currently completed by the OVG contribute towards the determination of just and equitable compensation by OVG clients.

Key clients that are serviced by the OVG are the Commission on Restitution of Land Rights, Land Tenure Reform, Land Redistribution and Property Management. The OVG has started conducting valuations for the Department of Water and Sanitation and the Department of Forestry, Fisheries and the Environment.





8.3 Internal Environmental Analysis

8.3.1 Capacity to deliver on mandate – Human Resources

The Office of the Valuer-General is at an advanced stage of finalising its organisational structure having started a project of Organisational Design and Development. This project aims to render a long term plan of addressing the human resource constraints that the various business functions are currently encountering. Some of the challenges relate to the creation of positions and recruitment of the suitable skills on a three year contract.

An approval of both the macro and micro structures will ensure that there is adequate funding and soundly co-ordinated recruitment and retention of all the skills in the organisation.

8.3.2 Capacity to deliver on mandate: Information Communications Technology

The OVG has formally adopted ICT and innovation as the primary drivers to lead the implementation of the strategies defined to realise the achievement of its mandate as articulated in the Property Valuation Act as well the strategic outcomes defined in the Strategic Plan and Annual Performance documents.

A formal ICT Strategy has been developed to define the framework for the design, implementation and maintenance of the ICT infrastructure required in alignment to the set strategic outcomes. The ICT strategy sets out a three-year implementation plan with clearly costed and defined initiatives.

Adequate funding has also been provided for the implementation of ICT Strategy while plans are currently underway to ensure that there is adequate human resource capacitation within the OVG.

A design of an Enterprise Architecture Plan underway with an expectation to establish a digital roadmap that will direct the execution of the various initiatives.

8.3.3 Capacity to deliver on mandate: Financial Resources

The OVG has made provision for enough financial resources to efficiently achieve all the targets over the MTEF period. The OVG will receive a transfer amounting to R448 million over the MTEF period mainly to fund salaries and operational expenditure.



8.3.4 Swot Analysis

The strengths, weaknesses, opportunities, and threats analysis (SWOT) provides the OVG with the tools to identify and evaluate situational factors that will have a direct and indirect impact on the organisation. The OVG's opportunities and threats are external to the organisation, and therefore need to be managed effectively to ensure continued sustainability.

The OVG is committed to build on the identified strengths, taking advantage of the opportunities, and effectively managing the threats and turning weaknesses into strengths. The strengths, weaknesses, opportunities, and threats identified below are addressed in the document through the outcomes and outcome indicators.



- Existing market and opportunities to add to new markets.
- Budget allocation/appropriation from NRF;
- Operation in a specialised market;
- Highly rated and specialised skills;
- Availability of systems;
- Business Resilience where cyber security is concerned;
- The Property Valuation Act; and
- The OVG is fully autonomous.



- Operating on an interim organisational structure;
- Inadequate synergy within the OVG;
- Weak contract management in respect of outsourced valuation projects;
- The OVG is currently not reducing its carbon footprint by using less paper, thus having a negative impact on the environment;
- Lack of clarity in terms of fair and equitable value by stakeholders;
- High staff turnover (core business).
- Staff retention strategy;
- No permanent leadership; and
- Slow project initiation owing to procurement delays.



- Prioritize policies and systems according to their importance in the organisation;
- OVG's main mandate is to perform just and equitable valuations;.
- The current review process of the PVA provides an opportunity to make improvements;
- The Potential partnership with other government/ state institution particularly on property acquisition and disposal, as well as valuation rolls;
- The current Enterprise Resource Planning System has potential to digitise all the business processes;
- The required continuous improvement includes the development and use of standardised digital reports, forms, and templates, which will further improve the quality and turn-around-time for the valuations value chain;
- Opportunity to develop National Valuation Standards in partnership with SACVP and other relevant stakeholders;
- Data warehousing/data mining; and
- Knowledge management (offer short learning courses in partnership with universities).



