



OFFICE OF THE
VALUER-GENERAL

ANNUAL PERFORMANCE PLAN

2023 – 2024



DATE OF TABLING
13 March 2023

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EXECUTIVE AUTHORITY STATEMENT

BY MRS AT DIDIZA, MP

MINISTER: AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

in fulfilling the vision of setting itself in the market as the centre of excellence and innovation in respect of all property valuations with a primary focus on land reform, the Office of the Valuer-General is making remarkable progress in this regard.

The Office of the Valuer-General will continue to play a critical role in the completion of land reform transactions in alignment with the targets as set out in the annual performance plan of the Department of Agriculture, Land Reform and Rural Development for the 2023/24 financial year.

The Ministerial Advisory Panel on the review of the Property Valuation Act 17 of 2014 (PVA) established in 2019 has completed its groundwork and its report is in the final stages of consideration. The need to continuously assess and strengthen the OVG's strategic impact was carried out through a review of the Property Valuation Act 17 of 2014 (PVA), by the various experts in property valuation and related sectors. This report through its recommendations is expected to trigger and drive the initiatives of change which will affect the OVG's nature, role, and mandate.

We will continue to collaborate with our various internal and external stakeholders to ensure that we follow the guidelines set out in this plan for the year ahead. I am

confident that with the implementation of this plan, the OVG will continue to make a meaningful contribution towards the attainment of land restitution, land redistribution and land tenure performance targets.

It thus gives me great pleasure to endorse the 2023/24 Annual Performance Plan for the Office of the Valuer-General. I 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

BY MS MOTLATSO MALOKA
VALUER-GENERAL (ACTING)

It gives me great pleasure to present the 2023/24 Annual Performance Plan of the Office of the Valuer-General. The legislative mandate of the Office of the Valuer-General is derived from its establishment legislation, the PVA, which states that the Office of the Valuer-General (OVG) must be impartial, exercise its powers and functions, and be accountable to the Minister of Agriculture, Land Reform, and Rural Development. Schedule 3A of the Public Finance Management Act lists the Office of the Valuer-General as a National Public Entity.

The operations of the entity are in line with the OVG Strategic Plan 2020-2025, the National Development Plan 2030, and the Medium-Term Strategic Framework. This plan outlines how the OVG's strategic imperatives, as articulated in the entity's Strategic Plan 2020-2025, will be implemented, and measured for the fiscal year of 2023/24.

Whilst cognisant of the impact of the fiscal challenges faced by public entities, the senior management will always endeavour to effectively utilise its resources to give effect to the mandate of the Office of the Valuer-General. The planned performance will ensure that valuations are completed during this MTEF period, that all accepted valuations are completed within the turnaround times, and that all valuations are standardised and of acceptable quality.

The OVG is further looking forward to investing in a formal

programme of digital transformation which will be driven through the design and implementation of a structured strategy and roadmap. The digital strategy is expected to transform and accelerate the delivery of the set strategic outcomes to the benefit of the OVG's internal business processes and the performance expectation of the clients.

The OVG's officials are committed to the delivery of the projects and programmes reflected in this APP by utilising the existing resources and will continue to engage in partnerships with all the clients. 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 frequently continue to receive. May I further 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 2023/24 Annual Performance Plan.

Ms Motlatso Maloka
Valuer-General (Acting)



OFFICE OF THE
VALUER-GENERAL



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 2023-2024.

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	NRF: National Revenue Fund
APP: Annual Performance Plan	OVG: Office of the Valuer-General
COO: Chief Operating Officer	PESTLE: Political, Economic, Social, Technological, Environmental and Legal
DALRRD: Department of Agriculture, Land Reform and Rural Development	PFMA: Public Finance Management Act
DPME: Department of Planning, Monitoring and Evaluation	PVA: Property Valuation Act
ENE: Estimates of National Expenditure	SACPVP: South African Council for the Property Valuers Profession
ERP: Enterprise Resource Planning	SP: Strategic Plan
MAP: Ministerial Advisory Panel	SWOT: Strengths, Weaknesses, Opportunities, and Threats
MTEF: Medium-Term Expenditure Framework	TID: Technical Indicator Descriptions
MTSF: Medium-Term Strategic Framework	TOC: Theory of Change
NDP: National Development Plan	VG: Valuer-General

A woman with dark skin and braided hair is shown in profile, leaning over and tending to small plants in a greenhouse. The background is filled with rows of plants under a translucent covering. The overall color palette is dominated by teal and blue tones.

