



rural development & land reform

Department:
Rural Development and Land Reform
REPUBLIC OF SOUTH AFRICA



DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM STRATEGIC PLAN

2015 - 2020





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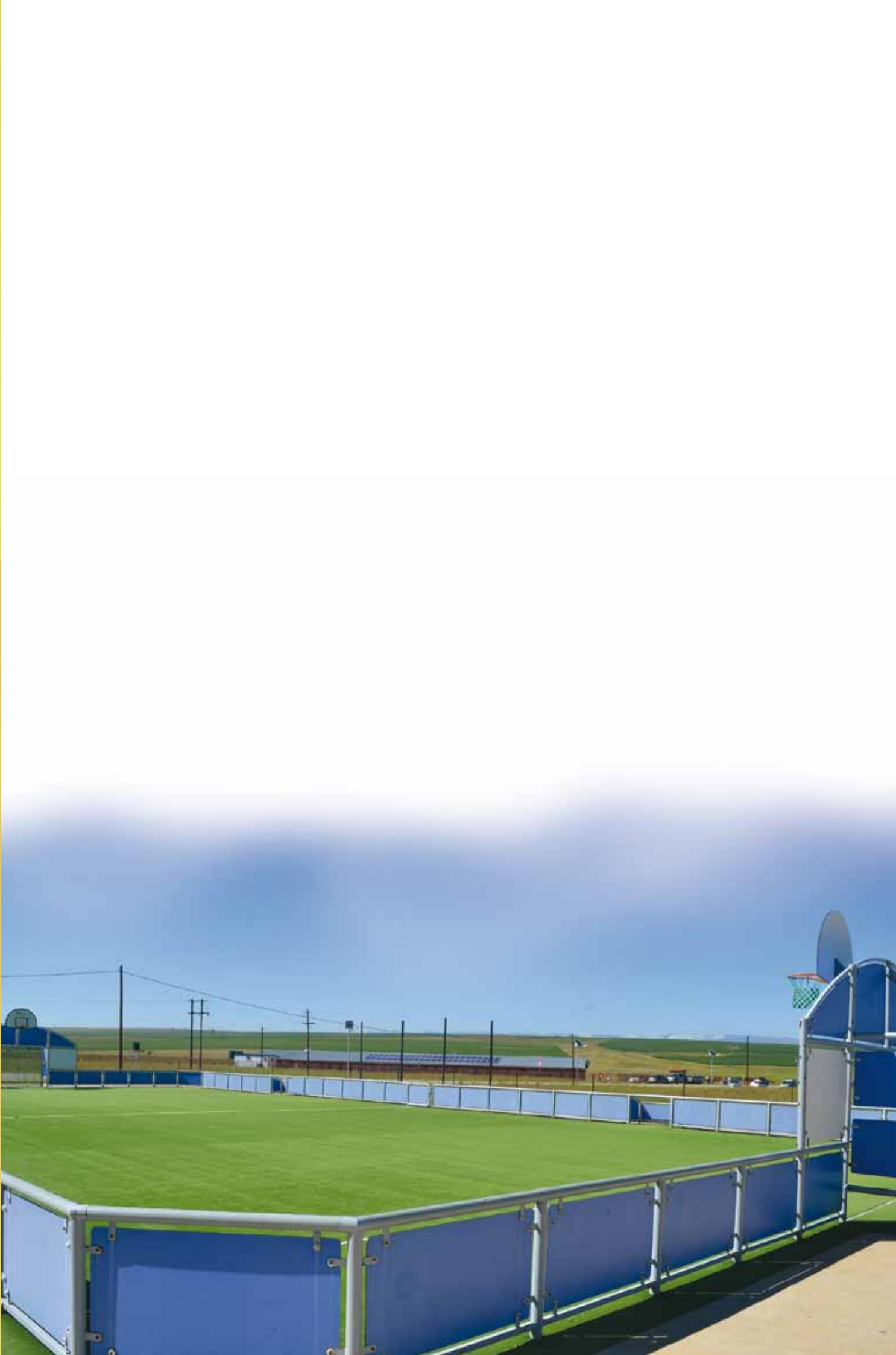


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ACRONYMS AND ABBREVIATIONS

APP	Annual Performance Plan
APAP	Agricultural Policy Action 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
DoCG	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
HRD	Human Resource Development
IAR	Immovable Assets Register
ICT	Information and Communication Technology
IDFF	Investment and Development Financing Facility
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
RADP	Recapitalisation and Development Programme
RECAP	Recapitalisation and Development Programme
REID	Rural Enterprises and Industrial Development
RETM	Rural Economy Transformation Model
RID	Rural Infrastructure Development
RIDFF	Rural Investment and Development Financing Facility
SCoA	Standard Chart of Accounts
SALGA	SA Local Government Association
SDF	Spatial Development Framework
SIP	Strategic Infrastructure Project
SPLUMA	Spatial Planning and Land Use Management Act

PART A: STRATEGIC OVERVIEW



MINISTER'S FOREWORD



Mr GENkwinti
Minister: Rural Development and Land Reform

“Building vibrant, equitable, and sustainable rural communities”

During the period from 1994 to 2009, land reform focused mainly on land redistribution. Little attention was paid to developing that land and the productive forces that received that land; and, even less attention was paid to the creation of institutional conditions for sustaining the transformation being introduced.

In 2009, the new Department of Rural Development and Land Reform (DRDLR) was created. Cabinet adopted the Comprehensive Rural Development Programme (CRDP) in 2009. The CRDP was piloted on several sites across the country. Based on the CRDP, a Framework for Rural Development (FRD), which defines rural development measurables, was adopted. These measurables are: meeting basic human needs, rural enterprise development, and rural agro-industries sustained by rural markets and rural financing facilities.

The Green Paper on Land Reform, 2011, gave birth to the Agrarian Transformation System, which is defined as 'a rapid and fundamental change in the relations of land, livestock, cropping and community'. This introduced a comprehensive and inclusive approach to land reform. It defined the pillars of land reform as land redistribution, land restitution, land development, land tenure and administration.

The comprehensive and inclusive nature of the Agrarian Transformation System incorporates both rural development and land reform; and, as such, defines the mandate of the DRDLR, as in Figure 1 below.