- Reliance on government funding and the current fiscal challenges could impact on OVG's operations;
- The land reform process could be severely compromised if a valuation bottleneck arises due to capacity issues;
- Reputational damage if OVG valuations do not impact Land Reform;
- Lack of buy-in from stakeholders;
- Lack of PVA education for stakeholders;
- Legal challenges -where legal opinions are required;
- Cyber security attacks; and
- Political interference and staff turnover.



8.3.5 The OVG's Contribution Towards the Achievement of the Medium-Term Strategic Framework (MTSF)

The Office of the Valuer-General has identified four outcomes that are aligned and contribute towards the MTSF priorities.

The strategic outcome of promoting ethical conduct links directly to the NDP and the MTSF, particularly as it relates to the outcome "professional, meritocratic and ethical public administration" and the interventions aimed at reducing the incidents of corruption in the public sector and the strategic outcome just, equitable and credible valuations that contribute to the MTSF priority: Economic transformation and is linked to NDP: Chapter 6 (an Integrated and Inclusive Rural Economy).

The Office of the Valuer-General is therefore in line with its mandate, tasked to ensure that the valuation process for land reform is standardised and that valuations are delivered with efficiency.

This will ensure that the Office of the Valuer-General completes all received valuations within the set turnaround times. Table below shows linkage of the OVG's outcomes, programmes and MTSF priorities:

NO	OVG's Strategic Outcomes	Programme	Link to MTSF Priorities
01	Promote Ethical Conduct	Administration	Capable, ethical, and developmental state
02	Just and Equitable Valuations	Valuations	Economic transformation and job creation
03	Good Quality Data	Valuations	Economic transformation and job creation
04	Organisational Excellence	Operations	Capable, ethical, and developmental state Education, skills, and health

An aerial photograph of a school campus. The central focus is a large, long building with a grey metal roof. To its right are several smaller, blue-roofed buildings. The campus is surrounded by lush green lawns, numerous trees, and a few parked cars. The overall scene is bright and clear, suggesting a sunny day.

PART C

MEASURING
OUR
PERFORMANCE

9. Institutional Programme Performance

The results that the OVG should deliver in 2024/25 are summarised in the Theory of Change (ToC) shown below – Figure 1.



9.1 Programme: Administration

9.2 Purpose

To provide governance services for the optimal operational performance of the OVG

9.2.1 Sub-Programme:

9.2.1.1 Governance, Risk and Compliance

Purpose: To ensure an optimal management of risks and good corporate governance of the entity and provision of comprehensive legal advisory services that will enable the entity to execute its mandate within the rule of law effectively.

9.2.1.2 Internal Audit

Purpose: To provide an independent and objective assurance over governance, risk management and internal control systems.

9.2.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Outputs Indicators	Audited Performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Promote Ethical conduct	Fraud prevention plan implemented	% Implementation of corruption and fraud prevention	-	-	-	30%	100%	100%	100%

9.2.3 Output Indicators: Annual and Quarterly Targets

Outputs Indicators	Annual Target	Q1	Q2	Q3	Q4
% Implementation of corruption and fraud prevention	100%	20%	50%	80%	100%

9.2.4 Explanation of Planned Performance Over the Medium-Term Period

The strategic outcome of promoting ethical conduct links directly to the NDP and the MTSF, particularly as it relates to the outcome “professional, meritocratic and ethical public administration” and the interventions aimed at reducing the incidents of corruption in the public sector. The OVG will expand its preventative stance of anti-fraud and corruption awareness sessions facilitated with all the employees and stakeholders.

There is a need to ensure that the Office of the Valuer-General continues to capacitate with urgency and to ensure that the staff is performing at the highest level. There is also a need to ensure that clients are informed about changes in processes and requirements.

Data management forms a significant part of the office issuing quality reports and maintaining the highest ethical standards.

This will also ensure that the Office of the Valuer-General completes all the received valuation instructions within the set turnaround times and efficiency. Consequently, land reform will be fast-tracked thus positively contributing to the achievement of the priorities of the South African society at large.

The planned performance will ensure service delivery and ethical standards are improved over the MTEF period. This will also ensure that the entity delivers on the planned outputs.