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 (a) the protection of property; (b) expropriation for a public purpose or in the public interest, subject to the payment of compensation; (c) 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 (d) 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 policy mandates derive largely 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.



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



**Support land
reform by
providing
impartial,
efficient, just,
and equitable
valuation
services for all
land-reform
related matters
in the country.**

8 UPDATED SITUATIONAL ANALYSIS

8.1 EXTERNAL ENVIRONMENT ANALYSIS



POLITICAL FACTORS

- The political uncertainty that would result in changes to the OVG mandate and functions.
- 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. It is currently unclear how this development will affect the OVG as the matter progresses; and
- Legislation already provides certain key interpretations and definitions (for example, the definition of "value" in the context of the PVA) that need 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, storage, backup, disaster recovery for future use needs to be considered as this will be critical to creating an enabling and supportive business environment for the OVG;

- The availability, relevance, adaptability and cost of a comprehensive valuation management system/software is a factor in the OVG; and
- Cyber security threats.

ECONOMIC FACTORS

- The OVG will necessarily be reliant on appropriations from NRF for funding of operations (administration) and the execution of its mandatory valuations (this is a direct consequence of the PVA provisions);
- Slower SA economic growth as a result of factors such as the higher levels of inflation, accelerating interest rate increases, and intensified power supply interruptions have resulted in pressure on the fiscus, which is the source of the funds to be appropriated to the OVG. The OVG will therefore be sensitive to the levels of funding available from the government, ultimately impacting on the extent to which the OVG mandate is achievable; and
- The property market is currently volatile, and this may increase the risk that the OVG will be called upon to defend a valuation in the context of fluctuating and unpredictable economic circumstances.

TRANSFORMATIONAL, GOVERNANCE AND LEGISLATIVE ENVIRONMENT

- As an entity established and funded by the government, the OVG is subject to the provisions of the Public Finance Management Act (PFMA);
- The Auditor-General conducts an annual regulatory audit of the OVG;
- A Ministerial Advisory Panel has been set up to review the Property Valuation Act which may impact the mandate of the OVG; and
- The profession is regulated by the South African

Council for the Property Valuers Profession (SACPVP).

SOCIAL FACTORS

- In line with the political issues already mentioned above, the issue of land ownership is a social problem in that it affects the citizens' perceived social status and rights. Although the OVG is not the main driver of land reform (this is the domain of the Department of Agriculture, Land Reform and Rural Development). It is worthwhile considering the social context in which the OVG will need to operate and how this might impact the defined business strategy;
- Land reform typically targets rural land and, if well-executed, has the potential to create many new jobs and improve the lives of communities previously excluded from land ownership. However, agricultural land reform, if executed poorly, can create new social problems such as food scarcity and increased food prices. Farming enterprises may undergo economic pressures, with a resulting knock-on social effect of job losses in the country; and
- There is a general perception from the public that the government is slow in executing the issue of land reform.

SOCIAL 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.

8.2. INTERNAL ENVIRONMENT ANALYSIS

The strengths, weaknesses, opportunities, and threats analysis (SWOT analysis) 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 effectively managed to ensure continued sustainability. The OVG is committed to building 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.

STRENGTHS

- Existing market;
- Budget allocation/appropriation from NRF;
- Professional nature of services will support autonomy/impartiality; and
- Skilled, knowledgeable, qualified Human Resources;
- Functional Enterprise Resource System for the prioritised business processes; and
- The OVG is fully autonomous.

WEAKNESS

- Operating on an interim organisational structure;
- New information systems currently under implementation, ensure adequate internal control in the meantime;
- inadequate collaboration among the state entities with the similar mandate;
- 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; and
- Lack of clarity in terms of fair and equitable compensation could call for the OVG to lead processes for the development of the Compensation Policy collaboration among the state entities with a similar mandate.
- prioritised business processes; and
- The OVG is fully autonomous.

