



Strategic Plan

2014 - 2019



rural development
& land reform

Department:
Rural Development and Land Reform
REPUBLIC OF SOUTH AFRICA

**Submission of the Strategic Plan of Rural Development and Land Reform
for 2014/2019 to the Executive Authority**

The Honourable GE Nkwinti (MP), Minister of Rural Development and Land Reform



Mr PM Shabane
Accounting Officer

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List of Acronyms

APP	Annual Performance Plan
AR	Annual Report
CRDP	Comprehensive Rural Development Programme
DAC	Department of Arts and Culture
DAFF	Department of Agriculture, Forestry and Fisheries
DBE	Department of Basic Education
DCoG	Department of Cooperative Governance
DEA	Department of Environmental Affairs
DHET	Department of Higher Education and Training
DHS	Department of Human Settlements
DoH	Department of Health
DoT	Department of Tourism
DPME	Department of Performance Monitoring and Evaluation
DRDLR	Department of Rural Development and Land Reform
DST	Department of Science and Technology
dti	Department of Trade and Industry
DWA	Department of Water Affairs
ENE	Estimates of National Expenditure
FET	Further Education and Training
IAR	Immovable Assets Register
ICT	Information and Communication Technology
IT	Information Technology
ITB	Ingonyama Trust Board
M&E	Monitoring and Evaluation
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
NARYSEC	National Rural Youth Service Corps
NDP	National Development Plan
NGP	New Growth Path
NSDS	National Skills Development Strategy
NT	National Treasury
OP	Operational Plan
PPP	Public-private partnership
SCOA	Standard Chart of Accounts
SDF	Spatial Development Framework
SIP	Strategic Infrastructure Project
SPLUMA	Spatial Planning and Land Use Management Act
RADP	Recapitalisation and Development Programme
RECAP	Recapitalisation and Development Programme
REID	Rural Enterprises and Industrial Development
RID	Rural Infrastructure Development
RIDFF	Rural Investment and Development Financing Facility

Minister's Foreword



The Honourable GE Nkwinti (MP)

"Building vibrant, equitable, and sustainable rural communities"

In the commemorative book "30 Years of the Freedom Charter", it recalls that in consulting people in the rural areas of the country in 1955 as to their demands for inclusion into the resolutions to be considered in respect of the Freedom Charter, the first demand was for land. In these areas, land hunger was – and, today, remains – a major challenge. The land question and the plight of the dispossessed rural masses, where they became outcasts in their own country, continues to be a sensitive, open sore on our society.

However, despite the systematic disenfranchisement and dispossession, the people of South Africa have always maintained their right to the land as a traditional birthright of which they were robbed. *Mayibuye i' Afrika!* is precisely this demand and expectation for the restitution of the land to the people and the right to live a prosperous life in rural South Africa!

It was furthermore acknowledged that the Natives Land Act, Act number 27 of 1913, had left lasting scars on rural communities; a painful legacy that – as part

of addressing the national question – had to and must be reversed. Section 25(5) of the Constitution (Act number 108 of 1996) enjoins the State to "take reasonable legislative and other measures, within its available resources, to foster conditions which enable citizens to gain access to land on an equitable basis". This constitutional imperative remains at the forefront of the service delivery goals of the Department of Rural Development and Land Reform (DRDLR), as the majority of our citizens are still deprived of this fundamental right.

Indicative of our commitment to addressing this national question, the post-2009 Election Administration, led by his Excellency, President Zuma, established the DRDLR. This effectively introduced the dual service delivery mandate of the DRDLR – continuing with the implementation of land reform on the one hand, whilst being charged with the massive coordination function of rural development (ensuring that the multiple service delivery streams, including the provision of human settlements, water and sanitation, electricity, healthcare, education, job creation and the like were coordinated effectively and efficiently for the benefit of all rural communities). Within this context, the DRDLR unveiled its agrarian transformation strategy, supported by the Comprehensive Rural Development Programme (CRDP).

Furthermore, government has set the National Development Plan (NDP) as its development framework and the New Growth Path as its strategy. As such, all policies and strategies of the DRDLR have been aligned to both, in terms of the 2014 – 2019 Medium-Term Strategic Framework (MTSF). This alignment has furthermore been ensured through a comprehensive process of legislative, policy, institutional and implementation reforms, currently at various stages of completion, undertaken by the DRDLR.

At the core of this mandate is land restitution, which has been the main driver behind addressing the national grievance of land dispossession as a result of the 1913 Natives Land Act. Within this context, the DRDLR has, in terms of institutional reforms and transformation, undertaken an exercise of institutional, policy and legislative reforms – in this regard, the Restitution of Land Rights Amendment Bill, reopening the land claims process and which effectively propels us forward in our quest to reverse the legacy of the 1913 Land Act, was passed by this House on 25 February 2014. This historic event builds on other legislative achievements of the department in respect of land reform, including the passing of the Spatial Planning and Land Use Management Act, the Deeds Registration Amendment Act, the Sectional Titles Amendment Act and the Geomatics Profession Act. A vast array of policies have also been completed and will inform our service delivery activities.

We are also making progress with the promise we made in 2010 to bring into full production land reform farms lying idle after they have been handed over to their new owners by introducing the Recapitalization and Development Programme (RADP) which has seen these new land owners being given technical and material support for five years until they can stand on their own.

In terms of our ongoing commitment to youth development, as at December 2013, 13 894 participants, from all Provinces, were benefitting from the NARYSEC programme. In terms of the ANC's Election Manifesto (2014) it is envisaged that this number will be increased to 50 000 over the next five years, impacting positively on the development of our country, in general, and our rural areas, in particular, through the generation of empowered youth – the leaders and drivers of our country's future!

In line with the principles of "equitable access to land across race, gender and class", government will continue supporting various beneficiaries, including emerging black commercial farmers, communities in communal ownership, farm workers, cooperatives and labour tenants.

In our endeavors to change the lives of our people, we will work in partnership with all role players and stakeholders.

For the first time in the history of this department, we have obtained an unqualified audit in the past financial year. We will continue to build on this achievement and have put in place systems and processes to maintain this momentum and, into the future, improve thereon.

The effects of centuries of plunder, dispossession and marginalisation will not, and cannot be eradicated at a click of a button, the hangover will be with us yet for a long time – but this does not mean that we have to sit back and accept the situation. Our actions over the past 20 years have sought to systematically address these challenges. We are gaining momentum with every passing year, with every new policy, with every piece of legislation promulgated. Be assured of our commitment and intentions to revitalise our rural communities so that they too can experience and reap the rewards of our long and hard fought struggle for a democratic future – Together We Move South Africa Forward!!!



The Honourable Nkwinti, GE (MP)

Minister: Rural Development and Land Reform

Accounting Officer's Overview



Mr PM Shabane

Government's Programme of Action (PoA) under the current administration prioritised amongst other things rural development, including land reform, food production and food security. To give effect to the rural development and land reform mandate, the Department of Rural Development and Land Reform was established in 2009. The department was also tasked with the coordination of government-wide interventions aimed at bringing about the results championed in the Outcome 7 Delivery Agreement.

In pursuit of providing an adequate response to the new rural development and land reform mandate, the Department of Rural Development and Land Reform, under the guidance of the Minister, engaged in a rigorous process of policy and legislation development and organising itself into a well-established institution with proper systems, well-engineered business processes and institutional arrangements to deliver in accordance with the expectations of government.

One of the critical policy interventions institutionalised by the department during this term was the development of the Comprehensive Rural Development Programme (CRDP) that coordinates efforts geared towards improving the livelihoods

of people living in rural areas, and greater focus on a land reform dispensation that centres equity, development, agrarian transformation and food security at the core of all interventions. Significant and commendable strides were made over the last five years including increased access to basic services by people residing in rural areas; spectacular progress in the delivery of socio-economic infrastructure in deep rural areas thus enabling linkages to other socio-economic opportunities, provision of rural enterprise support to improve rural livelihoods; finalisation of the state land audit to enhance accountability in the management of land for better planning and development; supporting land reform beneficiaries to improve the productivity of their farming enterprises, promoting tenure security, and acquisition and redistribution of land to improve equity in land ownership; and making significant contribution in reducing rural household food insecurity.

Despite the significantly observable progress made in the first term of the establishment of the department, there are challenges that hinder the best efforts of the department. The lessons learnt over the past five years have however been used to develop a more focused Medium Term Strategic Framework 2014-2019 (MTSF 2014-2019) that is properly aligned to the National Development Plan (NDP). This alignment was translated into the development of the 2014-2019 Strategic Plan of the department.

The main thrust of the department's 2014-2019 Strategic Plan is to implement appropriate policy and programme interventions which respond to the immediate needs of rural residents and rural communities whilst engaging in policy research and development that explores longer-term strategies to address the systemic deprivation of rural residents and thus contribute towards the reduction of poverty and inequality.