The planned indicators put more emphasis on capacitating the entity, implementing effective change management techniques, ensuring that staff morale is at the highest, thus ensuring a sufficient and effective data management process and promotion of ethical standards which will contribute to the outcomes as set out in the Strategic Plan.





9.2.5 Programme Resource Considerations – Programme 1

9.2.5.1 Expenditure Estimates

Programme	Outcome R' 000			Main Appropriation R' 000	Medium-term expenditure estimate R' 000		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
MTEF Allocation	44 944	12 093	11 148	13 572	20 914	21 960	21 959
Total	44 944	12 093	11 148	13 572	20 914	21 960	21 959

9.2.5.2 Expenditure Estimates per Economic Classification

Programme	Outcome R' 000			Main Appropriation R' 000	Medium-term expenditure estimate R' 000		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Compensation of Employees	21 434	7 743	7 682	7 990	8 309	8 724	8 724
Goods and Services	23 510	4 350	3 466	5 582	12 605	13 235	13 235
Total	44 944	12 093	11 148	13 572	20 914	21 960	21 960

9.2.6 Performance and Expenditure Trends

The annual appropriation from the fiscus received as a transfer payment from the Department of Agriculture, Land Reform and Rural Development, is earmarked to, inter-alia, cover the cost of land reform valuations to be executed by the OVG in accordance with service level agreements. This programme will ensure optimal management of risks and good corporate governance of the entity and provide comprehensive legal advisory services that will enable the entity to execute its mandate within the rule of law through the provision of independent and objective assurance over governance, risk management and internal control systems.

9.2.7 Key Risks

Outcome	Risk Description	Risk Mitigation
Promote Ethica conduct	Non-compliance with governance and compliance requirements in accordance with legislations and prescripts under which the OVG operates	<ul style="list-style-type: none"> • Implementation of the fraud prevention policy and strategy • Implement Anti-fraud hotline; • Establish a financial disclosure system for all employees; • Implementation of recommendations following the Ethics Survey conducted • Implementation of the approved Compliance Management Plan

9.3 Programme: Valuations

9.3.1 Purpose: To determine credible values in line with the PVA.

9.3.2 Sub- Programme(s): Property Valuations

9.3.3 Programme Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Just, and equitable valuations	Improved valuations efficiency	Average number (#) of working days taken to issue a valuation certificate	53	34	50	50	50	50	50
		% completion of Current Value valuations requests submitted by clients within specified timelines	-	-	-	-	New indicator	100%	100%
		% completion of Historical valuations requests submitted by clients within specified timelines	-	-	-	-	New indicator	100%	100%
		% completion of Market value valuations requests submitted by clients within specified timelines	-	-	-	-	New indicator	100%	100%

9.3.4 Programme Output Indicators, Annual and Quarterly Targets

Outputs Indicators	Annual Target	Annual Target			
		Q1	Q2	Q3	Q4
Average number (#) of working days taken to issue a valuation certificate	50	50	50	50	50
% Completion of Current Value Valuations requests submitted by clients within specified times	100%	100%	100%	100%	100%
% Completion of Historical Valuations requests submitted by clients within specified times	100%	100%	100%	100%	100%
% Completion of Market Value Valuations requests submitted by clients within specified times	100%	100%	100%	100%	100%



9.3.5 Explanation of Planned Performance over the Medium-Term

This outcome - Just, equitable and credible valuations contribute to MTSF priority: Economic transformation and is linked to NDP: Chapter 6 (an Integrated and Inclusive Rural Economy).

The Office of the Valuer-General is therefore in line with its mandate, tasked to ensure that the valuation process for Land reform is standardised and that valuations are delivered with efficiency.

This will ensure that the Office of the Valuer-General completes all received valuations within the set turnaround times.

Consequently, Land reform will be fast-tracked thus ensuring a positive contribution to the achievement of priorities meant to empower women, children and people with disabilities and South Africa in general.

The planned performance will ensure that valuations are completed in the first year of the MTEF period, that all accepted valuations are completed within the turnaround times and that all valuations are standardised and produced at an acceptable quality.