OPPORTUNITIES

- Amendment to various pieces of legislation on land and related matters such as Section 25 of the Constitution, Property Valuation Act, Expropriation Act, State Land Disposal Act, and others which could potentially lead to the expansion of OVG's mandate;
- Discretionary valuations, e.g., market OVG services to the rest of the state (currently limited to departments by the PVA);
- To influence national and international policy and standards for valuations;
- Newly developed policies and systems can be tailored to best fit the new institution without the burden of legacy systems and processes;
- Opportunity to profile the OVG as an enabler of equitable land reform;
- The current review process of the PVA provides an opportunity to make improvements;
- The Potential partnership with other government departments particularly on property acquisition and disposal, as well as property rates and taxes.
- The current Enterprise Resource Planning System has potential to digitised all the business processes; and

- 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.

THREATS

- Reliance on government funding could impact perceptions about the OVG's impartiality;
- The land reform process could be severely compromised if a valuation bottleneck arises, thus potentially damaging the reputation of the OVG;
- Risk of reputational damage arising from rejected offers, visibility, and association of poor implementation of land reform, and negative media coverage; and
- Lack of cooperation from landowners; and
- Slow project initiation owing to procurement delays.

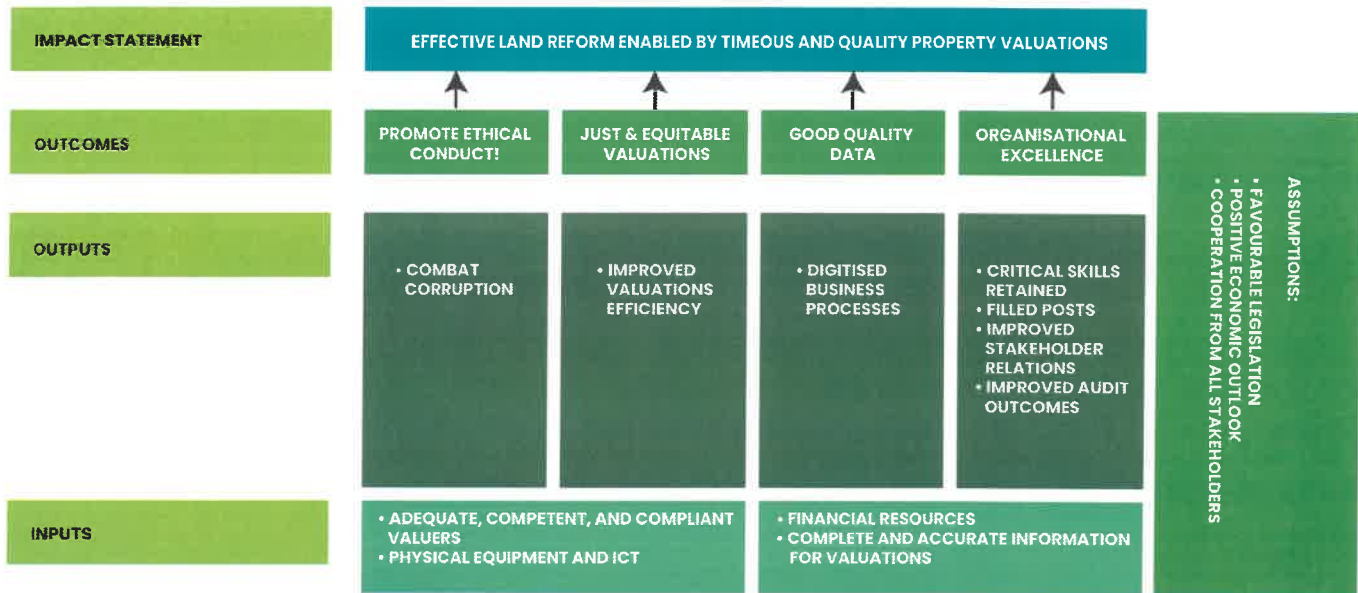




PART C: MEASURING OUR PERFORMANCE

9. INSTITUTIONAL PROGRAMME PERFORMANCE

The results that the OVG should deliver in 2023/24 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 independent and objective assurance over governance, risk management and internal control systems.