Therefore, the main focus of the department over the next five years is to maximise development benefits by strengthening cooperation and coordination efforts with significant attention placed on issues such as improving institutional arrangements for coordinated development planning and implementation amongst various players. This is aimed at making development benefits reach the marginalised through shared resource planning and utilisation for well-targeted development results.

This will be achieved through the implementation of tailored interventions such as effective systems of land administration and management, as well as building institutions that will support the achievement of better results of the programmes of the department and government. The targeted interventions also include a focus on improving governance in the form of accountability, transparency and responsiveness; strategic land acquisitions focusing on land that is productive in order to ensure that state investment achieves the desired socio-economic development results; and greater emphasis on the recapitalisation and development of acquired agricultural land thereby improving productivity.

Furthermore, other prioritised interventions for implementation include skills development biased towards rural residents particularly the youth and the creation of rural industries to support job creation while also developing industry related skills. The department will also ensure that adequate support is given to municipalities to implement the Spatial Planning and Land Use Management Act (SPLUMA), 2013 (Act No. 16 of 2013) in order to improve spatial planning and development. This is aimed primarily at improving rural-urban linkages in order to promote market access for rural enterprises and industries in the long term.

I believe that with the continued guidance and leadership of the Minister and the Deputy Minister, together with the commitment and capabilities of the management and staff of the department, the interventions outlined in this strategic plan will achieve the desired results.



PM Shabane

Director-General: Rural Development and Land Reform

Official Sign-Off

It is hereby certified that this Strategic Plan:

- *was developed by the management of the Department of Rural Development and Land Reform under the guidance of Minister Nkwinti, GE (MP);*
- *takes into account all the relevant policies, legislation and other mandates for which the Department of Rural Development and Land Reform is responsible; and*
- *accurately reflects the strategic outcome-oriented goals and objectives the Department of Rural Development and Land Reform will endeavour to achieve over the period 2014 to 2019.*

Mr T Motsoeneng
(Acting) Chief Financial Officer

Signature: 


Mr E Southgate
Deputy Director-General: Corporate Support Services

Signature: 

Mr PM Shabane
Accounting Officer

Signature: 

Mr M Skwatsha (MP)
Deputy Minister: Rural Development and Land Reform

Signature: 

Ms C Mashego-Dlamini
Deputy Minister: Rural Development and Land Reform

Signature: 

Approved by:

The Honourable Nkwinti, GE (MP)
Executive Authority

Signature: 

PART A: Strategic Overview

Mandate

To create and maintain an equitable and sustainable land dispensation and act as a coordinator and catalyst in rural development to ensure sustainable rural livelihoods, decent work and continued social and economic advancement for all South Africans.

Vision

Vibrant, equitable, sustainable rural communities.

Mission

To initiate, facilitate, coordinate, catalyse and implement an integrated rural development programme.

Value Statement

We uphold the following values:

- We value and encourage **diversity** and will not discriminate against anyone.
 - As a responsible government department we shall strive to be **transparent, accountable and responsive**.
 - We shall ensure that we have a dedicated, loyal, **results-oriented, professional and people-focused** workforce.
 - In collaboration with all stakeholders, the department will **comply with all laws** of this country.
-

Values



Legislative and other Mandates

Constitutional Mandates

Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)

The mandate of the department is derived from sections 24, 25 and 27 of the Constitution. Section 25 (property clause) establishes the framework for the implementation of land reform, and sections 24 (environment clause) and 27 (health care, food, water and social security clause) establish the framework for the implementation of the CRDP.

Policy initiatives

The department has made significant progress in policy development since the adoption of the CRDP in 2009 and the Green Paper on Land Reform in August 2011 by Cabinet. The piloting of the CRDP, together with extensive consultations on the Green Paper on Land Reform, has resulted in the development and approval of a range of policies in August 2012.

During the 2014–2019 period, the department will continue working on some of these policies and also initiate others in order to execute its mandate.

The Minister has internally approved some policies for internal operational guidance and framing and policies that will proceed towards legislation. Some of the policies will proceed to the new Cabinet after the 2014 general elections.

The goal of the rural development and land reform policy is to stimulate rural revitalization, rural employment, social cohesion, prosperity, full employment, shared growth and relative income equality.

The strategic thrust, also set out in the Green Paper, is that land reform should be pursued with minimal disruption to food production.

The department has defined land reform to be inclusive of the following four functions or pillars:

- i. restitution of land rights
- ii. redistribution of land;
- iii. land tenure reform; and,
- iv. development of the land.

The principles underpinning land reform are three-fold:

- i. Deracialisation of the rural economy;
- ii. Democratic and equitable land allocation and use across gender, race and class; and ;
- iii. Strict production discipline for guaranteed national food security.

With this understanding, the rationale of the individual policy reforms can be framed as follows:

Policy Trajectory	Policies	Strategic Objectives
SCALE-UP LAND ACCESS	State Asset Lease and Disposal Policy	To provide for a coherent policy for the department leases on department owned agricultural land and other state properties administered by the department and disposal in line with the Government Immovable Asset Management Act
	Re-Opening of Restitution	Address the land needs of those who could not meet the December 1998 cut-off date for lodgment of claims.
	Exceptions to 1913 cut-off date	Address the land plight of decedents of the Khoi & the San General recognition of Heritage sites and historical land marks.
	Establish an Office of the Valuer General through Property Valuations Bill	Introduce just and equitable compensation. Effectively pay lesser for land than in the past and make more resources available to access more land. Provide valuations in support to offers to purchase and expropriation. Address disputes over compensation offered.
	Agricultural Land Holdings Policy Framework	Introduce upper and lower limits to agricultural land holding sizes. Employ scientific and participatory determinations to sizes. Disincentive to land hording and speculation. Promote productive and sustainable use of land.

Policy Trajectory	Policies	Strategic Objectives
<p>ENHANCE LAND DEVELOPMENT THROUGH TENURE REFORM</p>	<p>Land Tenure Security Policy for Commercial Farming Areas</p>	<p>Address tenure insecurity of farm dwellers, farm workers and their families.</p> <p>Establish a Land Rights Management Board and local Land Rights Management Committees to address land tenure insecurity and development in commercial farming areas.</p> <p>Avert illegal evictions.</p> <p>Promote on-and-off commercial farm settlements and access to productive commercial farm land</p> <p>Determine certainty in land rights and accesses for productive use.</p> <p>Anchor the programme on and a rights awareness (communications and education programme).</p>
	<p>Policy on Land Ownership by Foreign Nationals</p>	<p>Regulate land ownership by foreign nationals and business entities.</p> <p>Ensure priority access to land by South African citizens;</p> <p>Promote long term leases for foreign nationals;</p> <p>Also place limits on land sizes to foreign nationals in terms of the “Agricultural Land Holdings Policy Framework” addressed above.</p> <p>Make more land available for land reform.</p> <p>Promote policy certainty and consequently create an enabling policy environment for international investment.</p>

Policy Trajectory	Policies	Strategic Objectives
	Land Commission	<p>To address double registrations and associated land disputes in land held under the custodianship of the Department of Rural Development and Land Reform.</p> <p>To determine rightful rights to land in cases of disputes.</p> <p>To make land accessible to development by determining tenure rights.</p>
SUPPORT PRODUCTIVE USE OF LAND	Rural Development Policy Framework	<p>Build on four years of piloting the Comprehensive Rural Development framework.</p> <p>Build on household capabilities.</p> <p>Promote social and economic infrastructure.</p> <p>Deploy resources of the Animal and Veld Management, River Catalytic, Enterprise Development and Industry Development programmes.</p> <p>Promote youth active involvement in development.</p> <p>Promote clear rights in land;</p> <p>Incentivise development through a Rural Investment and Development Finance Facility.</p> <p>Coordinate development through a rural development agency.</p>
	Recapitalisation and Development Policy	<p>Recapitalise farm projects that were challenged as a result of constrained beneficiary and project support.</p> <p>Promote project development and productivity.</p> <p>Support the Animal and Veld Management and River Catalytic Projects.</p> <p>Incentivise partnerships for Development.</p>

Policy Trajectory	Policies	Strategic Objectives
	Rural Development Agency and Investment and Development Finance Facility	<p>An agency to support the management and facilitation of rural development</p> <p>Incentivize partnerships for rural development.</p> <p>Leverage resources for rural development</p>

The table below outlines the status of policies:

All Approved Policies	Policy approved by Minister	Policies Prioritized for Legislation	Policies to Cabinet for Public Comments	Legislation Targeted for After the 2014 Election
Office of the Valuer General		Property Valuations Bill		✓
Land Tenure Policy for Commercial Farming Areas		Extension of Security of Tenure Act Amendment Bill		✓
Land Management Commission	✓	Land Management Commission Bill		✓
State Assets Acquisition and Lease Disposal Policy	✓			✓
Agricultural Land Holdings Policy Framework	✓			✓
Policy on Land Ownership by Foreign Nationals		✓	Including the "Acquisitions and Disposal of Land by foreign Persons Bill"	✓
Communal Land Tenure Policy	✓	✓	Including a "Communal Land Tenure Bill"	✓
Communal Property Association Policy (CPAs)		✓		✓