RURAL ECONOMY TRANSFORMATION: AGRARIAN TRANSFORMATION SYSTEM

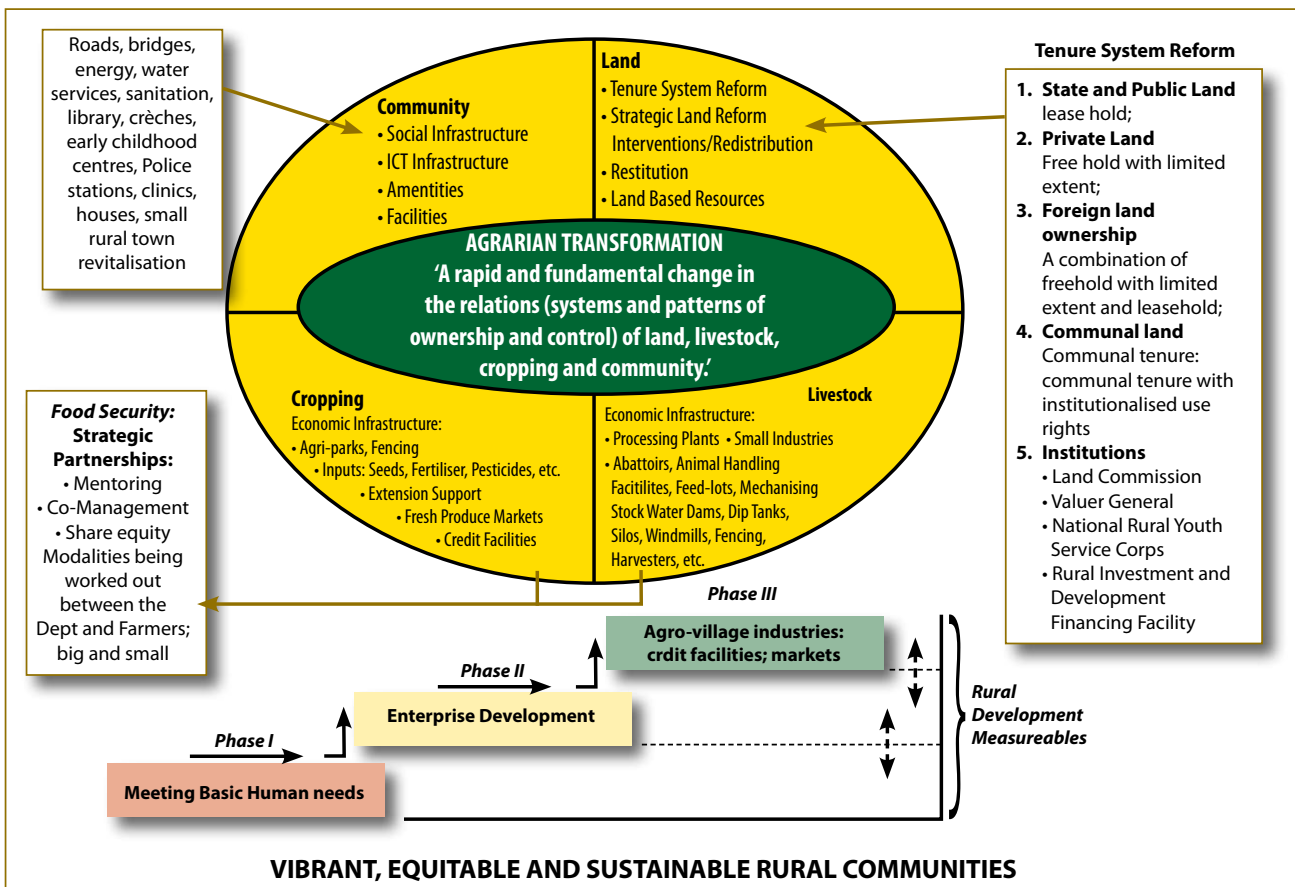


Figure 1. The Agrarian Transformation System

In 2012, Cabinet adopted the National Development Plan (NDP). Chapter 6 of the NDP provides the following Key Points for "An Integrated and Inclusive Rural Economy" and land reform:

- Rural communities require greater social, economic and political opportunities to overcome poverty;
- To achieve this, agricultural development should introduce a land-reform and job-creation/ livelihood strategy that ensures rural communities have jobs;
- Ensure quality access to basic services, healthcare, education and food security;
- Plans for rural towns should be tailor-made according to the varying opportunities in each area; and,
- Inter-governmental relations should be addressed to improve rural governance.

In pursuit of the objects of the NDP, the Department adopted the Rural Economy Transformation Model (RETM). A Wagon Wheel, which is part of the RETM, provides for a land use plan as well as security of tenure for households, particularly vulnerable ones - female and child headed ones, as depicted in the figures 2(a) and 2 (b) here below.

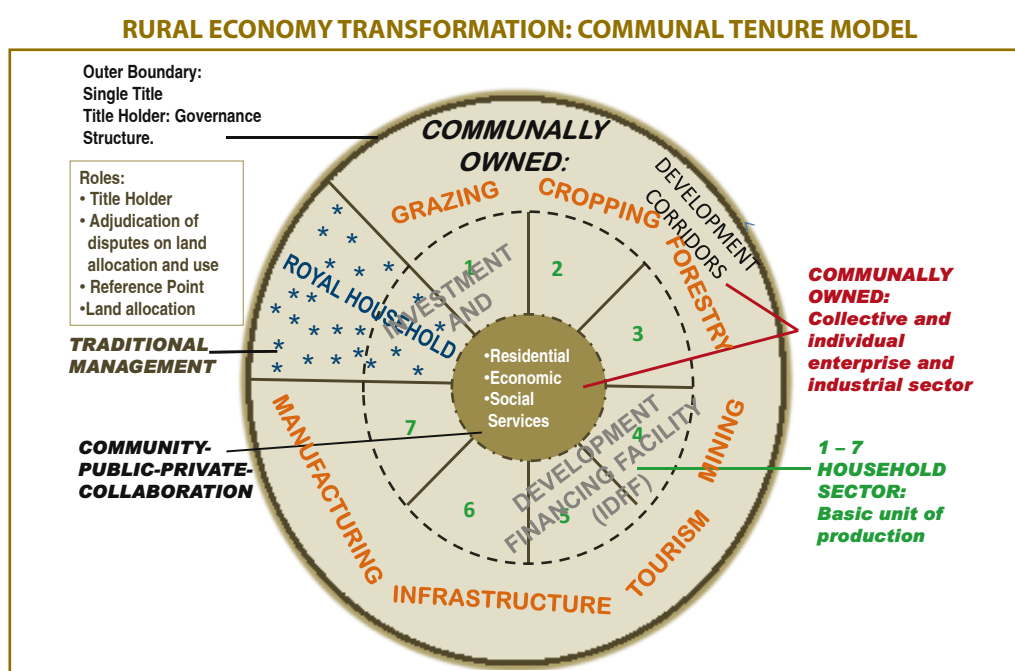


Figure 2 (a). The Wagon Wheel with Traditional Councils

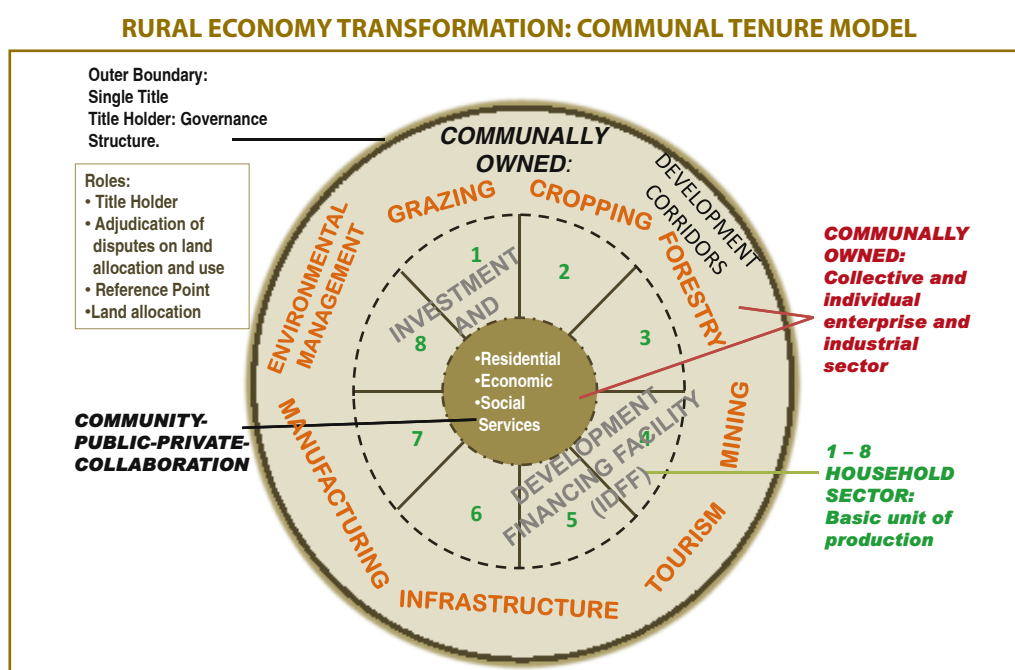


Figure 2(b). The Wagon Wheel without Traditional Councils

A Wagon Wheel is also enhanced by clearly delineated administrative and developmental institutions, each with a defined role; and, how each institution relates to the others, as in and 3 below.