9.3.6 Programme Resource Considerations – Programme 2

9.3.6.1 Expenditure Estimates

Programme	Outcome R' 000			Main Appropriation R' 000	Medium-term expenditure estimate R' 000		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
MTEF Allocation	0	18 935	43 065	80 485	59 547	61 771	68 606
Total	0	18 935	43 065	80 485	59 537	61 771	68 606

9.3.6.2 Expenditure Estimates per Economic Classification

Programme	Outcome R' 000			Main Appropriation R' 000	Medium-term expenditure estimate R' 000		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Compensation of Employees	0	17 304	21 095	21 939	22 817	23 958	23 958
Goods and Services	0	1 631	21 970	58 546	36 720	37 813	44 648
Total	0	18 935	43 065	80 485	59 537	61 771	68 606

9.3.7 Performance and Expenditure Trends

This programme is strategic due to the continued capacitation of the entity. It focuses on enhancing the quality of valuations, establishing operational and governance processes, and achieving operational sustainability. In the initial years of establishment, this will be wholly funded out of the National Revenue Fund appropriation.

9.3.8 Key Risks

Outcome	Risk Description	Risk Mitigation
Just and equitable valuations	Inability to finalise valuations in line with the PVA and on time	<ul style="list-style-type: none"> Enforce Quality Assurance Standards Provide training to the panel of valuers. Implement MS system. Finalisation of Interim Structure for approval by the Minister Strengthen contracting, project management, monitoring and evaluation. Review the SOP i.r.t. the valuation process in line with the Act
Just and equitable valuations	Reliance on government funding threatens the OVG's existence (Financial sustainability)	Explore alternative funding (Funding model) sources to ensure financial sustainability of the OVG in line with its mandate

9.4 Programme: Operations

9.4.1 Purpose: To provide business function services to the entire organisation.

9.4.2 Sub- Programme(s)

9.4.2.1 Project Management Office (PMO)

Purpose: To provide project management, business analysis and management reporting functions.

9.4.2.2 Human Capital Services

Purpose: To provide transformational Human Resources functional support enabling the entity to attract, develop and retain skilled people across the organisation.

9.4.2.3 Strategy & ICT Services

Purpose: To coordinate the translation of policy priorities agreed upon by the OVG management into actionable strategic plans with clear outcomes, outputs, indicators, and resource commitments and provide long term planning and support operations in respect of ICT needs, services and systems.

9.4.2.4 Financial Management Services

Purpose: To provide prudent financial management services.

9.4.2.5 Supply Chain and Procurement

Purpose: To ensure that goods and services are procured and disposed of in line with the procurement legislation and the principles of good corporate governance.

9.4.3 Programme Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Organisational excellence	Filled posts	Number (#) of funded posts filled in line with the approved interim structure	41	64	60	85	95	110	110
	Improved audit outcomes	Unqualified audit opinion	-	Unqualified audit opinion					
Good Quality Data	Digitised business processes	% of digital transformation roadmap implemented	-	-	-	5%	100%	100%	100%

9.4.4 Programme Output Indicator, Annual and Targets

Outputs Indicators	Annual Target	Annual Target			
		Q1	Q2	Q3	Q4
Number (#) of funded posts filled in line with the approved interim structure	95	85	85	90	95
Unqualified audit opinion	Unqualified audit opinion	-	Unqualified audit opinion	-	-
% of digital transformation roadmap implemented	100%	-	-	50%	100%



9.4.5 Explanation of Planned Performance over the Medium-Term Period

The issue of land reform is increasing in urgency. There is a need therefore for the Office of the Valuer-General to capacitate with urgency and to ensure that the staff is performing at the highest level. There is also a need to ensure that clients are informed about changes in processes and requirements.

Data management forms a significant part of the office issuing quality reports and maintaining the highest ethical standards. This will also ensure that the Office of the Valuer-General completes all the received valuation instructions within the set turnaround times and efficiency. Consequently, land reform will be fast-tracked thus positively contributing to the achievement of the priorities of the South African society at large.