9.2.2. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcomes	Outputs	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets		
			2018/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Promote Ethical conduct	Combat corruption and Fraud	% Implementation of corruption and fraud prevention mechanisms	-	-	-	New Indicator	30%	60%	100%

9.2.3. OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% Implementation of corruption and fraud prevention mechanisms	30%	-	10%	20%	30%

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 of “professional, meritocratic and ethical public administration” and the interventions aimed at reducing the incidents of fraud and corruption in the public sector. The OVG will expand its preventative stance of anti-fraud and corruption awareness sessions to be facilitated with all the employees and stakeholders.

The 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.



9.2.6. PERFORMANCE AND EXPENDITURE TRENDS

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

9.2.7. KEY RISKS

Outcome	Risk Description	Risk Mitigation
Promote Ethical Conduct	Failure to adhere to good governance and to relevant legal prescripts	<ul style="list-style-type: none">• Implementation of the fraud prevention strategy• Implement Anti-fraud hotline.• Establish a financial disclosure system for all employees.



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. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2018/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Just and equitable valuations	Improved valuations efficiency	Average number (#) of working days taken to issue a valuation certificate	167	53	34	50	50	50	50
		% Completion of valuation requests submitted by clients within specified times	–	93%	100%	100%	100%	100%	100%

9.3.4. PROGRAMME OUTPUT INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Quarterly Targets			
		Q1	Q2	Q3	Q4
Average number (#) of working days taken to issue a valuation certificate	50	50	50	50	50
% Completion of valuation 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 contributes 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, and 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	Medium-Term Expenditure Estimate		
	2019/20	2020/21	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000
MTEF Allocation	0	0	18 935	43 065	80 485	79 006	82 956
Total	0	0	18 935	43 065	80 485	79 006	82 956

9.3.6.1. EXPENDITURE ESTIMATES PER ECONOMIC CLASSIFICATION

Programme	Outcome			Main Appropriation	Medium-Term Expenditure Estimate		
	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000
Compensation of Employees	0	0	17 304	21 095	21 939	22 817	23 958
Goods and Services	0	0	1 631	21 970	58 546	56 189	58 998
Total	0	0	18 935	43 065	80 485	79 006	82 956

9.4. PROGRAMME: OPERATIONS

9.4.1. PURPOSE

To provide business function services to the entire organisation.

9.4.2. SUB-PROGRAMME:

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; provide long term planning and day to day support in respect of ICT needs, services and systems, and ensure that the OVG delivers on its impact statement and improves and sustains its performance and reporting thereof.

9.4.2.4. FINANCIAL MANAGEMENT SERVICES

Purpose: To provide prudent financial management services.

9.4.2.4. SUPPLY CHAIN MANAGEMENT

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	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Organisational excellence	Critical Skills retained	% Of critical skills retained	-	-	-	New Indicator	70%	85%	95%
	Filled posts	Number (#) of funded posts filled in line with the approved interim structure	20	41	64	70	85	95	110
	Improved stakeholder relations	% Of valuation queries resolved within 10 days	-	-	-	New Indicator	100%	100%	100%
	Improved audit outcomes	Unqualified audit opinion	-	-	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion
Good Quality Data	Digitised business processes	% Of digital maturity roadmap Implemented	-	-	-	New Indicator	30%	60%	100%

9.4.4 PROGRAMME OUTPUT INDICATOR, ANNUAL AND TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% Of critical skills retained	70%	70%	70%	70%	70%
Number (#) of funded posts filled in line with the approved interim structure	85	70	70	80	85
% Of valuation queries resolved within 10 days	100%	100%	100%	100%	100%
Unqualified audit opinion	1		Unqualified audit opinion	-	-
% Of digital maturity roadmap implemented	30%	-	-	10%	30%

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		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
				R'000	R'000	R'000	R'000
MTEF Allocation	0	0	71 482	52 958	61 214	62 324	65 440
Total	0	0	71 482	52 958	61 214	62 324	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		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
				R'000	R'000	R'000	R'000
Compensation of Employees	0	0	23 362	29 797	30 989	32 228	33 839
Goods and Services	0	0	48 120	23 161	30 225	30 096	31 601
Total	0	0	71 482	52 958	61 214	62 324	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 a business enabler.