RURAL ECONOMY TRANSFORMATION: INSTITUTIONAL ROLES AND ROLE-RELATIONSHIPS

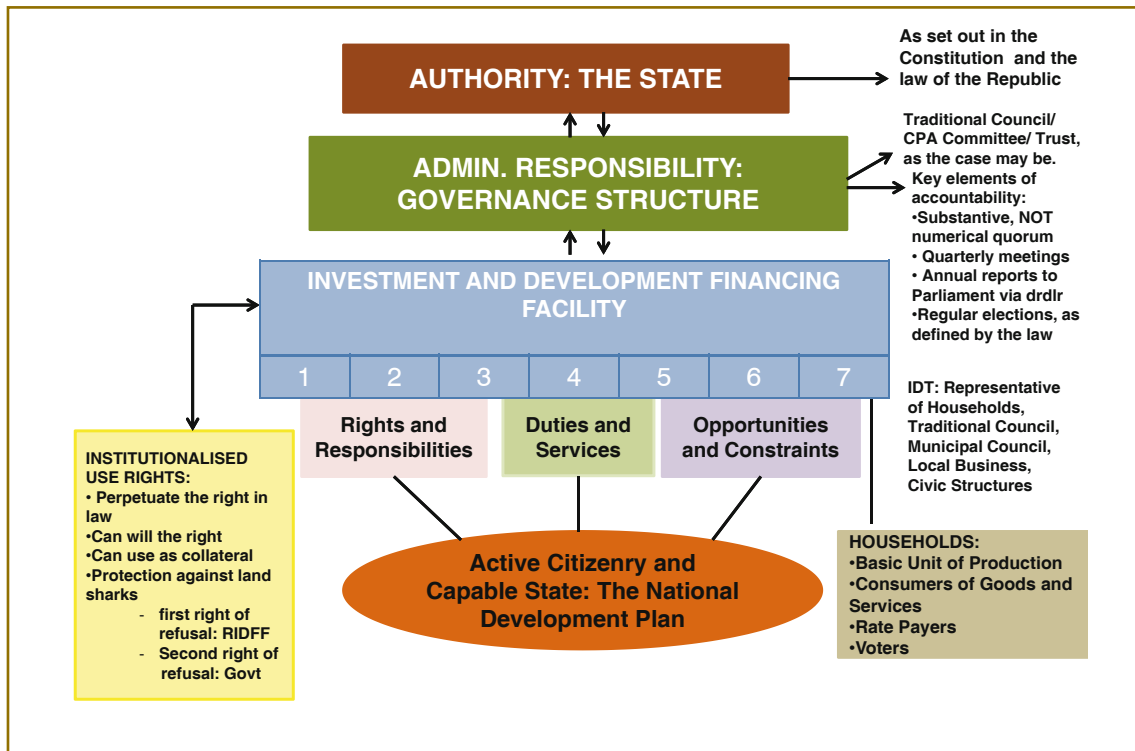


Figure 2(c). Institutions: Their Roles and Relationships

The question we ask ourselves on this journey of rural economic transformation is “How will we know we have arrived when we get there?” In the words of our former president, Nelson Rolihlahla Mandela:

Let there be justice for all. Let there be peace for all. Let there be work, bread, water and salt for all. Let each know that for each the body, the mind and the soul have been freed to fulfil themselves.

The day rural people would “have been freed to fulfil themselves” is the day and moment when we would be satisfied that, indeed, the ANC Government and the people of South Africa would have delivered on the promise of ‘A Better Life For All!

As the Executive Office responsible for rural development and land reform, I endorse this plan and undertake to ensure its successful implementation.

The Honourable Nkwinti, GE (MP)

Minister Rural Development and Land Reform

ACCOUNTING OFFICER'S OVERVIEW



PM Shabane
Director-General: Rural Development and Land Reform

Rural development and land reform remains one of the key priorities of government. Guided by the Medium Term Strategic Framework (MTSF), which is the first five year cycle of the National Development Plan (NDP), the Department of Rural Development and Land Reform (DRDLR) has repositioned and refocused itself with the aim of successfully driving the transformation of the rural economy to achieve vibrant, sustainable and equitable rural communities.

Chapter 6 of the NDP calls for an integrated and inclusive rural economy in which rural communities have greater opportunities to fully participate in the economic, social and political life of the country. To realise this vision, greater integration of the country's rural areas must be achieved through successful land reform, job creation and poverty alleviation.

As we enter the second year of implementation of the 2014-2019 Medium Term Strategic Framework (MTSF) for rural development, the Department will pursue the achievement of the agreed targets with renewed vigour, through a number of carefully selected interventions that were developed and tested during the first five years, since the establishment of the Department in 2009.

To implement the announcements made by the President in the 2015 State of the Nation Address (SONA), the Department has developed an implementation plan aligned to the Annual Performance Plan (APP) 2015/16. This plan will drive and direct the efforts, resources and the budget expected to be approved by Parliament for the new financial year.

Government has identified agriculture as one of the sectors that presents very promising possibilities for substantial job creation and the revival of the rural economy. During this term of office, emphasis will therefore be placed on agriculture as one of the strategic productive sectors of the economy. Our interventions in this respect will centre on increasing investment and capacity in rural infrastructure that supports, among others, production and market opportunities and the entire agricultural value chain by way of initiatives like the establishment of Mega Agri-Parks in each of the 27 poorest District Municipalities. To this end, in support of these interventions, we have allocated an initial amount of R2 billion in the 2015/16 financial year.

The acceleration of the pace of land reform and the protection of vulnerable communities, including farm labourers and people living on farms, is another important focus area in this financial year. A solid legislative environment is critical to addressing these objectives. In this regard, the Department will pilot the "50/50" Policy framework starting with 10 pilots across the country. The Extension of Security of Tenure Amendment Bill will be presented to Cabinet during the first quarter of 2015 to strengthen legal representation for vulnerable groups living and working on farms.

The Department will further accelerate the finalisation of other legislation and institutional reforms aimed at speeding up land reform in South Africa. Apart from the Regulation of Land Holdings Bill, which seeks to regulate land ownership by foreign nationals, the Department will also submit the draft Communal Property Associations (CPA) Amendment Bill, and the Electronic Deeds Registration Bill to Cabinet for approval for public consultation, whilst Cabinet approval will be sought for the submission of the Extension of Security of Tenure Amendment Bill to Parliament. We also aim to establish the Office of the Valuer-General (OVG), by the end of this financial year, as provided for in the Property Valuation Act, 2014.