All Approved Policies	Policy approved by Minister	Policies Prioritized for Legislation	Policies to Cabinet for Public Comments	Legislation Targeted for After the 2014 Election
Rural Development Framework	✓			✓
Restitution Policy (Re-opening of Dec 1998 Cut off date)	✓	Restitution of Land Rights Act Amendment Bill: 2013		Restitution Re-Opening (Pre-1913)
Recapitalisation and Development Policy	✓			✓
Rural Development Agency Policy	✓	✓	✓	✓
Rural Investment and Development Financing Facility	✓	✓	✓	✓

Legislative Mandates

The following are some of the legislation from which the department derives its mandate:

Acts	Strategic Focus
Land Reform: Provision of Land and Assistance Act, 1993 (Act No. 126 of 1993)	The act requires that the department provides for the designation of certain land, the regulation of the subdivision of such land and the settlement of persons on it. In addition, it provides for the acquisition, maintenance, planning, development, improvement and disposal of property and the provision of financial assistance for land reform purposes.
Land Reform (Labour Tenants) Act, 1996 (Act No. 3 of 1996):	The act makes provision for the security of tenure of labour tenants and those persons occupying or using land as a result of their association with labour tenants. It also makes provision for the acquisition of land and rights in land by labour tenants.
Land Survey Act, 1997 (Act No. 8 of 1997)	The act regulates the survey of land in the Republic of South Africa. The legislation provides for management of cadastral surveys and land information services, geodetic and topographical surveying and geospatial information services in the country
Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003)	The act provides for the establishment of the South African Spatial Data Infrastructure (SASDI) in order to regulate the collection, management, maintenance, integration, distribution and use of spatial information. The act also promotes the efficient and effective use of the State's spatial information resources by sharing of the information.
Deeds Registries Act, 1937 (Act No. 47 of 1937):	The act makes provision for the administration of the land registration system and the registration of rights in land. Through the Office of the Chief Registrar of Deeds, the department is mandated to register title deeds for every property registration lodged.

The following legislative development programme for the last 5 years, has been meant to fully TRANSFORM the land ownership and control of the South African land trajectory to derive the ultimate goal of correcting the past land ownership practices as a result of the 1913 Native Land Act.

The following laws have been passed by parliament during the term of the previous administration:

Acts	Strategic Focus	Status
SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, ACT 16 OF 2013	<p>The implementation of the Bill will provide critical support to a number of noble objectives of the government, especially;</p> <ul style="list-style-type: none"> • The Human Settlement programmes; • The economic programmes since the land development planning and approval system impedes investment and fails to establish sufficient certainty in the land market; and • Spatial programmes to address segregation and unequal spatial patterns 	Assented to on 2 August by the President and gazetted on 5 August 2013. Now SPLUMA, Act 16 of 2013.
GEOMATICS PROFESSIONS ACT, ACT 19 OF 2013	<p>The Bill intends to replace the Professional and Technical Surveyors Act, 40 of 1984, which catered for surveyors but excluded geographical science professionals and mine surveyors. The Bills seeks to make provision for all geomatics professionals, technologists and technicians. It furthermore will ensure that the professional council is more representative, while it places more emphasis on education and training, as well as the marketing of the profession to attract more people to the profession.</p>	The Bill was assented to and signed into law on the 10th of December 2013 and is now the Geomatics Professions Act, Act 19 of 2013.
SECTIONAL TITLES AMENDMENT ACT, ACT 33 OF 2013	<p>The amendment to Sectional Titles Act, 1986, to amend certain definitions; to provide for the electronic delivery of notices for purposes of general meetings of a body corporate; to provide for the endorsement of registered mortgage bonds against certificates of registered sectional title issued in terms of section 15B(5A) of the Act; to provide for the lodgement of a clearance certificate with the registration of a cession of real rights to further provide for the consent by owners and holders of a right of extension to the alienation of common property; to further provide for the consent of The Deeds Registries Act, 1937, is to be amended to substitute an obsolete reference; to provide for the substitution of certain headings to sections; to provide for the amendment of certain references to provinces; and to amend the definition of "deeds registry.</p>	Bill assented to and signed into law on the 14th of December 2013 and is now the Sectional Titles Amendment Act, Act 33 of 2013.
DEEDS REGISTRIES AMENDMENT ACT, ACT 34 OF 2013	<p>The Deeds Registries Act, 1937, is to be amended to substitute an obsolete reference; to provide for the substitution of certain headings to sections; to provide for the amendment of certain references to provinces; and to amend the definition of "deeds registry.</p>	The Bill was assented to and signed into law on the 14th of December 2013 and is now the Deed Registries Amendment Act, Act 34 of 2013.

Bills being processed and are therefore work in progress

Bill	Strategic focus	Status
RESTITUTION OF LAND RIGHTS AMENDMENT BILL, 2013	The purpose of the Bill is to provide for the re-opening of lodgement of land claims by persons or communities dispossessed of rights in land as a result of past racially discriminatory laws and practices, to provide for permanent judges to sit at the land claims court and to provide for matters connected therewith.	The Bill was passed by the National Assembly and is now being considered by the NCOP.
PROPERTY VALUATION BILL, 2013	The purpose of the Bill is to give effect to the provisions of the Constitution which provide for land reform and to facilitate land reform through the regulation of the valuation of property. The Bill makes provision for the establishment of a Valuer-General's Office which will provide a valuation service for property that has been identified for expropriation and land reform purposes, as well as voluntary property valuation service to departments that may request the office to perform such valuations. The office of the Valuer General will also serve a regulatory function which will provide for the setting of criteria, procedures and the monitoring of valuations performed in the above respect.	The Bill will be debated on by the National Assembly on the 6th of March 2014.
LAND PROTECTION BILL, 2013	This Bill seeks to foster conditions that ensure improved access to land for citizens; Create conditions that would enable South African land and landed assets to be utilized for the greater benefit of its citizens and residents; Foster increased access of South African Land and landed assets by its citizens and residents; Create a policy and regulatory environment which ensures that the value of sensitive South African land and landed assets is recognized, protected and enhanced by non-national and/or non- resident; Provide a transparent and more conducive regulatory environment for the generation and utilization of policy – relevant information on land ownership and usage, thereby improving the state's ability to monitor and evaluate its compliance with the Constitutional directive to ensure land, tenure and related reforms.	Policy revised and approved. Draft has commenced and there's ongoing discussion with line functionaries.
LAND COMMISSION BILL, 2013	The purpose of this Bill is to establish a Land Commission (LC), to address institutional weaknesses in land management policy, land administration and the fragmented land legislation. For this purpose, the LC will amongst others have an advisory role in respect of policy formulation and development, as well as a co-ordinating role in respect of the execution of land management functions by certain land custodians.	Bill approved by Cabinet on 11 September 2013 for publication for public comment for 30 days. The period of 30 days expired on the 28th of October 2013 and the team is in the process of consolidating and considering the comments after which a report will be routed to the Minister. The first draft of the RIA is being considered.
COMMUNAL PROPERTY ASSOCIATIONS AMENDMENT BILL, 2013	It is intended to amend the Communal Property Associations Act, 1996, so as to redefine the kind of communities and persons to whom the provisions of the Act apply. It is further intended to clearly define the nature and substance of the report on communal property associations that has to be tabled in Parliament.	The Bill will be submitted through the DG clusters and will be submitted to Cabinet Committee with the new administration.
EXTENSION OF SECURITY OF TENURE AMENDMENT BILL, 2013	The proposed amendments are derived from the wider draft policy on Land Tenure Security in respect to commercial Farming areas. The Bill aims to find lasting solutions to tenure insecurities in these areas through combining land redistribution measures within effective legal protection and dispute mechanisms.	The Bill is currently going through the NEDLAC proces

Other Mandates

Proposed Institutions

The department has over the last few years conceptualized the new institutional arrangements in support of the new policy trajectory.

The following bills once approved by parliament will enable the department to establish the following institutions:

- Land Commission (LC), (Land Commission Bill)
- Land Rights Management Board (LRMB), (Extension of Security of Tenure Amendment Bill)
- Office of the Valuer General (OVG), (Property Valuation Bill)

Situational Analysis

Understanding the department's External Environment

A horizon scanning (environmental scanning) exercise was conducted to enable the department to understand its macro- and microenvironment, so that evidence-based priorities could be determined. Broadly, the scan revealed the following key observations which were then the basis of determining the department's strategic direction:

- The rural development and agrarian transformation space is complex, characterized by multiple causation and feedback loops, with time delays.
- The department is the *de facto* national land administrator and spatial planner. It could use land and spatial planning as levers to influence the targeting of priority rural areas for development by using its land reform and spatial planning programmes.
- Further, the department could strategically locate new black players to benefit from planned mining ventures (such as gas in the Northern Cape, platinum in Limpopo) through the land reform and Rural Enterprises and Industrial Development (REID) programmes.
- Infrastructure development projects, such as SIP II, are laying the foundations to bring isolated rural areas into the mainstream economy.