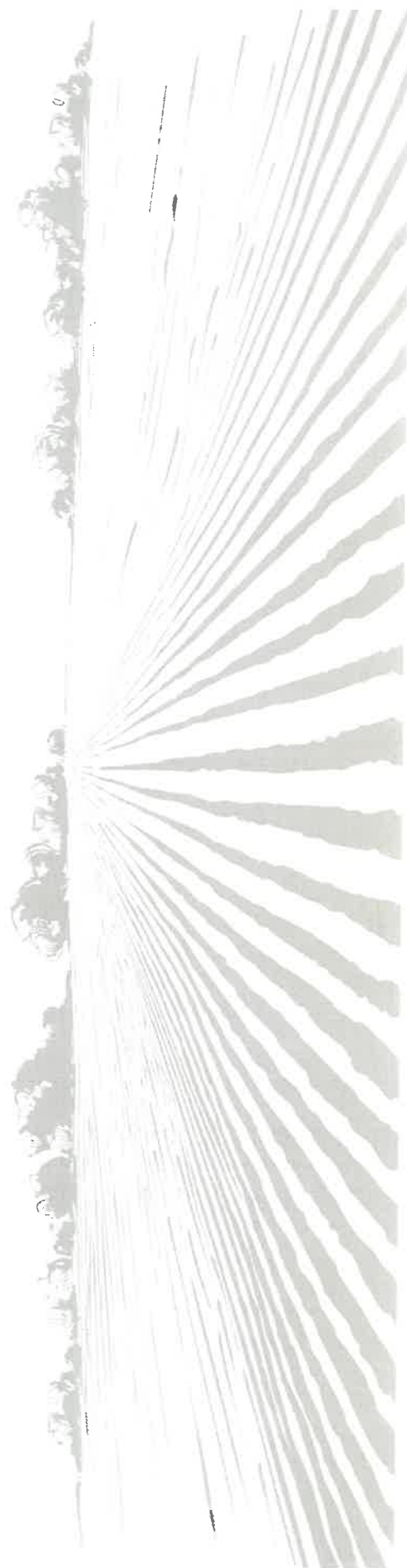
9.4.8 KEY RISKS

Outcome	Key Description	Risk Mitigation
Organisational excellence	The maturity level of the organisational systems, processes and capacity might hamper the achievement towards an optimised state.	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.
	Cybercrime/threats - Events of unauthorised access to data through hacking, phishing, or virus attacks	Develop IT Security Strategy (Cyber). Capacitate the unit with a dedicated CISO role or skills. ICT security vulnerability assessment
	Lack of or Inadequate Stakeholder Management & Interests	Develop the Marketing and Communications Strategy incorporating Customer Surveys
Good Quality Data	Integrity and availability of data	<ul style="list-style-type: none"> • Implementation of the ERP systems • Data verification and reconciliation • Data migration Audit on ERP • Implementation of Business Intelligence Tools



PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title		% Implementation of corruption and fraud prevention mechanisms	
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 policy and plan, attendance registers, minutes of the fraud and ethics awareness sessions and quarterly reports	
Method of Calculation/Assessment		Number of Implemented activities / Total number of planned *100	
Means of verification		Fraud Prevention Plan and Quarterly Performance Reports	
Assumptions		<ul style="list-style-type: none"> - Stakeholder availability and participation - Approved fraud prevention policy and 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 End)	
Reporting Cycle		Quarterly	
Desired Performance		30%	
Indicator Responsibility		Valuer-General	