Further efforts to speed up land reform include the finalisation of policy and legislation that will impose a ceiling of 12 000 hectares on the extent of land that can be owned by a natural or juristic person, whether they be South African citizens or foreign nationals.

The re-reopening of the land claims process in July 2014 for a period of five years until June 2019, will ensure that those who were dispossessed of their land through racially discriminatory laws and policies are given a chance to reclaim their land. Since the commencement of the lodgment period there has been an overwhelming response with more than 46 058 claims being received by the Commission on Restitution of Land Rights by 30 January 2015.

In September 2014, the Department held its first National Land Tenure Summit. The objective was to build an inclusive partnership around a common and coherent four-tiered land tenure system. The establishment of District Land Committees was among the key resolutions taken by over 2000 delegates at the Summit. These committees will serve as vehicles for public-private partnerships, implementation of Agricultural Value Chains, and the identification of strategically located land by the State. In addition to this, the committees will also facilitate the selection of farmers and appropriately located farms for land reform purposes, and coordinate the roll-out of the Agri-Parks in each of the 27 poorest District Municipalities.

Phase 3 of the Comprehensive Rural Development Programme (CRDP), namely, Agro-Village Industries and credit facilities, lies at the heart of transforming the rural economy. The roll-out of this phase will commence in the 2015/16 financial year; it will moreover serve as a vehicle for the implementation of the concept of "One District, One Agri-Park" making every municipality a CRDP site. The Agri-Parks are conceived as providing for the creation of sustainable rural enterprises and industries, agro-processing, trade development, production hubs for food security, local markets and financial services. To ensure the success of this approach, the Department will mobilise all relevant sector players to put their shoulders behind the wheels in moving rural South Africa forward.

To position the Department to deliver on the set objectives, the organisational structure has been realigned to ensure effective and efficient service delivery. We will also improve governance by reducing adverse audit findings and working towards maintaining the record of unqualified audit opinions in the past two financial years, further reduce matters of emphasis and ultimately eliminate them altogether during this MTEF period. The recent appointment of a Chief Financial Officer and the pending appointment of a Chief Operations Officer will further strengthen the Department administratively.

Through this plan, the Department intends to make a meaningful and substantial contribution to the economic and social upliftment of South Africans, particularly the poorest and most vulnerable rural communities.



PM Shabane
Director-General: Rural Development and Land Reform

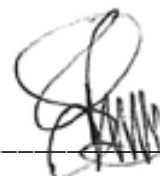
OFFICIAL SIGN-OFF

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 GE Nkwinti (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 2015 to 2020.

Ms R Sadiki
Chief Financial Officer

Signature: _____



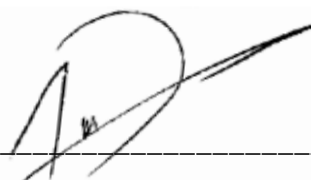
Mr EM Southgate
Deputy Director-General: Corporate Support Services

Signature: _____



Mr PM Shabane
Accounting Officer

Signature: _____



Approved by:

The Honourable GE Nkwinti (MP)
Executive Authority

Signature: _____



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 of 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

2.1 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.

2.2 LEGISLATIVE MANDATES

The department discharges its legislative mandate by implementing, managing and overseeing key legislation:

a) Restitution of Land Rights Act, 1994 (Act No. 22 of 1994)

Through this Act, the department ensures provision for the restitution of rights in land to persons or communities dispossessed of such rights after 19 June 1913 as a result of past racially discriminatory laws or practices. To administer this task, the act provides for the establishment of a Commission on Restitution of Land Rights and a Land Claims Court, and for matters connected with land restitution.

b) Land Reform: Provision of Land and Assistance Act, 1993 (Act No. 126 of 1993)

This 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.

c) Land Reform (Labour Tenants) Act, 1996 (Act No. 3 of 1996)

The above mentioned 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.

d) Land Survey Act, 1997 (Act No. 8 of 1997)

This Act regulates the surveying of land in South Africa. The department is responsible for surveying land throughout the country.

e) 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.

f) Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013)

The Act seeks to bridge the racial divide in spatial terms and to enable transformation of the settlement patterns of this country in a manner that gives effect to the key constitutional provisions, by the introduction of a new approach to spatial planning and land use management, based on the following instruments:

- Development principles, norms and standards that must guide spatial planning, land use management and land development throughout the country by every sphere of government
- Spatial development frameworks, to be prepared by national, provincial and local government
- Municipal wall-to-wall Land Use Schemes to manage and facilitate land use and land development, and
- Land development management procedures and structures.

Bill	Strategic Focus	Status
1. Communal Land Bill, 2015	The Bill seeks to provide for – (a) the regulation of communal land; (b) legal security of tenure by transferring communal land, including KwaZulu-Natal Ingonyama land, to communities and members of communities; (c) the administration of communal land by communities; (d) communal land administration committees and households forums; (e) land rights enquiries; (f) the establishment of the Communal Land Board; (g) the amendment and repeal of certain laws.	The bill is in the final stages of drafting
2. Regulation of Land Holdings Bill, 2015	The Bill will provide for – (a) the disclosure by landowners of their nationality, race and gender; (b) the circumstances under which foreign persons may own and / or have access to land; (c) the establishment and maintenance of a register of land ownership; (d) the submission of information on public land; (e) the establishment and composition of the Land Commission; (f) the resolution of disputes over situations in which two or more title deeds have been issued in respect of the same parcel of land; and	Awaiting the pre-certification opinion from the Office of the Chief State Law Adviser where after the Bill will be submitted to Cabinet for approval for publication for public comment.
3. Communal Property Associations Amendment Bill, 2015	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 is being processed through the various DG clusters and will be submitted to Cabinet for approval for publication and public comment.
4. Extension of Security of Tenure Amendment Bill, 2015	The proposed amendments are derived from the wider draft policy on Land Tenure Security with respect to commercial Farming areas. The Bill aims to find lasting solutions to tenure insecurities in these areas by combining land redistribution measures within effective legal protection and dispute mechanisms.	Once the RIA is finalised, the proposals will be considered and the Bill will be amended, where applicable, and then taken through the DG Clusters, Cab Committee and then Cabinet for tabling to Parliament. This bill will be processed during 2015.
5. Electronic Deeds Registration Bill, 2015	The Bill will provide for an electronic deeds registration system	The Bill will be submitted to Cabinet for approval for publication for public comment.

2.3 POLICY MANDATES

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 implementation of the CRDP, together with extensive consultations on the Green Paper on Land Reform, resulted in the development and approval of a range of policies in August 2012.

During the 2015-2020 period, the department will finalise the outstanding policies and also initiate others in order to execute its mandate. The Minister has internally approved some policies for internal operational guidance and in framing policies that will proceed towards legislation.