The CRDP evaluation study conducted by the department and the Department of Performance Monitoring and Evaluation (DPME) suggests that although the programme is a good one to address the plight of rural communities, it is not doing well in job creation and community empowerment. Most of the jobs created are infrastructure-related short-term jobs with relatively low wages, which have not resulted in subsequent long-term jobs or permanent entry into the labour market. These observations will be considered over the next five years as the department refines the CRDP. Weaknesses in coordinating planning and implementation of rural development across the spheres and within the various sectors of government have also been identified as impediments to successfully implementing rural development

Performance Environment

An assessment of progress made since 2009 indicates that tremendous gains in the upliftment of rural communities and land reform beneficiaries have been made. Progress is determined against the strategic goals and objectives set in 2009 and subsequently reviewed where necessary over the years. Commendable progress was made in the implementation of land reform, land administration and rural development programmes and initiatives. Performance assessment in key departmental programmes is as follows:

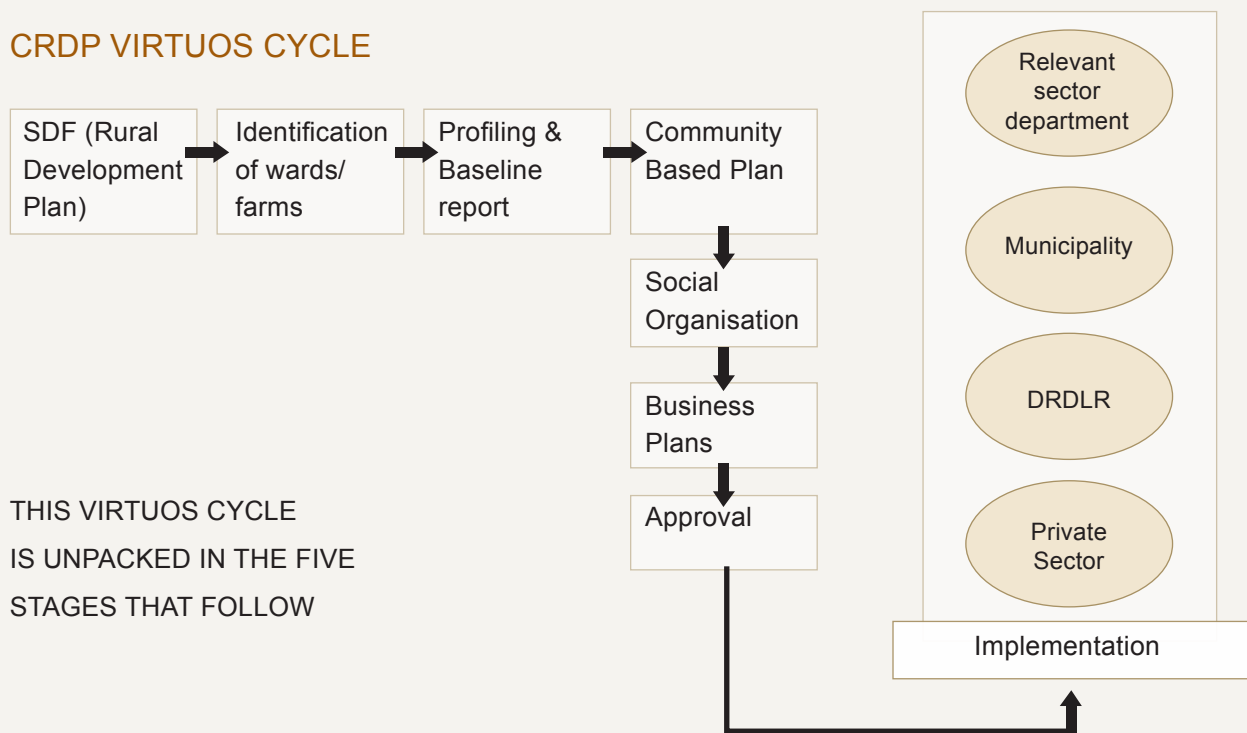
- Performance in land reform indicated a significant improvement in the last five years, in both the area of land acquisition and land recapitalisation & development as compared to the first 15 years of the democratic government. This is despite the investment costs having to be shared between the two approaches of acquisition and development and having to put aside 25% of the program budget strictly into recapitalisation & development.
- Performance trends in the recapitalisation and development of land reform farms indicate that there has been an impressive uptake of the programme. This is evidenced by an increase in the number of farms recapitalised and developed since the introduction of the programme. This does not mean that the programme has been void of challenges. Evaluation studies conducted by the department in collaboration with the Department of Performance Monitoring and Evaluation (DPME) found that employment creation, both directly and indirectly, has been positive, although weak. These challenges will be addressed through the revised RADP policy.
- Trends recorded by the indicators measuring the efficiency of processing-registerable diagrams, general plans and sectional plans improved from an average of 21 days at the end of the 2012/13 financial year to an average of 17 days in the middle of the 2013/14 financial year.

- Trends recorded in indicators measuring food security interventions at household level show that although progress has been slow, there is a definite increase in the number of households assisted to produce their own food; this has had a positive impact on food security at household level.
- Job creation through the department's programmes has been quite disappointing. The number of jobs created through the RADP are too small to justify the amount of investment.
- The CRDP evaluation study suggests that although the programme is a good one to address the plight of rural communities, it is not doing well in job creation and community empowerment. Most of the jobs created are infrastructure-related short-term jobs with relatively low wages, which have not resulted in subsequent long-term jobs or permanent entry into the labour market. These observations will be considered over the next five years as the department refines the CRDP.
- Performance trends in the settlement and finalisation of land claims have been consistent. However, the reopening of land claims and the extension of the 1998 lodgement date means that the department needs to allocate more resources (financial, technical and human) to the restitution programme.

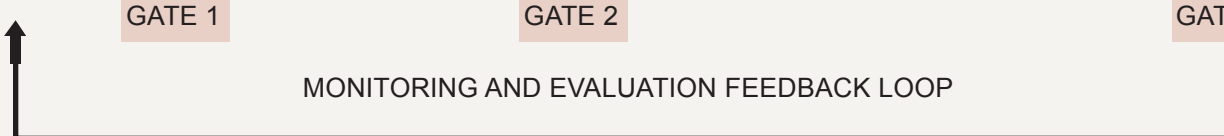
The department has now institutionalized the new way of integrated services improvement mechanism through a VIRTUOUS CYCLE MODEL, that is meant achieve high levels coordinated planning and implementation.

Below is the diagrammatic presentation of the virtuous cycle:

CRDP VIRTUOS CYCLE

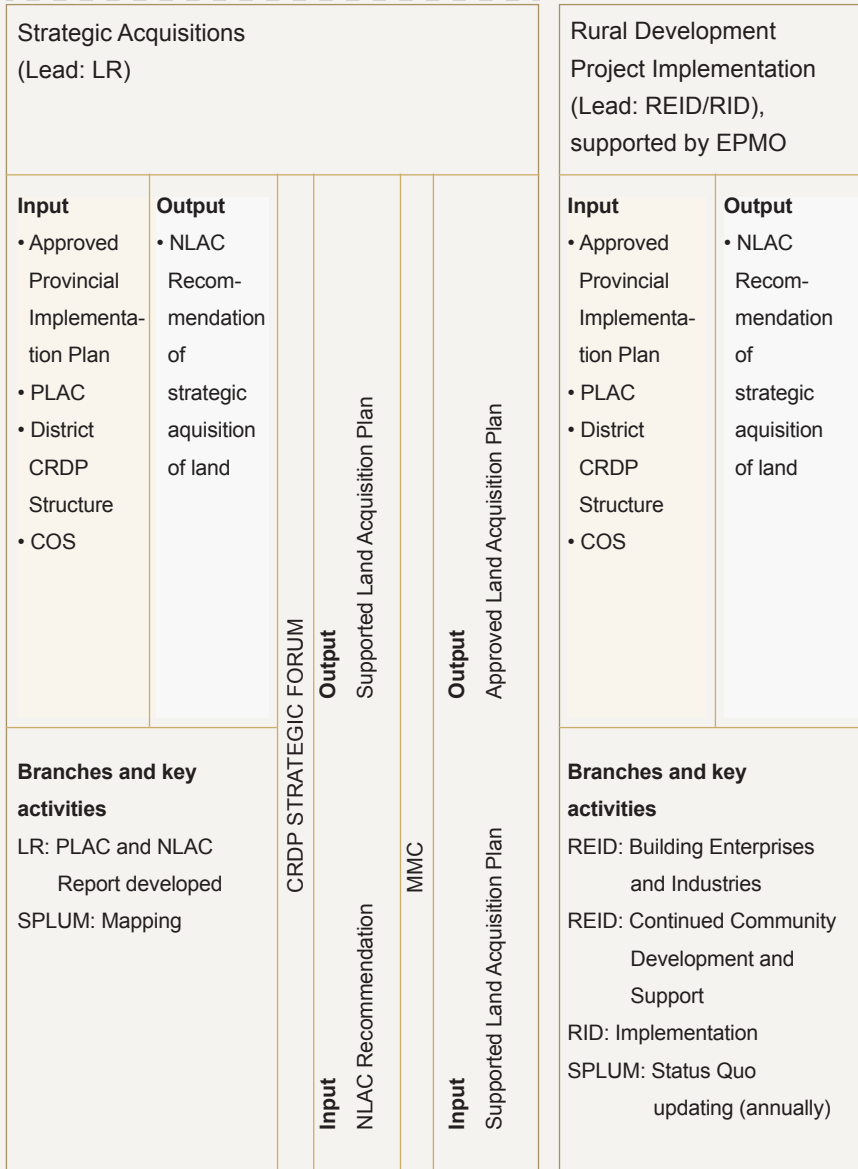


PHASE 1				PHASE 2				PHASE 3				
Spatial Targeting (Revised Annually) Lead: SPLUM				Provincial Rural Development Plan (Revised bi-annually) Lead: PSSC				Community Mobilisation (Ongoing) Lead: PSSC		Provincial Rural Implementation Plan (Ongoing) Lead: PSSC		
Input	Output			Input	Output			Input	Output	Input	Output	
<ul style="list-style-type: none"> • Policies • Cabinet decisions • Statssa reports • Maps • National sector • Departmental Databases • Community profiling • LR property • Restitution claims 	<ul style="list-style-type: none"> • Draft Rural Targeting Plan 			<ul style="list-style-type: none"> • Approved Rural Targeting Plan • Provincial Sector Departments 	<ul style="list-style-type: none"> • Draft Provincial Rural Development Plan 			<ul style="list-style-type: none"> • Approved Rural Targeting Plan • Local Municipalities • Local Communities 	<ul style="list-style-type: none"> • Prioritised Rural Development Plan 	<ul style="list-style-type: none"> • Prioritised Community Rural Development Plan • Provincial Sector Departments • Districts • Local Municipalities 	<ul style="list-style-type: none"> • Provincial Implementation Plan, includes Enterprise Plan, Infrastructure Plan, Land Targeting Plan 	
Branches and key activities SPLUM: Mapping, Analysis, Development of Draft Rural Targeting Plan REID: Community profiling LR properties Restitution Claims				Branches and key activities PSSC SPLUM: Mapping REID: Community profiling LR properties Restitution Claims RID: Infrastructure Delivered/Planned				Branches and key activities PSSC Coordination SPLUM: Status Quo REID: Community profiling, Participatory Rural Appraisals RID: Infrastructure Assessments		Branches and key activities PSSC Coordination REID: Community Organisation (COS and Enterprises etc.) Development of BusinessPlans RID: Infrastructure Implementation Plan LR: Land Targeting		
MMC AND DDG FORUM				CRDP APPROVALS COMMITTEE						CRDP APPROVALS COMMITTEE		
Output Approved Rural Targeting Plan				Output Approved Provincial Rural Development Plan						Output Approved Provincial Rural Development Plan		
Input Draft Rural Targeting Plan				Input Draft Provincial Rural Development Plan						Input Draft Provincial Rural Development Plan		
GATE 1				GATE 2				GATE 3				



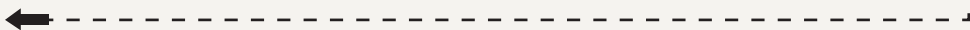
PHASE 4

IF LAND REQUIRED THIS PHASE IS INCLUDED



GATE 4 GATE 5

MONITORING AND EVALUATION FEEDBACK LOOP



Organisational Environment

Organisational establishment

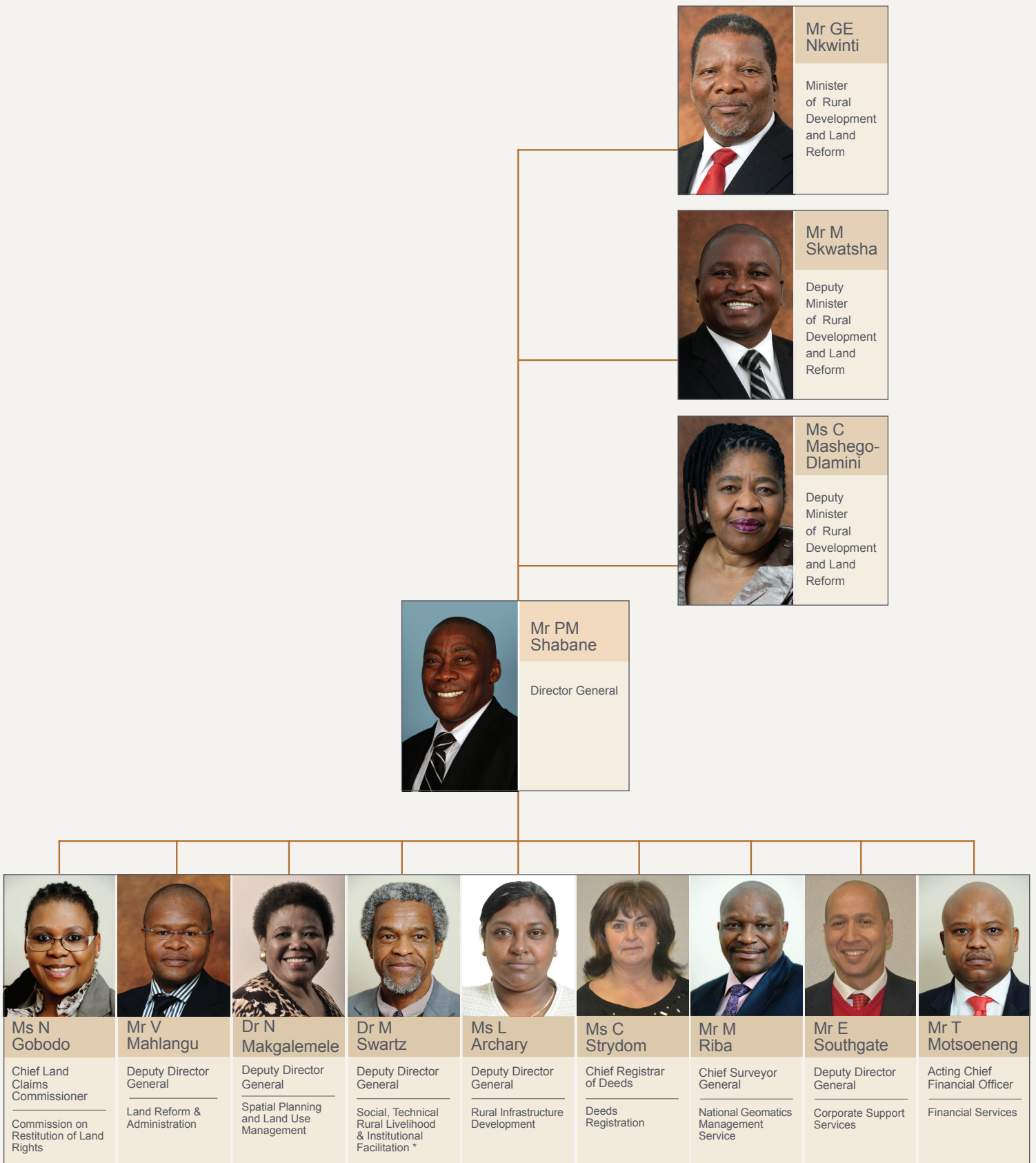
The department had a funded establishment of 4 950 posts and 384 posts are filled in addition to this establishment.

The former land reform branch was split into two branches, namely Land Tenure and Administration, and Land Redistribution and Development. This has repositioned the department to better execute its mandate at regional and district levels. The split also has an impact on the size of the department's organisational establishment. Over the next five years, it is anticipated that there will be an increase in the number of funded posts. To strengthen the implementation of CRDP, the department is planning to develop a business operating model for the rural development programme.

Skills development

Skills development will be one of the department's priorities over the next five years. Skills development in the department is informed by the National Skills Development Strategy (NSDS) III and the Human Resource Development (HRD) Strategy of South Africa, which enables the department to develop, educate and equip employees to become a skilled, capable workforce that shares and contributes to the benefits and opportunities of economic expansion and an inclusive growth path. These strategies enable the department to position itself in identifying priority skills needed for the successful execution of current strategies. A skilled and capable workforce will ensure that service delivery is improved, thus enabling the department to realise its strategic goals and objectives.