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 referrals received from the OVG's clients within every reporting period during the applicable financial year.
Source of Data	The OVG's records, Valuations Tracking System, information, and technology systems.
Method of calculation/Assessment	<p>Average number (#) of days calculated as follows: (total number of working days per the listing/total number of completed valuations as per the listing).</p> <p>The calculation of the number of working days will be based on an acceptance date of a request to perform Quality Assurance to the date of completion. Date of completion being the 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 be withdrawn or rejected and counting days of those valuations will start from when all information is received.</p> <p>Valuations that are submitted with incorrect instructions. (e.g., market value, instead of value in terms of the PVA) will be considered as new valuations and the date of submission will be as of the day when instruction has been corrected.</p> <p>Valuation certificates (a count of each property valued in the certificate). Valuation listings. Average number of days calculated as follows: total number of working days per the listing/total number of completed valuations as per the listing.</p> <p>The listing will calculate the number of working days from acceptance of a valuation report to date of completion. Date of completion being the date on which the final valuation certificate is signed.</p>
Means of verification	
Assumptions	<p>Valuers are able to access property.</p> <p>All the information required for valuation is available.</p>
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 valuation requests submitted by clients within the specified times										
Definition	To measure the percentage of valuations performed in relation to valuation requests received from clients within the specified times.										
Source of data	The OVG's records, Valuations Tracking System, Information and Technology systems.										
Method of Calculation/Assessment	<p>Calculation of Quarterly Performance: Number of completed valuations in the period / Quarterly Baseline x100.</p> <p>Calculation of an Annual Performance: Number of completed valuations of all submission periods / Annual Baseline x100.</p> <p>NB: Quarterly Baseline means a number of valuations to be executed on a quarterly basis as per the determined baseline signed off by the Valuer-General. Annual Baseline means total sum of all valuations to be executed for the period under review.</p> <p>In the event of exceptional circumstances where a completed valuation as of 31 March 2024 relates to valuation requests received between 17 January 2024 to 31 March 2024, a variation procedure in the form of a calculation will have to be applied as follows:</p> <p>Number of completed 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>Number of completed valuations per the listing: Valuations intended for completion by 2023/24 Q1 (30 June 2023) must be submitted by Restitution and LRTR to the OVG by 31 March 2023.</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 2023 – 31 March 2023</td><td>Quarter 1</td></tr> <tr> <td>03 April 2023 – 31 July 2023</td><td>Quarter 2</td></tr> <tr> <td>01 August 2023 – 06 November 2023</td><td>Quarter 3</td></tr> <tr> <td>07 November 2023 – 16 January 2024</td><td>Quarter 4</td></tr> </tbody> </table>	Submission Period	Reporting Period	17 January 2023 – 31 March 2023	Quarter 1	03 April 2023 – 31 July 2023	Quarter 2	01 August 2023 – 06 November 2023	Quarter 3	07 November 2023 – 16 January 2024	Quarter 4
Submission Period	Reporting Period										
17 January 2023 – 31 March 2023	Quarter 1										
03 April 2023 – 31 July 2023	Quarter 2										
01 August 2023 – 06 November 2023	Quarter 3										
07 November 2023 – 16 January 2024	Quarter 4										
Means of verification	Final valuation certificates (a count of each property valued in the certificate). The date on which the valuation certificates are signed is the date on which the valuation is completed. A listing of all valuations received within the agreed times. Total listings will be based on the numbers as agreed on the SLAs and consequently received by the OVG.										
Assumptions	<p>Staff Availability</p> <p>Procurement Contract signed with External Valuers</p>										
	<p>All valuations are expected to be in line with the defined baseline. In a case where less valuation requests are received and are below the defined quarterly and annual baseline, the total number of valuations received will automatically become a new baseline.</p> <p>If valuations completed, are above the quarterly and annual baseline the outcome will be deemed as over achievement (e.g. Number of completed valuations in the period plus number of completed valuation above baseline / Quarterly Baseline x100)</p>										
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	% Critical skills retained
Definition	To measure the % of critical skills retained. Critical skills refer to skills required for the key function of the organisation e.g. Registered Valuers, ICT practitioners
Source of data	Data is sourced from HR and Payroll reports
Method of Calculation/Assessment	Total number of critical posts retained / Total number of established critical posts * 100
Means of verification	List of critical posts and list of critical posts retained
Assumptions	Approved list of critical posts, Retention policy
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Maintain a 70% retention of critical posts
Indicator Responsibility	Senior Manager: HCS



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
Method of calculation or 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 Plan
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year to End)
Reporting cycle	Quarterly
Desired performance	85
Indicator responsibility	Senior Manager: HCS