The goal of the rural development and land reform policy is to stimulate rural revitalisation, 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:

Bill	Strategic Focus	Status
1) SCALE-UP LAND ACCESS	Re-opening of land claims in the Commission of Restitution of Land Rights	<ol style="list-style-type: none"> 1. Address the land needs of those who could not meet the December 1998 cut-off date for lodgement of claims. 2. Address the land plight of descendants of the Khoisan and general recognition of Heritage sites and historical land marks. 3. Make land available to beneficiaries, and, in exceptional cases, for pre 1913 Claims.
	Establish an Office of the Valuer-General through the Property Valuations Bill.	<ol style="list-style-type: none"> 1. Introduce just and equitable valuation of land identified for restitution; 2. Effectively pay less for land than in the past and make more resources available to access more land. 3. Provide valuations in support of offers to purchase and expropriation.
	Agricultural Land Holdings Policy Framework	<ol style="list-style-type: none"> 1. Introduce upper and lower limits to agricultural land holding sizes. 2. Employ scientific and participatory determinations to sizes. 3. De-incentivise land hoarding and speculation. 4. Promote productive and sustainable use of land.
	Policy on Strengthening Relative Rights of People Working the Land	<ol style="list-style-type: none"> 1. Secure the residential tenure of the farm-dweller/worker 2. Enable him/her to sell his/her labour-power across the fence, without fear of eviction 3. Strengthen his/her bargaining power in advancing worker rights and improving his/her conditions of living
	District Land Committees Policy	<ol style="list-style-type: none"> 1. Enhance broad participation of stakeholders like municipalities, farmers, beneficiaries on land redistribution matters 2. Strengthen the bottom-up approach towards land redistribution 3. Accelerates land redistribution by ensuring that matters are dealt with at a district level

Bill	Strategic Focus	Status
2) ENHANCE LAND DEVELOPMENT THROUGH TENURE REFORM	State Asset Lease and Disposal Policy	<ol style="list-style-type: none"> 1. Create a single system for state land lease and disposal. 2. Determine beneficiaries for policy application. 3. Promote certainty on secure tenure state-land. 4. Enable investment and development of such lands. 5. Promote development imperatives of government.
	Draft Land Tenure Security Policy for People Working and Living on Commercial Farms	<ol style="list-style-type: none"> 1. Address tenure insecurity of farm dwellers, farm workers and their families. 2. Establish a Land Rights Management Board and local Land Rights Management Committees to address land tenure insecurity and development in commercial farming areas. 3. Avert illegal evictions. 4. Promote on-and-off commercial farm settlements and access to productive commercial farm land 5. Determine certainly in land rights and accesses for productive use. 6. Anchor the programme on a rights awareness (communications and education) programme.
	Draft Communal Land Tenure Reforms	<ol style="list-style-type: none"> 1. Address tenure insecurity in communal land areas. 2. Promote communal tenure with institutionalized use rights. 3. Clarify roles amongst key stakeholders and determine authority and responsibility. 4. Create an enabling institutional framework to affirm and/or register rights to various land portions; 5. Create an enabling institutional environment for investment and development. 6. Access additional land to decongest the communal areas and rehabilitate damaged lands. 7. Catalyse rural development by targeting 25 farms per affected province for the decongestion effort.
	Draft Land Holdings Policy in South Africa	<ol style="list-style-type: none"> 1. To provide for – <ol style="list-style-type: none"> (a) the disclosure by landowners of their nationality, race and gender; (b) the circumstances under which foreign persons may own and/or have access to land; (c) the establishment and composition of the Land Commission; (d) the resolution of disputes in respect of circumstances where two or more title deeds have been issued in respect of the same parcel of land; and (e) the establishment and maintenance of a register of land ownership.
3. SUPPORT PRODUCTIVE USE OF LAND	Rural Development Policy Framework	<ol style="list-style-type: none"> 1. Build on four years of implementation of the Comprehensive Rural Development framework. 2. Build on household capabilities. 3. Promote social and economic infrastructure. 4. Deploy resources of the Animal and Veld Management, River Catalytic, Enterprise Development and Industry Development programmes. 5. Promote youth' active involvement in development. 6. Promote clear rights in land. 7. Incentivise development through a Rural Investment and Development Finance Facility. 8. Coordinate development through a rural development agency.

Bill	Strategic Focus	Status
3. SUPPORT PRODUCTIVE USE OF LAND	Recapitalisation and Development Programme	<ol style="list-style-type: none"> 1. Recapitalise farm projects that were challenged as a result of constrained beneficiary and project support. 2. Promote project development and productivity. 3. Support the Animal and Veld Management and River Catalytic Projects. 4. Incentivise partnerships for Development.
	Rural Development Agency and Investment and Development Finance Facility	<ol style="list-style-type: none"> 1. An agency to support the management and facilitation of rural development. 2. Incentivise partnerships for rural development. 3. Leverage resources for rural development.

2.4 RELEVANT COURT RULINGS

There are no court rulings that will negatively impact any departmental operations or service delivery obligations.

2.5 PLANNED POLICY INITIATIVES

The table below outlines the status of policies:

All Approved Policies	Policy approved by Minister	Policies to Cabinet for Public Comments	Legislation Targeted for After the 2014 Election
1. Office of the Valuer-General	✓	Policy approved by Cabinet in 2012	Property Valuation Act, has been promulgated as Act 17 of 2014
2. Land Tenure Policy for Commercial Farming Areas			Bill published for comment in October 2013
3. Land Holdings in South Africa		Policy in process of being developed	Bill in process of being finalised
4. State Assets Acquisition and Lease Disposal Policy	✓	Not Applicable	Not Applicable
5. Agricultural Land Holdings Policy Framework	✓	Not Applicable	Not Applicable
6. Communal Land Tenure Policy			Bill in process of being developed
7. Communal Property Association Policy (CPAs)			Bill in process of being developed
8. Rural Development Framework	✓	Not Applicable	Not Applicable
9. Recapitalisation and Development Policy	✓	Not Applicable	Not Applicable
10. Rural Development Agency Policy		Not Applicable	Not Applicable
11. Rural Investment and Development Financing Facility		Not Applicable	Not Applicable

The following are planned policies for the upcoming MTEF period:

2015/2016

1. Policy on Rural Enterprises and Industry Development.
2. Policy on the Strengthening of Relative Rights for People Working the Land.
3. Policy on a Rural Development Investment and Finance Facility;
4. Electronic Deeds Registration Policy.
5. Policy Reviews on: - Recapitalisation and Development; Proactive Land Acquisition and Farm Share Equity Schemes

2016/2017

1. Policy on the Exceptions on the June 1913 Cut-off Date of the Restitution of Land Rights;
2. A National Land Tenure Policy: Responses to Historically Racial Based Social and Economic Disparate Spaces;
3. Policy on Access to Historical Land Marks and Heritage Sites on Private Land (in collaboration with DAC);

2017/2018

1. Rural Settlements Operations Policy (In collaboration with NPC, Human Settlements, NHA, DoCG and SALGA);
2. Policy on a Rural Development Agency

SITUATIONAL ANALYSIS

During the fourth Administration, government adopted the Agricultural Policy Action Plan (APAP), which charts the way for an integrated agricultural value-chain. The Department of Rural Development and Land Reform (DRDLR), together with the Department of Agriculture, Forestry and Fisheries (DAFF), identified several areas of collaboration to successfully implement the Agricultural Policy Action Plan (APAP). In this regard significant progress has been made towards the finalisation of the commodity value-chain mapping exercise, which will enable us to specify where and how each commodity value-chain will manifest itself. We have made progress in terms of integrated planning and action between DAFF and DRDLR.