The planned performance will ensure service delivery and ethical standards are improved over the MTEF period. This will also ensure that the entity delivers on the planned outputs.

The planned indicators put more emphasis on capacitating the entity, implementing effective change management techniques, ensuring that staff morale is at the highest, thus ensuring a sufficient and effective data management process and promotion of ethical standards which will contribute to the outcomes as set out in the Strategic Plan.

9.4.6 Programme Resource Considerations – Programme 3

9.4.6.1 Expenditure Estimates

Programme	Outcome R' 000			Main Appropriation R' 000	Medium-term expenditure estimate R' 000		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
MTEF Allocation	0	71 482	52 958	61 214	62 324	65 440	65 440
Total	0	71 482	52 958	61 214	62 324	65 440	65 440

9.4.6.2 Expenditure Estimates per Economic Classification

Programme	Outcome R' 000			Main Appropriation R' 000	Medium-term expenditure estimate R' 000		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Compensation of Employees	0	23 362	29 797	30 989	32 228	33 839	33 839
Goods and Services	0	48 120	23 161	30 225	30 096	31 601	31 601
Total	0	71 482	52 958	61 214	62 324	65 440	65 440



9.4.7 Performance and Expenditure Trends

The annual appropriation from the fiscus received as a transfer payment from the Department of Agriculture, Land Reform and Rural Development, is earmarked to, *inter-alia*, cover the cost of land reform valuations to be executed by the OVG in accordance with service level agreements to provide business function services to the entire organisation.

This programme will further provide project management, business analysis, management reporting functions, transformational human resource functional support, prudent financial management services, supply chain management services. coordinate the translation of policy priorities agreed upon by the OVG management, and provision of ICT services as business enabler.



9.4.8 Key Risks

Outcome	Risk Description	Risk Mitigation
Organisational excellence	The maturity level of the organisational systems, processes and capacity might hamper the achievement towards optimised state.	<ul style="list-style-type: none"> Investigate a process for enhancing Court order process Expedite the implementation of the sourcing strategy Finalise plans for implementation of outstanding requirements for ERP Review business rules/ guidelines on submission of valuation by clients
Just and equitable valuations	Cyber-crime/threats - Events of unauthorised access to data through hacking, phishing or virus attacks	<ul style="list-style-type: none"> Review and align the IT Security Strategy (Cyber). Capacitate the unit with dedicated CISO role or skills. Monitor ICT security vulnerability assessment
	Lack of or Inadequate Stakeholder Management & Interests	<ul style="list-style-type: none"> Develop the Marketing and Communications Strategy incorporating Stakeholder Engagement Plan Conduct customer Surveys
Good Quality Data	Integrity and availability of data	<ul style="list-style-type: none"> Implementation of the ERP system Data verification and reconciliation Data migration Audit on ERP Implementation of Business Intelligence Tools Implement the approved Business Continuity Plan in collaboration with the Risk Management Unit

PART D

VALLEY 

TECHNICAL INDICATOR DESCRIPTIONS





10 Administration Indicators

Indicator Title	% Implementation of corruption and fraud prevention
Definition	This refers to the implementation of the various initiatives meant to combat fraud, corruption and unethical conduct as outlined in the fraud prevention plan
Source of data	Approved fraud prevention plan, and quarterly reports
Method of Calculation/Assessment	Number of activities implemented per Quarter / Total number of planned activities per Fraud Prevention Plan * 100
Means of verification	Fraud Prevention Plan and Quarterly Reports (Minutes, Attendance Registers, Fraud Risk Registers)
Assumptions	<ul style="list-style-type: none"> • Stakeholder availability and participation • Approved fraud prevention plan • Availability of budget
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Improve the delivery of land reform programmes in South Africa
Calculation type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	100%
Indicator Responsibility	Valuer-General