MACRO ORGANISATIONAL STRUCTURE



*The name of this branch has since been changed to Rural Enterprise and Industrial Development (REID)

Description Of The Strategic Planning Process

The strategic planning process of the department commenced in April 2013 and was finalized in January 2014. The strategic plan was developed by the department's senior management through a series of strategic thinking and planning workshops facilitated by the Chief Directorate: Planning, Monitoring and Evaluation. The workshops entailed strategic discussions about the direction that rural development and land reform as priorities of government should take in order to ensure equity, poverty alleviation and employment creation. Stakeholders consulted during the development of the MTSF included all the role players of Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all. All three spheres of government were consulted in this process. The result is a strategic plan that considers all inputs made through these stakeholder engagement workshops.

The following stakeholders were consulted:

- Department of Agriculture, Forestry and Fisheries (DAFF)
- National Treasury (NT)
- Department of Trade and Industry (dti)
- Department of Cooperative Governance (DCoG)
- Department of Water Affairs (DWA)
- Department of Environmental Affairs (DEA)
- Department of Human Settlements (DHS)
- Department of Basic Education (DBE)
- Department of Health (DoH)
- Department of Higher Education and Training (DHET)
- Department of Tourism (DoT)
- Department of Science and Technology (DST)
- Department of Arts and Culture (DAC)
- Provincial departments of local government and SALGA

The plan is aligned to the National development plan 2030 vision and trajectory and the Medium Term Strategic Framework derived from it. The NDP 2030 vision is rural areas which are spatially, socially and economically well integrated across municipal, district and provincial and regional boundaries—where residents have economic growth, food security and jobs as a result of agrarian transformation and infrastructure development programmes, and have improved access to basic services, health care and quality education.

Achieving this vision will require leadership on land reform, communal tenure security, financial and technical support to farmers, and the provision of social and physical infrastructure for successful implementation. It will also require capacity building to enable state institutions and private industries to implement these interventions. Improved coordination and integration in the planning and implementation of area-based and differentiated rural development plans will be needed over the medium-term to achieve the vision of an inclusive rural economy. The NDP states that since 1994, the main challenge for rural development has been marginalisation of the poor, with many rural areas and households trapped in a vicious cycle of poverty. Rural areas and communities require greater social, economic and political opportunities to overcome the legacy of marginalization and poverty. Government stakeholders impacting on rural development will have to work in tandem to create an integrated and inclusive rural economy, starting with mutual acknowledgement of the following problems:

- That apartheid's spatial design (patterns) inevitably resulted in fragmented and segregated development planning, without viable economic, social and cultural linkages between the economically active and relatively prosperous commercial urban areas of the country and the rural hinterland. Chronic underdevelopment with its social, economic and cultural manifestations through poverty, unemployment, rural-urban income inequality still continues. Land ownership patterns are such that land is in the hands of a few, thus exacerbating inequalities given that the majority do not have means of production.
- That land reform has not yet translated into the establishment of sufficient numbers of sustainable new black farmers and restitution, in particular, has been quite slow. Generally there is under-utilisation of productive and communal land and this might threaten food security, especially at household level.

- That the economic growth of the agricultural sector has been constrained by insufficient progress in increasing production efficiency and accessing new markets and opportunities, the effect of globalisation on South Africa's competitiveness and policy uncertainty, resulting in job losses. Labour practices in the sector remain a concern with the conditions of farm workers not improving as intended. Transformation in terms of broad-based black economic empowerment is pro-urban and not happening at the desired pace and scale. The continued pressure on agriculture to increase output per unit of land poses a different challenge of ensuring that the natural resource base is protected. In addition, climate change has massive impact across the sector.

Other challenges facing rural areas include:

- Under-utilization and unsustainable use of natural resources, inadequate or lack of access to socio-economic infrastructure and services, public amenities and government services, as well as low literacy and skills levels. Rural areas also struggle to attract sustainable enterprises and industries and are further characterized by weak rural-urban linkages, poor access to local markets and financial services.
- Weak coordination of planning and implementation of rural development across the spheres and within the various sectors of government

To address these challenges, a number of sectoral strategies have been developed; however, their impact has not yet accrued the intended benefits.

Priorities to achieve this vision of the NDP identifies the following policy imperatives, which will be the focus of the coming MTSF period:

- Improved land administration and spatial planning for integrated development with a bias towards rural areas
- Up-scaled rural development as a result of coordinated and integrated planning, resource allocation and implementation by all stakeholders
- Sustainable land reform (agrarian transformation)
- Improved food security
- Smallholder farmer development and support (technical, financial, infrastructure) for agrarian transformation
- Increased access to quality basic infrastructure and services, particularly in education, healthcare and public transport in rural areas
- Growth of sustainable rural enterprises and industries characterised by strong rural-urban linkages, increased investment in agro-processing, trade development and access to markets and financial services – resulting in rural job creation

For subsequent MTSF cycles, the rural sector will focus on the following:

- Leveraging on established institutional arrangements and spatial planning tools and instruments to further advance effective urban-rural integration,
- Strengthening development planning based on effective spatial development frameworks at all three spheres to further unlock benefits in the agricultural and non-agricultural value chain,
- Sustainable management of natural resources,
- Up-scaling implementation towards achieving concrete targets.

Management of implementation led by the Department of Rural Development and Land Reform (DRDLR), the implementation of the actions in the tables below will require dedicated involvement and collaboration by the Department of Agriculture, Forestry and Fisheries (DAFF), National Treasury (NT), Department of Trade and Industry (DTI), Department of Cooperative Governance (DCoG), Department of Water Affairs (DWA), Department of Environmental Affairs (DEA), Department of Human Settlements (DHS), Department of Basic Education (DBE), Department of Health (DHE), Department of Higher Education and Training (DHEAT), Department of Tourism (DoT), Department of Science and Technology (DST), Department of Arts and Culture (DAC), Provincial Departments of Local Government and SALGA. The main coordination mechanism for rural development will continue to be the Rural Development MinMecs. Support by organised formations in the rural and agricultural sector will add value to the successful implementation of the actions.

Departmental Strategic Outcome-Oriented Goals

In line with the new developments in government and within the department, the Department of Rural Development and Land Reform has identified six strategic goals it seeks to achieve in the five-year period of this plan and beyond.

Strategic Goal 1	Corporate governance and service excellence
Goal statement	Foster corporate governance and service excellence through compliance with the legal framework
Strategic Goal 2	Improve land administration for integrated and sustainable growth and development
Goal statement	Improve land administration and spatial planning for integrated sustainable growth and development with a bias towards rural areas
Strategic Goal 3	Promote equitable access to and sustainable use of land for development
Goal statement	An inclusive and equitable land dispensation with transformed patterns of land tenure and use
Strategic Goal 4	Promote sustainable rural livelihoods
Goal statement	Improve rural livelihoods as a result of capabilities, income and job opportunities provided
Strategic Goal 5	Improved access to services
Goal statement	Improve access to services in rural areas through the coordination of quality infrastructure
Strategic Goal 6	Sustainable rural enterprises and industries
Goal statement	Promote economically, socially and environmentally viable rural enterprises and industries
Strategic Goal 7	Restoration of Land Rights
Goal statement	Restoration of land rights in terms of three Restitution of Land Rights Act, as amended.

PART B: Strategic Objectives

Programme 1: Administration

Purpose

Provide strategic and logistical support in the form of executive services, corporate services, and the acquisition of vehicles for departmental use. Oversee departmental capital works. Provide bursaries to non-employees.

Programme structure

The Administration programme comprise of the following sub-programmes:

- Ministry
- Management
- Internal Audit
- Corporate Services
- Financial Services
- Provincial Coordination
- Office Accommodation

Strategic objectives

The tables below provide the programme's strategic objectives:

Strategic Objective 1.1	Compliance with all public sector legal prescripts
Objective statement	Ensure 100% compliance with government regulations and legal prescripts by 2019
Baseline	New indicator
Justification	This objective will promote good governance and measure compliance.
Links	Linked to Public Service Regulations and policies

Strategic Objective 1.2	Unqualified regularity audit opinion
Objective statement	Obtain an unqualified regularity audit opinion on financial and non-financial performance by 2019
Baseline	Unqualified audit report: 2012/13
Justification	This strategic objective will ensure that there is improved accountability on public resources, service delivery and that the department complies with prescripts governing the public sector.
Links	Linked to Strategic Goal 1.

Strategic Objective 1.3	Skills development for improved service delivery
Objective statement	Improve employees' and prospective employees skills to enhance service delivery by 2019
Baseline	115 prospective employees trained.
Justification	This objective aims to promote a capable and professional workforce to achieve service excellence.
Links	Linked to Strategic Goal 1.

Resource Considerations

The spending focus over the medium term will be on providing corporate services, financial services and provincial co-ordination within the department to achieve good corporate governance and service excellence. Over the medium-term period, expenditure on the compensation of employees is expected to increase as a result of a change on Standard Charts of Accounts (SCOA) classification items where learnership and internship are now paid under compensation of employees. The programme has a funded establishment of 1 863 posts, of which 1 365 were filled by 30 November 2013 and 27 posts were filled in addition to this establishment.