This will ensure that the allocation of land is informed by land capability and soil potential for targeted commodities. In order to ensure access to land for production, just above one hundred and three thousand (103,325) hectares of land were acquired and distributed to emerging “transitional” farmers, of which 7,960 hectares were allocated to people living and/or working on farms, as part of creating tenure security for farm dwellers. A total of 16,808 smallholder producers were supported through various interventions.

This strategic and tactical alignment between DAFF and DRDLR will contribute to continued production on the acquired land.

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

- The rural development and agrarian transformation space is complex, characterised 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.

- Furthermore, 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.

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 the successful implementation of rural development. Therefore, certain action or policy measures are considered imperative to overcoming these impediments.

1.1 PERFORMANCE DELIVERY ENVIRONMENT

The CRDP evaluation study suggests that although the programme is a good one for addressing 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 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 without challenges.

Evaluation studies conducted by the department, in collaboration with the Department of Planning 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 Recapitalisation and Development Programme (RADP) policy.

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:

Land reform performance indicates cumulative changes in the relationship between the amount of land acquired for redistribution purposes over the past five years, versus the investment costs on the productive agricultural land, following the department's decision to focus on productive land rather than the number of hectares acquired.

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 2013/14 financial year to an average of 17 days by the middle of the 2014/15 financial year.

Performance to date based on the 2011-2014 Strategic Plan indicates that the department is making progress in achieving its strategic goals and objectives.

Progress has been made in providing 7 475 households with access to basic services, 1 273 youth skilled through the NARYSEC programme initiative, 1 262 farmers trained, 7 528 jobs created through rural development and land reform initiatives, 2 815 households assisted with agricultural infrastructure services to produce their own food. 157 Councils of Stakeholders had their functionality and development ensured, and support was also given to 433 rural enterprises.

Trends recorded in indicators measuring food security interventions at household level show 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.

The Commission on Restitution of Land Rights (CRLR) has settled 270 claims and finalised 292 land claims. Through the Land Redistribution and Development branch, the department acquired 153 586 hectares of land, settled 98 labour tenant applications, and vested 863 land parcels.

This is indicative of significant progress in making profound changes in the land ownership patterns and promoting access to land by previously disadvantaged individuals. The land claims process has been re-opened to enable those who missed the 1998 deadline to lodge land claims for land rights lost.

There has been an increased demand from the rural communities for water, sanitation, information and communications technology and agricultural services. The department has therefore had to include various strategic interventions in order to deliver these much-needed services.

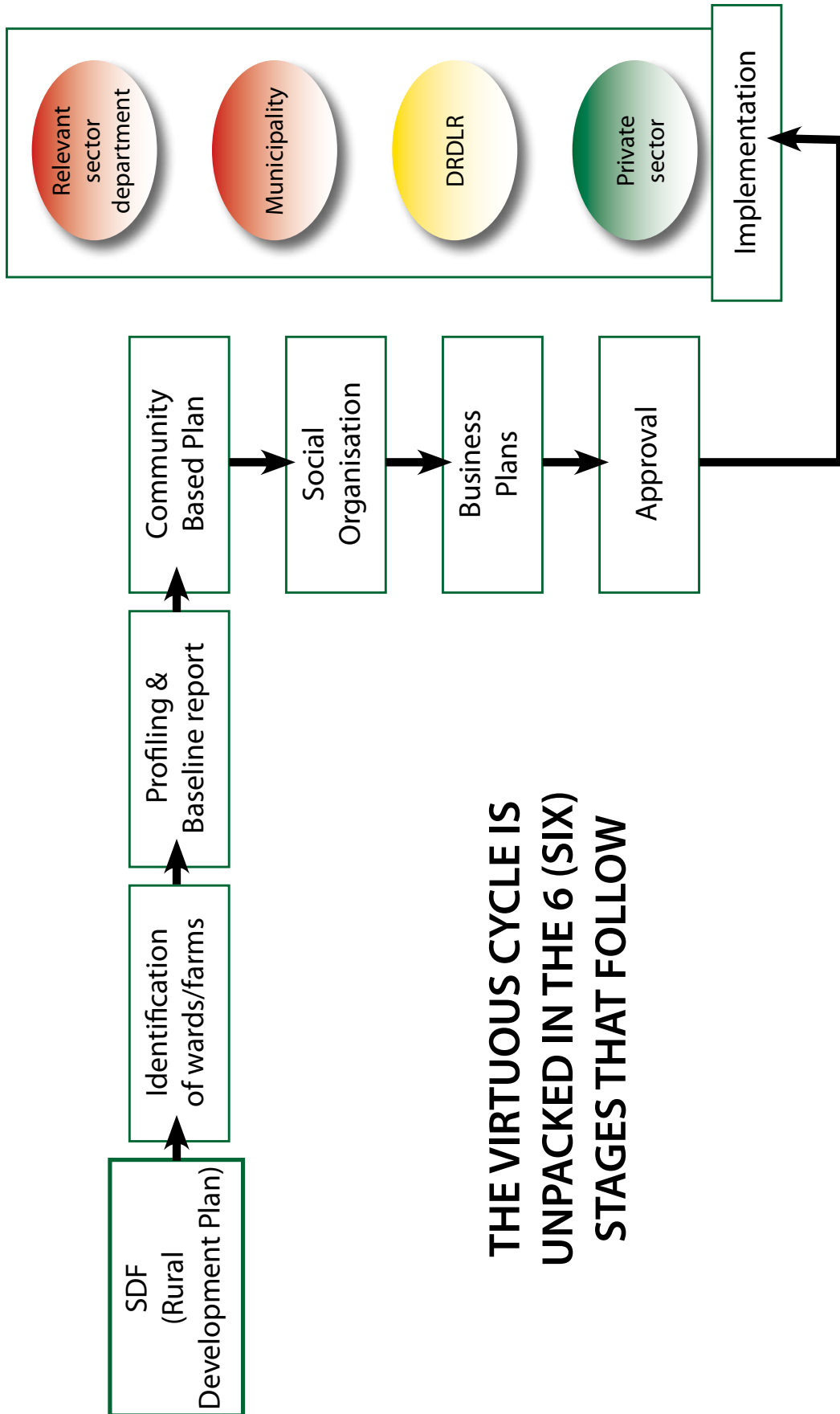
The department has institutionalised the new integrated services improvement mechanism through a Virtuous Cycle Model that is meant to achieve high level coordinated planning and implementation.