11 Valuations Indicators

Indicator Title	Average number (#) of working days taken to issue a valuation certificate
Definition	To measure the average number of working days taken to complete valuations performed in respect of valuation requests received from the OVG's clients within every reporting period during the applicable financial year.
Source of data	The OVG's records (Supporting Schedule, Final Valuation Certificates), Valuations Tracking System (VTS)
Method of Calculation/Assessment	<p>Average number (#) of days calculated as follows: Total Number of working days per valuations listing/Total Number of completed valuations as per the listing * 100.</p> <p>The calculation of the number of working days will be based on a date when a valuation is received to a date when a valuation is completed. Date of completion means a date on which the final valuation certificate is signed.</p> <p>Exception Rule – Valuations that are found to be lacking critical information after being accepted by the Project Management Office will be flagged by changing the valuations status to 'Withdrawn / Rejected / on hold and counting days of those valuations will start from the date when all information is received or corrected. The above will also apply to Valuations that are submitted with incorrect instructions. (e.g. market value, instead of current value / historical market value)</p>
Means of verification	Valuation certificates. Valuation listings. Valuation reports
Assumptions	Valuers are able to access property for conducting inspections. All the information required for valuation is available.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	50 working days on average
Indicator Responsibility	Valuer-General

Indicator Title	% Completion of Current Value valuations requests submitted by Clients within the Specified Times										
Definition	To measure the percentage of current value valuation performed in relation to valuation requests received from clients within the specified times.										
Source of data	The OVG's records, (Supporting Schedule, Final Valuation Certificates), Valuations Tracking System (VTS).										
Method of Calculation/ Assessment	<p>Calculation of Quarterly Performance: Number of completed current value valuations submitted within the specified time / Quarterly Baseline of all current value valuations received within the specified time x100.</p> <p>Calculation of an Annual Performance: Number of completed current value valuations of all submission within the specified time / Annual Baseline of all current valuer valuations received within the specified time x100.</p> <p>NB: Quarterly Baseline means a number of current value valuations to be executed on a quarterly basis as per the determined baseline signed off by the Valuer-General.</p> <p>Annual Baseline means total sum of all current value valuations to be executed for the period under review.</p> <p>In the event of exceptional circumstances where a completed current value valuation as of 31 March 2025 relates to valuation requests received between 17 January 2025 to 31 March 2025, a variation procedure in the form of a calculation will have to be applied as follows:</p> <p>Number of completed current value valuations in the submission period plus number of variations in the varying period/ Total number of annual baseline plus total number variations in the varying period x100</p> <p>In the event of exceptional circumstances where a completed current value valuation relates to valuation request received for completion in the 2023/24 financial year, a variation procedure in the form of a calculation will have to be applied as follows:</p> <p>Number of completed current value valuations in the submission period plus number of completed current value valuations in the varying period/ Total number of annual baseline plus total number variations in the varying period x100</p> <p>Number of completed current value valuations per the listing: Valuations intended for completion by 2024/25 Q1 (30 June 2024) must be submitted by LRTR to the OVG by 31 March 2024.</p> <p>See the table (number of submission period) below for illustration:</p> <table border="1" data-bbox="608 1361 1481 1653"> <thead> <tr> <th>Submission Period</th> <th>Reporting Period</th> </tr> </thead> <tbody> <tr> <td>17 January 2024 – 29 March 2024</td> <td>Quarter 1</td> </tr> <tr> <td>01 April 2024 – 31 July 2024</td> <td>Quarter 2</td> </tr> <tr> <td>01 August 2024 – 04 November 2024</td> <td>Quarter 3</td> </tr> <tr> <td>05 November 2024 – 16 January 2025</td> <td>Quarter 4</td> </tr> </tbody> </table>	Submission Period	Reporting Period	17 January 2024 – 29 March 2024	Quarter 1	01 April 2024 – 31 July 2024	Quarter 2	01 August 2024 – 04 November 2024	Quarter 3	05 November 2024 – 16 January 2025	Quarter 4
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01 August 2024 – 04 November 2024	Quarter 3										
05 November 2024 – 16 January 2025	Quarter 4										
Means of verification	Final valuation certificates A listing of all current value valuations received within the agreed times.										
Assumptions	Staff Availability Contract signed with External Valuers										
Disaggregation of Beneficiaries (where applicable)	N/A										
Spatial Transformation (where applicable)	Improve the delivery of land reform programmes in South Africa										
Calculation type	Cumulative (year-to-date)										