Expenditure on the compensation of employees is expected to increase over the medium term as a result of an increase in the number of posts to develop internal capacity towards IT governance and the enterprise programme management office to support line function services in providing effective, efficient and economic service delivery.

Risk Management

	Risk	Risk response/mitigation plan
1.	Weak and fragmented ICT environment and infrastructure	IT platform upgrades in progress Systems integration and interconnectivity are being explored co-sourcing options to be explored
2.	Misalignment between business operating model, organisational structure and strategic objectives	Finalisation and approval of the business operating model and macro-structure
3.	Failure to maintain vacancy rate at 10%	Vacancy management plan developed fast-tracking of qualification verification with SAQA fast-tracking pre-employment screening
4.	Fraud and corruption in the acquisition of goods and services	Implementation of the fraud prevention strategy

	Risk	Risk response/mitigation plan
5.	Inability to achieve a clean audit report by 2014	<p>Update existing financial policies to acknowledge lack of legislation and to document compensating controls (e.g. transfer payments)</p> <p>Monitoring the implementation of the external and internal audit action plans</p>

Programme 2: Geospatial and Cadastral Services

Purpose

Provide geospatial information, cadastral surveys, deeds registration and spatial planning, as well as technical services in support of sustainable land development.

Programme structure

The programme consists of the following subprogrammes:

- National Geomatics Management Services
- Spatial Planning and Land Use Management
- Registration of Deeds Trading Account
- South African Council for Planners

Strategic objectives

The tables below provide the programme's strategic objectives:

Strategic Objective 2.1	Improved spatial planning
Objective statement	Facilitate integrated spatial planning and land use management in all provinces through the application of relevant legislation by 2019
Baseline	Fragmented spatial planning and land use management
Justification	Contributes towards spatial equity
Links	NDP, Outcome 7 and Strategic Goal 2, 3 and 5

Strategic Objective 2.2	An integrated and comprehensive land administration system
Objective statement	Ensure an integrated and comprehensive land administration system
Baseline	Incomplete and non-reformed land administration systems
Justification	This objective will ensure the promotion of sustainable growth and development.
Links	Outcome 7, Strategic Goal 2 and 3

Resource Considerations

Spending over the medium term will focus on the implementation of the Spatial Planning and Land Use Management, and National Geomatics Management Services sub-programmes, as well as on finalising the land register to enhance effective land planning and administration.

Over the same period, expenditure on goods and services is expected to slightly increase from R168 million to R186 million due to the implementation of SPLUMA, state domestic surveys, and the development of guidelines, tools and systems to facilitate and coordinate the implementation of the act by the municipalities.

The programme has a funded establishment of 1 051 posts. Expenditure on the compensation of employees is expected to increase over the medium term from R481 million to 550 million, mainly because of the need to increase the number of posts in order to implement the SPLUMA.

Risk Management

	Risk	Risk response/mitigation plan
1.	Inadequate Geomatics skills base in the country and ageing staff	Continue with the bursary scheme and awareness programmes in order to attract young people to the profession.
2.	Title deeds not registered in accordance with prevailing laws and regulations	Implement compliance monitoring in all Deeds Registries In accordance with Deeds Registries Act of 1937 and Sectional Titles Act of 1986.
3.	Inability to improve efficiency and accuracy of South Africa's land information management due to delay in the implementation of the e-Cadastre project	<p>Project governance framework has been done for e-Cadastre and leadership elevated to the DG. The Chief Surveyor General has been seconded to be the Programme director.</p> <p>An industry expert in IT project management to assist with the re-scoping and re-strategizing of the project, and subsequent to that provide project quality assurance.</p>

	Risk	Risk response/mitigation plan
		The Dutch cadastre team was engaged to assist in providing advice as input to the re-scoping of the project and may be called upon for further assistance where necessary during the project implementation will contribute in business and technical expertise on all products as an initial activity for all products submitted as well as on a continuous basis during the life cycle of the project
4.	Lack of capacity at provincial and local sphere to monitor and implement SPLUMA	<p>Training and Capacity Development Programme implemented nationally</p> <p>Municipal Readiness Assessment exercise conducted to determine municipal capacity requirements to implement SPLUMA</p> <p>Develop Technical Tools and Systems for effective Spatial Planning and Land Use Management throughout the country</p>
5.	Poor inter-governmental co-ordination of activities on the implementation of SPLUMA	<p>Provide intergovernmental support in terms of chapter 3 of SPLUMA through facilitation of SPLUMA Implementation National Coordinating Forum</p> <p>Municipal Readiness Assessment exercise conducted to determine municipal capacity requirements to implement SPLUMA</p>

	Risk	Risk response/mitigation plan
1.	Inadequate Geomatics skills base in the country and ageing staff	Continue with the bursary scheme and awareness programmes in order to attract young people to the profession
2.	Potential lack of buy-in by tribal authorities in acknowledging surveyed boundaries	Enable negotiations and provide clarity to facilitate the signing of beacon agreements
3.	Inability to improve efficiency and accuracy of South Africa's land information management due to delay in the implementation of the e-Cadastre project	Project governance framework has been done for e-Cadastre and leadership elevated to the DG

	Risk	Risk response/mitigation plan
		<p>An industry expert in IT project management to assist with the re-scoping and re-strategising of the project, and subsequent to that provide project quality assurance</p> <p>A foreign government entity will contribute in business and technical expertise on all products as an initial activity for all products submitted as well as on a continuous basis during the life cycle of the project</p>
4.	The capacity and/or readiness of SPLUMA branch to assist the department to carry out its coordination role in rural development	Implementation of the change management strategy to ensure implementation of SPLUMA
5.	Possible litigation in implementation of SPLUMA (especially as it relates to scope of municipal planning powers)	Provincial law reform being supported by the department, and intensive training and communication on SPLUMA

Programme 3: Rural Development

Purpose

Initiate, facilitate, coordinate, and act as a catalyst for the implementation of a comprehensive rural development programme leading to sustainable and vibrant rural communities.

Programme structure

The programme consists of the following subprogrammes:

- The programme consists of the following subprogrammes:
- Rural Infrastructure Development (RID)
- Rural Enterprise and Industry Development (REID)
- National Rural Youth Service Corps (Narysec)

Strategic objectives

The tables below provide the programme's strategic objectives:

Strategic Objective 3.1	Support to rural communities to produce their own food in all rural districts
Objective statement	Provide support to rural communities in all rural districts to enable them to improve their livelihoods by 2019
Baseline	7 800 households provided with support.
Justification	The strategic objective will contribute towards food security in rural areas.
Links	Linked to Strategic Goal 4 and Outcome 7.

Strategic Objective 3.2	Quality infrastructure provided
Objective statement	Improve access to services in rural areas by coordinating and providing integrated infrastructure by 2019
Baseline	<ul style="list-style-type: none">• Bulk infrastructure: 47• Public amenities completed: 45• ICT projects completed: 89• Economic infrastructure completed: 926
Justification	The strategic objective will contribute towards improved rural livelihoods by facilitating the provision of quality infrastructure.
Links	Linked to CRDP, Outcome 7, Strategic Goal 4 and 5.

Strategic Objective 3.3	Facilitate the establishment of rural enterprises and industries
Objective statement	Facilitate the development of 235 rural enterprises and industries in areas with economic development potential and opportunities by 2019
Baseline	New indicator.
Justification	The strategic objective will contribute towards CRDP initiatives.
Links	Linked to CRDP, Outcome 7 and Strategic Goal 6.

Strategic Objective 3.4	Job creation and skills development in rural areas
Objective statement	Increase job opportunities and ensure skills development through CRDP and land reform initiatives by 2019
Baseline	Number of jobs created in rural areas. Number of people trained in rural areas.
Justification	The strategic objective will contribute towards the reduction of unemployment in rural areas.
Links	Outcome 7, CRDP and Strategic Goal 4, 5 and 6.

Resource Considerations

Spending over the medium term will focus on implementing rural livelihood strategy, providing technical support to municipalities, coordinating and facilitating infrastructure projects, supporting irrigation schemes, developing and implementing a rural enterprises and industrial development strategy, skills and youth development and job creation.

Expenditure on goods and services increased significantly between 2010/11 and 2013/14 due to the employment of additional participants in the NARYSEC, and as well as due to the training of recruits in ensuring that new and existing recruits attain the requisite level of skills. The costs of goods and services increased from R403 million to R432 million.

The programme has a funded establishment of 655 posts, of which 395 were filled by 30 November 2013 and two posts were filled in addition to this establishment. Expenditure on the compensation of employees is expected to increase over the medium term as a result of an increase in the number of posts as internal capacity is developed to implement the comprehensive rural development programme.

Risk Management

	Risk	Risk response/mitigation plan
1.	Inadequate strategic focus on rural development niche or gap	The branch is in the process of further developing various policies for rural development. It will work together with the Policy Unit in further defining the various roles assumed by the department.