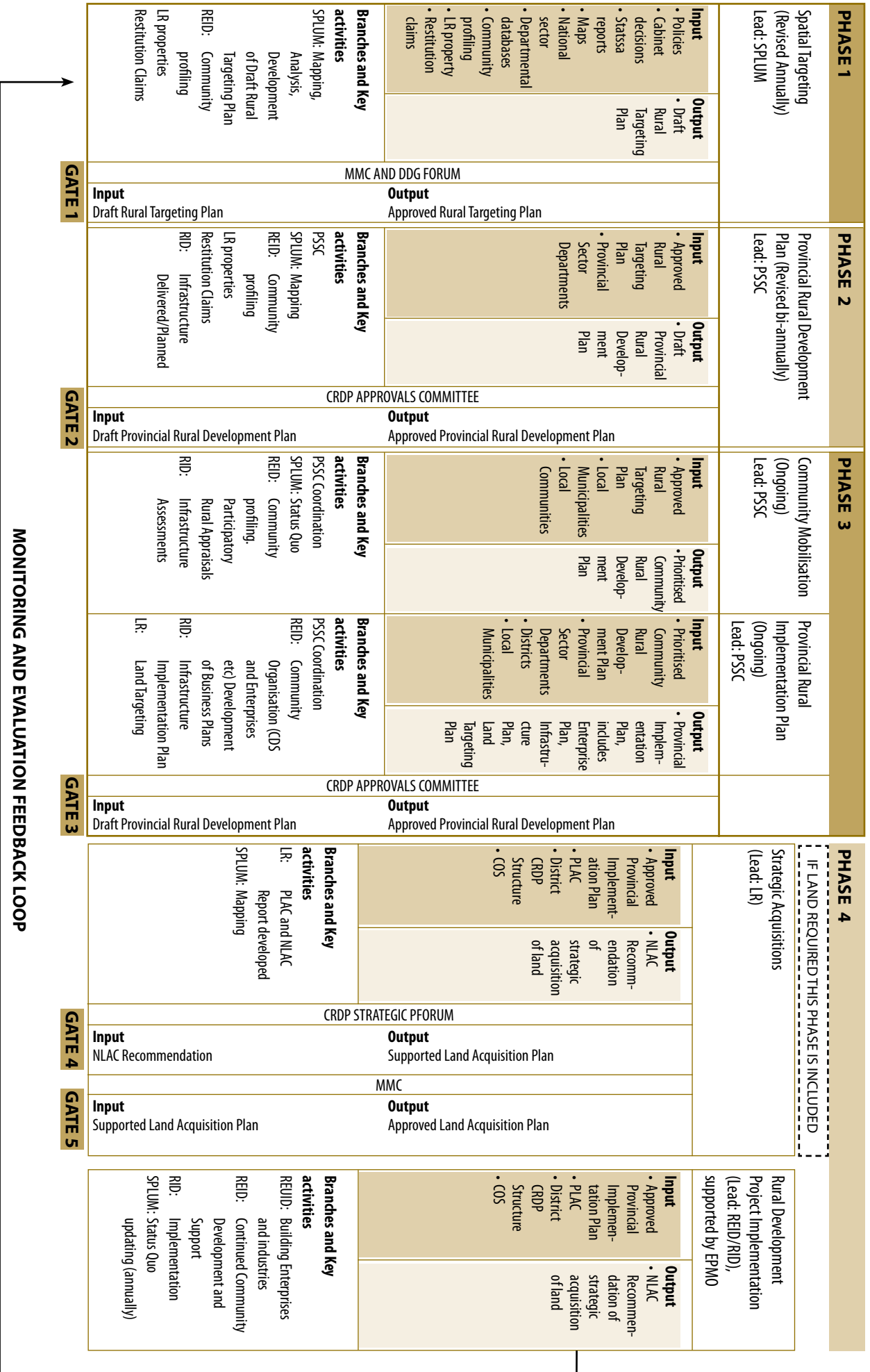
The 2015-2020 Strategic Plan has been developed to ensure that the department focuses on achieving its mandate of creating vibrant, equitable and sustainable rural communities.

The main focus of the department remains the same: to create an enabling environment to ensure that rural communities have greater opportunities to participate fully in the economic, social and political life of the country, supported by good legislation and policies that facilitate accelerated land reform, access to basic services, socio – economic infrastructure, skills development and job creation for the rural communities.

CRDP VIRTUOUS CYCLE

Below is the diagrammatical presentation of the virtuous cycle:





MONITORING AND EVALUATION FEEDBACK LOOP

IF LAND REQUIRED THIS PHASE IS INCLUDED

The following diagram presents the Rural Economy Transformation Model which considers Agrarian Transformation System

VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES

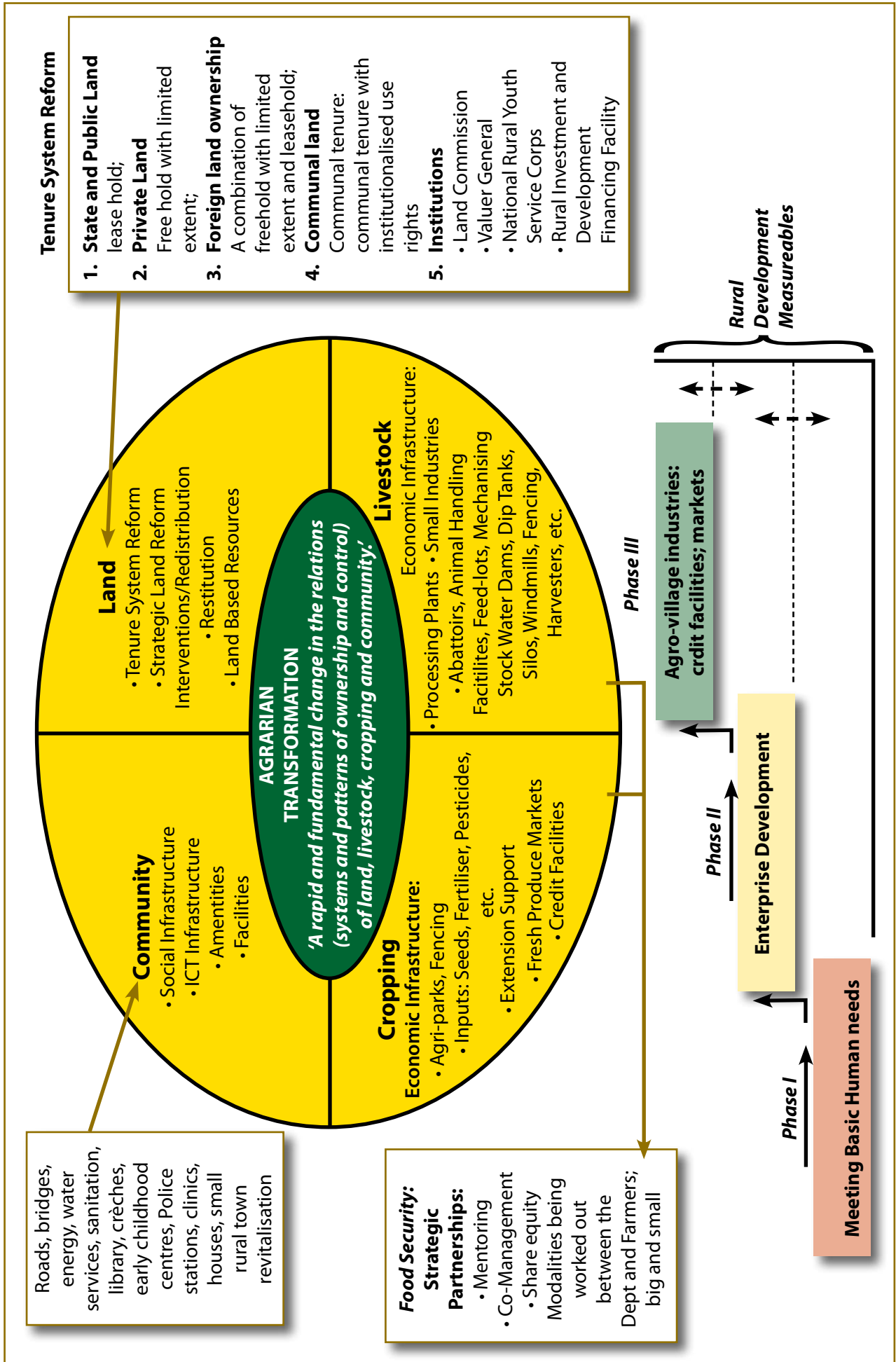


Figure 1: Rural Economy Transformation Agrarian Transformation System

1.2 ORGANISATIONAL ENVIRONMENT

Organisational establishment

The Department of Rural Development and Land Reform continues to make a concerted effort to ensure that its structure is appropriate to achieve the organisation's strategic objectives, and those of government at large. During the 2013/14 financial year; the Minister of Rural Development and Land Reform, Gugile Nkwinti , MP; identified a need for the department to undergo a review of its organisational structure to ensure that it is properly aligned to deliver on the priorities articulated in the National Development Plan. Following this exercise, the department has repositioned itself, and reconfigured some of its functional focus in the following areas of work:

The Land Reform and Administration function has been split into two distinct areas of focus i.e.