Reporting Cycle	Quarterly
Desired Performance	100%
Indicator Responsibility	Valuer-General

Indicator Title	% Completion of Historical Valuations requests submitted by clients within the Specified Times										
Definition	To measure the percentage of historical valuations performed in relation to valuation requests received from clients within the specified times.										
Source of data	The OVG's records, (Supporting Schedule, Final Valuation Certificates), Valuations Tracking System (VTS).										
Method of Calculation/Assessment	<p>Calculation of Quarterly Performance: Number of completed historical valuations submitted within the specified time / Quarterly Baseline of all historical valuations received within the specified time x100.</p> <p>Calculation of an Annual Performance: Number of completed historical valuations of all submission within the specified time / Annual Baseline of all historical valuations received within the specified time x100</p> <p>NB: Quarterly Baseline means a number of historical valuations to be executed on a quarterly basis as per the determined baseline signed off by the Valuer-General.</p> <p>Annual Baseline means total sum of all historical valuations to be executed for the period under review.</p> <p>In the event of exceptional circumstances where a completed historical valuation as of 31 March 2025 relates to valuation requests received between 17 January 2025 to 31 March 2025, a variation procedure in the form of a calculation will have to be applied as follows: Number of completed historical valuations in the submission period plus number of variations in the varying period/ Total number of annual baseline plus total number variations in the varying period x100</p> <p>In the event of exceptional circumstances where a completed historical valuation relates to valuation request received for completion in the 2023/24 financial year, a variation procedure in the form of a calculation will have to be applied as follows: Number of completed historical valuation in the submission period plus number of completed historical valuation in the varying period/ Total number of annual baseline plus total number variations in the varying period x100</p> <p>Number of completed historical valuations per the listing: Valuations intended for completion by 2024/25 Q1 (30 June 2024) must be submitted by Restitution to the OVG by 31 March 2024.</p> <p>See the table (number of submission period) below for illustration:</p> <table border="1"> <thead> <tr> <th>Submission Period</th> <th>Reporting Period</th> </tr> </thead> <tbody> <tr> <td>17 January 2024 – 29 March 2024</td> <td>Quarter 1</td> </tr> <tr> <td>01 April 2024 – 31 July 2024</td> <td>Quarter 2</td> </tr> <tr> <td>01 August 2024 – 04 November 2024</td> <td>Quarter 3</td> </tr> <tr> <td>05 November 2024 – 16 January 2025</td> <td>Quarter 4</td> </tr> </tbody> </table>	Submission Period	Reporting Period	17 January 2024 – 29 March 2024	Quarter 1	01 April 2024 – 31 July 2024	Quarter 2	01 August 2024 – 04 November 2024	Quarter 3	05 November 2024 – 16 January 2025	Quarter 4
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05 November 2024 – 16 January 2025	Quarter 4										
Means of verification	Final valuation certificates A listing of all current value valuations received within the agreed times.										
Assumptions	Staff Availability Contract signed with External Valuers										

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Improve the delivery of land reform programmes in South Africa
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	100%
Indicator Responsibility	Valuer-General