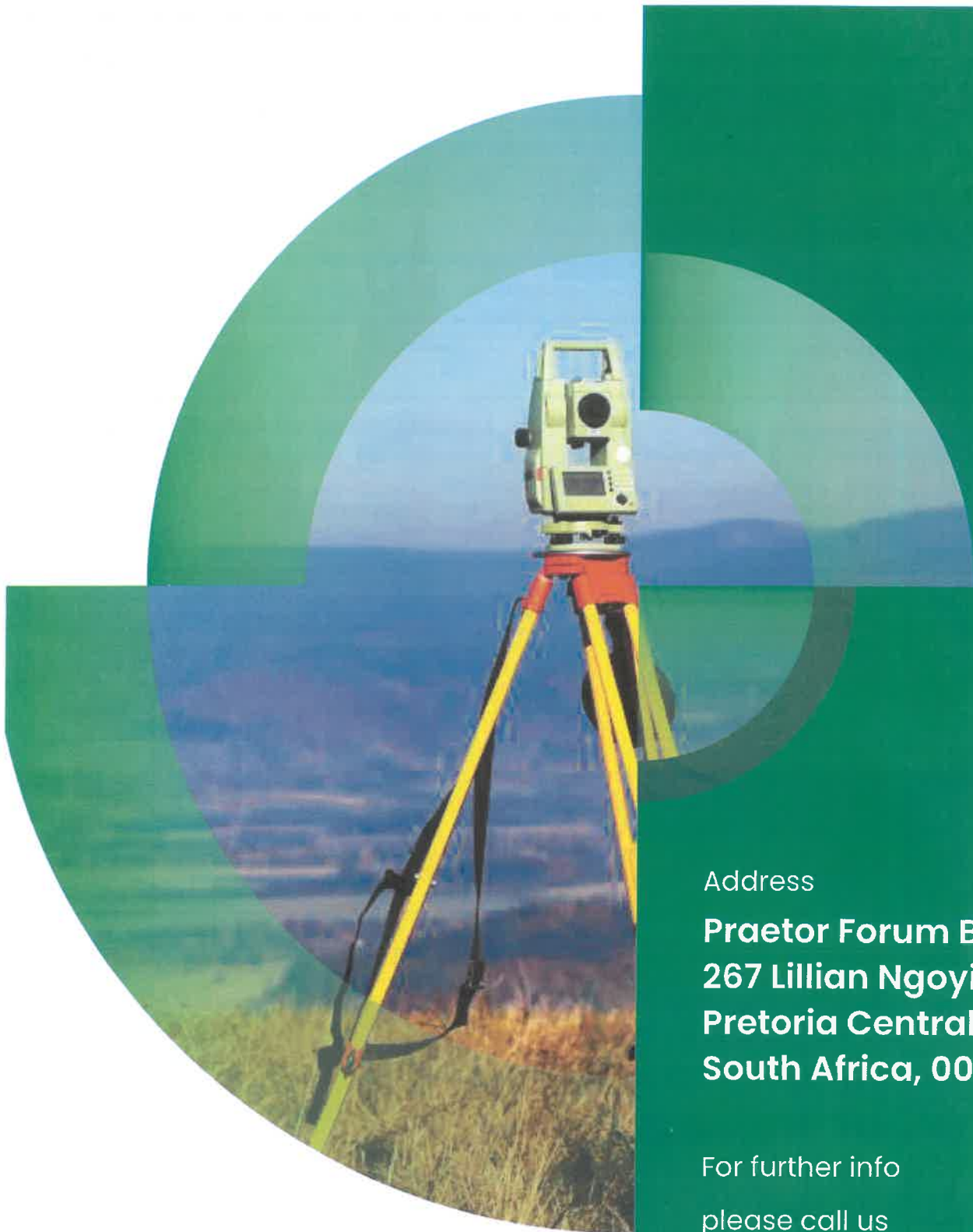
Indicator Title	% Of valuations queries resolved within 10 days
Definition	To measure the % of queries resolved within 10 days
Source of data	Query register
Method of Calculation/Assessment	Total number of queries resolved divide by total number of queries received x 100
Means of verification	List of queries resolved, and list of queries received
Assumptions	All queries are registered
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: PMO



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 maturity roadmap implemented
Definition	Defines percentage of maturity achieved in terms of implementing digital transformation initiatives in line with the Enterprise Architecture Plan and Roadmap
Source of data	Enterprise Architecture Plan Enterprise Architecture Maturity Roadmap Implementation progress reports
Method of Calculation/Assessment	Total number of milestones achieved / Total number of planned milestones * 100
Means of verification	Enterprise Architecture Maturity Roadmap 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 End)
Reporting Cycle	Quarterly
Desired Performance	30%
Indicator Responsibility	Senior Manager: Strategy & ICT



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**OFFICE OF THE
VALUER-GENERAL**