	Risk	Risk response/mitigation plan
		Inter-branch planning to guide implementation for RID projects.
2.	Lack of integrated planning and coordination between the Rural Infrastructure Development (RID), REID, SPLUMA, Land Reform and other stakeholders	Finalisation and implementation of the Intergovernmental Relations (IGR) Framework Implementation of the virtuous CRDP cycle
3.	Poor social mobilisation and organisation	Finalisation of the rural development policy and legislation Development of a policy for community engagement mobilisation and organisation
4.	Sustainability of cooperatives	Collaborations with other government departments such as the dti to improve support cooperatives Developing and improving on governance framework
5.	Rural infrastructure and enterprise initiatives may not sufficiently contribute to creation of decent jobs	Engaging with strategic partnerships in the private sector to invest in rural enterprises and infrastructure development

Programme 4: Restitution

Purpose

Settle land restitution claims under the Restitution of Land Rights Act (1994) and provide settlement support to beneficiaries.

Programme structure

The programme consists of the following subprogrammes:

- The programme consists of the following sub-programmes:
- Restitution National Office
- Restitution Provincial Offices
- Restitution Grants

Strategic objectives

The tables below provide the programme's strategic objectives:

Strategic Objective 4.1	Land rights restored
Objective statement	Facilitate the restoration of land rights and alternative forms of equitable redress by 2019
Baseline	Number of land rights restored or awards of alternative equitable redress in March 2013: 376.
Justification	Equitable land dispensation and agrarian reform.
Links	Linked to Strategic Goal 5.

Strategic Objective 4.2	Redress land rights lost after 1913
Objective statement	Facilitate the reopening and finalisation of the lodgement of restitution land claims people who did not meet the 1998 deadline
Baseline	79 696 land claims were lodged by the cut-off date of 31 December 1998.
Justification	Equitable land dispensation and agrarian reform.
Links	Linked to Strategic Goal 3.

Resource Considerations

Spending over the medium term will focus on settling and finalising restitution claims to increase access to land and improve the productive use of land. Between 2010/11 and 2013/14, expenditure in the Restitution National Office and Restitution Regional Offices sub-programmes increased in support of speeding up the restitution process in light of the reopening of the lodgments of restitution claims. In the same period, expenditure on consultants decreased due to the use of internal resources.

The programme has a funded establishment of 722 posts, of which 546 were filled by 30 November 2013 and 10 posts were filled in addition to this establishment. Spending on the compensation of employees is expected to increase over the medium term, as the programme expects to increase the number of posts to further develop internal capacity for the proposed reopening of land claims as contained in the Restitution of Land Rights Amendment Bill.

Risk Management

	Risk	Risk response/mitigation plan
1.	Reputational risk linked to delays in settlement of claims	<p>Statutory Commission meetings to be held with formal and widespread communication aim, including media as well as quarterly statistics release</p> <p>Process mapping to be done</p> <p>Communication strategy to be developed</p>
2.	Litigation risks	<p>Improvement of tracking and management of matters in court</p> <p>Improvement of research</p> <p>Standardisation of processes and workflow</p> <p>Decision-making centralised and/or standardised work processes</p>
3.	Readiness for the reopening of land claims	<p>Core team of executive managers leading the process</p> <p>IT systems to support information and project management to be implemented</p> <p>Improved process mapping and shortening of procedures</p> <p>Communication improved before, during and after lodgment</p> <p>Human and financial resources to be increased as per plan</p>

	Risk	Risk response/mitigation plan
4.	Lack of information management system	<p>Finalising of land base – Umhlaba Wethu migration</p> <p>Compliance checklist and quality control by Quality Assurance</p> <p>Increased Quality Assurance capacity</p>

Programme 5: Land Reform

Purpose

Initiate sustainable land reform programmes in South Africa.

Programme structure

The programme consists of the following subprogrammes:

- Land Reform National Office
- Land Reform Provincial Offices
- Land Reform Grants
- KwaZulu-Natal Ingonyama Trust Board
- Communal Land Rights Programme
- Agricultural Land Holding Account

Strategic objectives

The tables below provide the programme's strategic objectives:

Strategic Objective 5.1	Strategically located land acquired
Objective statement	Promote equitable land redistribution and agricultural development by acquiring 1 140 000 hectares of strategically located land by 2019
Baseline	Number of hectares acquired: 157 556 (2012/13 Annual Report).
Justification	This strategic objective will ensure that the land allocated for agricultural purposes is used productively and will contribute towards economic development and food security.
Links	Linked to Outcome 7 and Strategic Goal 3.

Strategic Objective 5.2	Farm development support provided to smallholder farmers
Objective statement	Provide comprehensive farm development support to smallholder farmers and land reform beneficiaries for agrarian transformation by 2019
Baseline	New indicator
Justification	This strategic objective will ensure development support to smallholder farmers and land reform beneficiaries for agrarian transformation.
Links	Linked to Outcome 7 and Strategic Goal 3.

Strategic Objective 5.3	Functional systems and institutional arrangements
Objective statement	Functional systems and institutional arrangements for tenure and land administration to enable agrarian reform in all provinces by 2019
Baseline	Land rights management facilities.
Justification	This strategic objective will ensure fully functional systems and institutional arrangements for land administration.
Links	Linked to Outcome 7 and Strategic Goal 3.

Resource Considerations

The spending focus over the medium term will be on the provision of comprehensive farm development support to smallholder farmers, land reform beneficiaries, the acquisition of strategically located land to increase access to land and the productive use of such land. Between 2010/11 and 2013/14, expenditure in the Land Reform National Office and Land Reform Regional Offices sub-programmes increased significantly due to the need to speed up the land reform process. Over the medium term, expenditure on consultants is expected to decrease, as more internal employees will be able to perform the duties performed by these strategic partners.

Over the medium term, 1 140 000 hectares of strategically located land will be acquired through the Agricultural Land Holding Account to speed up the land reform process. In addition, 2 706 farmers will be trained through the RADP. Over the medium term, 2 280 smallholder farmers will be supported as from 2014/15 onwards. The rationale behind this is to provide agricultural support to farmers to speed up the land reform process.

The programme currently has a funded establishment of 659 posts, of which 584 are filled and 86 posts are filled in addition to this establishment. Spending on the compensation of employees is expected to increase, as the number of posts will be increased to further develop internal capacity in line with the restructuring of the land reform programme.

Risk Management

	Risk	Risk response/mitigation plan
1.	Completeness and accuracy of Immovable Assets Register (IAR)	<p>Verification of IAR against deeds registry data</p> <p>Development and review of immovable assets procedures (restitution acquisitions, confirmation of vesting, subdivisions, consolidations and disposals)</p> <p>Improvement of tracking and management of matters in court</p>
2.	Litigation risks	Implementation of the review outcomes and recommendations of the DPME review on RECAP

	Risk	Risk response/mitigation plan
3.	Inability to acquire strategically located land due to inflation of prices	<p>Conducting research on market trends and reject prices not linked to comparable sales</p> <p>Establishment of the Office of the Valuer-General</p>
4.	Reputational risk due to a lack of an integrated beneficiary database	<p>Liaising with the dti on their beneficiary database with the aim of developing a DRDLR database.</p> <p>Acting CFO has initiated a process of liaising with the dti on their beneficiary database with the aim of developing a DRDLR database.</p>

PART C: Links to other plans

Public Entities

The department is responsible for the following public entities:

Name of public entity	Mandate	Outputs	Current annual budget (R '000)	Date of next evaluation
Agricultural Land Holding Account	The Agricultural Land Holding Account was established in terms of the Provision of Land and Assistance Act (Act 126 of 1993). Section 10(1)(a) gives legal effect to the proactive acquisition of land, where the Minister may, from money appropriated by Parliament for this purpose, acquire land for the purposes of this act. Therefore the state will proactively target land and merge this with the demand or need for land.	Acquisition of strategically located land for agricultural productivity	1 934 628	
KwaZulu-Natal Ingonyama Trust Board (ITB)	The ITB is established in terms of the provisions of the KwaZulu-Natal Ingonyama Trust Act (Act No 3 of 1994). Its core business is to manage land for the material benefit and social well being of the individual members of the tribes.			

Name of public entity	Mandate	Outputs	Current annual budget (R '000)	Date of next evaluation
Registration of Deeds Trading Account	To provide an integrated land planning, spatial information and administration system to promote equitable, sustainable land use and allocation by 2019.	Improved land administration through professional advisory service for efficient and effective surveying and registration of rights in land. Expedite the registration of rights in land for land reform and restitution.	113 194	To provide an integrated land planning, spatial information and administration system to promote equitable, sustainable land use and allocation by 2019.

Public-Private Partnerships (PPPs)

Name of PPP	Mandate	Outputs	Current annual budget (R '000)	Date of next evaluation
Project Kgolaganyo	To provide fully serviced and accessible office accommodation for the National Office.	Construction of office building in Pretoria.	240 000	April 2015



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