Indicator Title	% Completion of Market Value Valuations requests submitted by clients within the specified times										
Definition	To measure the percentage of market value valuation performed in relation to valuation requests received from clients within the specified times.										
Source of data	The OVG’s records, (Supporting Schedule, Final Valuation Certificates), Valuations Tracking System (VTS).										
Method of Calculation/Assessment	<p>Calculation of Quarterly Performance: Number of completed historical valuations submitted within the specified time / Quarterly Baseline of all historical valuations received within the specified time x100.</p> <p>Calculation of an Annual Performance: Number of completed market value valuations of all submission within the specified time / Annual Baseline of all market value valuations received within the specified time x100.</p> <p>NB: Quarterly Baseline means a number of market value valuations to be executed on a quarterly basis as per the determined baseline signed off by the Valuer-General.</p> <p>Annual Baseline means total sum of all market value valuations to be executed for the period under review.</p> <p>In the event of exceptional circumstances where a completed market value valuation as of 31 March 2025 relates to valuation requests received between 17 January 2025 to 31 March 2025, a variation procedure in the form of a calculation will have to be applied as follows:</p> <p>Number of completed market value valuation in the submission period plus number of variations in the varying period/ Total number of annual baseline plus total number variations in the varying period x100</p> <p>In the event of exceptional circumstances where a completed market value valuation relates to valuation request received for completion in the 2023/24 financial year, a variation procedure in the form of a calculation will have to be applied as follows:</p> <p>Number of completed market value valuations in the submission period plus number of completed current valuations in the varying period/ Total number of annual baseline plus total number variations in the varying period x100</p> <p>Number of completed market value valuations per the listing: Valuations intended for completion by 2024/25 Q1 (30 June 2024) must be submitted by Property Management to the OVG by 31 March 2024.</p> <p>See the table (number of submission period) below for illustration:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #8B4513; color: white;"> <th>Submission Period</th> <th>Reporting Period</th> </tr> </thead> <tbody> <tr> <td>17 January 2024 – 29 March 2024</td> <td>Quarter 1</td> </tr> <tr> <td>01 April 2024 – 31 July 2024</td> <td>Quarter 2</td> </tr> <tr> <td>01 August 2024 – 04 November 2024</td> <td>Quarter 3</td> </tr> <tr> <td>05 November 2024 – 16 January 2025</td> <td>Quarter 4</td> </tr> </tbody> </table>	Submission Period	Reporting Period	17 January 2024 – 29 March 2024	Quarter 1	01 April 2024 – 31 July 2024	Quarter 2	01 August 2024 – 04 November 2024	Quarter 3	05 November 2024 – 16 January 2025	Quarter 4
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Means of verification	Final valuation certificates A listing of all market value valuations received within the agreed times.
Assumptions	Staff Availability Contract signed with External Valuers
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Improve the delivery of land reform programmes in South Africa
Calculation type	Cumulative(year-end)
Reporting Cycle	Quarterly
Desired Performance	100%
Indicator Responsibility	Valuer-General

12 Operations Indicators

Indicator Title	Number (#) of funded posts filled in line with the approved interim structure
Definition	To measure the number of funded posts against all the vacancies.
Source of data	Human Resources Records (ERP System, employees files)
Method of Calculation/Assessment	Simple count
Means of verification	Approved Interim Structure, Approved Plan for Filling of Vacant Posts, Appointment Letters
Assumptions	Funded posts, Approval Granted
Disaggregation of Beneficiaries (where applicable)	Appointment of staff in line with the approved Employment Equity Policy
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	95
Indicator Responsibility	Senior Manager: HCS



Indicator Title	Unqualified Audit Opinion
Definition	To demonstrate that effective and efficient systems of internal controls are in place and the financial statements are a fair reflection of the financial position, financial performance, and cash flows through an independent audit report
Source of data	Management letter and final Audit Report
Method of Calculation/ Assessment	Assess an Audit Report to determine conclusions by AGSA
Means of verification	Detailed dated and signed Audit Report
Assumptions	Financial statements captured accurately. Compliance with laws and regulations.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	Unqualified Audit Opinion
Indicator Responsibility	Valuer-General

Indicator Title	% of Digital transformation roadmap implemented
Definition	Defines percentage of implementing digital transformation initiatives
Source of data	Implementation progress reports
Method of Calculation/ Assessment	Total number of milestones achieved / Total number of planned milestones * 100
Means of verification	Quarterly reports
Assumptions	Approved Business Case Approved Enterprise Architecture Plan Approved Enterprise Architecture Maturity Roadmap Availability of financial and human resources
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	100%
Indicator Responsibility	Senior Manager: Strategy & ICT



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Office of The Valuer-General



Office of The Valuer-General