- i) Land Redistribution and Development unit
- ii) Land Tenure and Administration unit

Skills development enables the department to develop, educate and equip employees to become a skilled and capable workforce that shares and contributes to the benefits and opportunities of economic expansion and inclusive growth. The National Skills Development Strategy (NSDS) III and the Human Resource Development (HRD) Strategy enables the department to position itself to identify 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



Mr GE Nkwinti
Minister of Rural Development and Land Reform



Mr M Skwatsha
Deputy Minister of Rural Development and Land Reform



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



Mr PM Shabane
Director-General



DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

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.

There were several consultations between the Department of Agriculture, Forestry and Fisheries with the Department of Rural Development and Land Reform, specifically focusing on the Agricultural Policy Action Plan (APAP). Areas of collaboration between the two departments were identified and included in their plans for the forthcoming financial years.

In developing this plan, the Department of Rural Development and Land Reform considered what is contained in the Outcome 7 MTSF which was developed last year and adjusted in line with the 2014-19 Strategic Plan, as approved and tabled in March and June 2014. The priorities of the APAP and areas where interventions need to be made, especially in the 27 prioritised districts, were also considered.

This Strategic Plan is aligned to the National Development Plan and the Medium Term Strategic Framework (MTSF) is 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.

The NDP states that 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.

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

1. Improved land administration and spatial planning for integrated development, with a bias towards rural areas;
2. Sustainable land reform (agrarian transformation);
3. Improved food security;
4. Smallholder farmer development and support (technical, financial, infrastructure) for agrarian transformation;
5. Increased access to quality basic infrastructure and services, particularly in education, healthcare and public transport in rural areas;
6. 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.

Effective management of implementation led by the Department of Rural Development and Land Reform (DRDLR), and 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 (DoCG), 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 the SA Local Government Association (SALGA).

The main coordination mechanism for rural development will continue with 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 seven 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 or equitable redress to those dispossessed of rights in land as a result of past racially discriminatory laws or practices, and solicitation and receipt of new claims for restitution of land rights, by 31 December 2018

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 comprises 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 2020
Baseline	Complied with Public Service Regulations and National Treasury Regulations
Justification	This objective will promote good governance and ensure compliance.
Links	Linked to Public Service Regulations and policies

Strategic Objective 1.2	Unqualified regularity audit opinion
Objective Statement	Obtain a clean regularity audit opinion on financial and non-financial performance by 2020
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 2020
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

Strategic Objective 1.4	Ensure spending according to departmental priorities
Objective Statement	Provide effective and efficient financial services to ensure spending according to departmental priorities by 2020
Baseline	Draft Financing Model
Justification	This objective aims to ensure that expenditure is in line with the approved departmental Expenditure Master Plan
Links	Linked to Strategic Goal 1

Strategic Objective 1.5	Ensure integrated service delivery and resource allocation
Objective Statement	Ensure integrated service delivery and resource allocation for the implementation of the CRDP across all spheres of government by 2020
Baseline	Outcome 7 Implementation Forum
Justification	This objective aims to promote intergovernmental relations; and integrated and coordinated service delivery
Links	Linked to Strategic Goal 1 and Outcome 7 MTSF

Resource allocation

The spending focus over the medium term will be on providing corporate services, financial services and provincial coordination within the department to achieve good corporate governance and service excellence. Over the medium-term period, expenditure on compensation of employees is expected to increase as a result of a change in the Standard Chart of Accounts (SCOA) classification items, where learnership and internship are now paid under compensation of employees. The programme has a funded establishment of 1 870 posts, of which 1565 were filled by 25 February 2015 and 14 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	<ul style="list-style-type: none"> - IT platform upgrades in progress - Systems integration and interconnectivity are being explored - Co-sourcing options to be explored
2. Lack of alignment between business operating model, organisational structure and strategic objectives	<ul style="list-style-type: none"> - Finalisation and approval of the business operating model and macro-structure
3. Failure to maintain vacancy rate at 10%	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Implementation of the fraud prevention strategy
5. Inability to achieve a clean audit report by 2014	<ul style="list-style-type: none"> - Update existing financial policies to acknowledge lack of legislation and to document compensating controls (e.g. Transfer payments) - Monitoring the implementation of the external and internal audit action plans

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 sub-programmes:

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

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 2020
Baseline	Fragmented spatial planning and land use management
Justification	Contributes towards spatial equity
Link	NDP, Outcome 7 and Strategic Goal 2, 3 and 5

Strategic Objective 2.2	An integrated and comprehensive land administration system
Objective statement	Ensure integrated and comprehensive land administration system by 2020
Baseline	Incomplete and non-reformed land administration systems
Justification	This objective will ensure the promotion of sustainable growth and development.
Link	Outcome 7, Strategic Goal 2 and 3

Strategic Objective 2.3	A modernised Cadastre solution
Objective statement	Construct a Cadastre modernisation programme that will result in a secure, accessible, integrated, scalable, cost effective and self-sustainable solution, that provides accurate, reliable and secure land administration and information.
Baseline	<ul style="list-style-type: none"> • Programme road map/plan completed • Information Technology (IT) infrastructure deployment plan
Justification	The solution will provide improved security of tenure, which is responsive to the needs of the people and the demands of the times, whilst ensuring efficient customer service to a broader client base.
Link	Outcome 7 MTSF, Strategic goal 1 and 2

Resource allocation

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 due to the implementation of SPLUMA, state domestic facilities surveys and the development of guidelines, tools and systems to facilitate and coordinate the implementation of the SPLUMA by municipalities.

The programme has a funded establishment of 1 080 posts, of which 315 were additional to the establishment by 25 February 2015.

Expenditure on the compensation of employees is expected to increase over the medium term from R481 million to R550 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	- An Interim Programme Manager has been appointed to re-launch the e-Cadastre Programme. - The e-Cadastre Programme unit organisational structure has been drafted for authorisation - A programme governance model has been approved, which will be implemented. - Government Technical Advisory Centre (GTAC) has been engaged to assist in programme design and implementation. - A Dutch Kadaster team was engaged to provide business and technical guidance in the design and implementation of the e-Cadastre solution.
4. Lack of capacity at provincial and local sphere to monitor and implement SPLUMA	- Training and Capacity Development Programme implemented nationally - Municipal Readiness Assessment exercise conducted to determine municipal capacity requirements to implement SPLUMA - Develop Technical Tools and Systems for effective Spatial Planning and Land Use Management throughout the country
5. Poor inter-governmental co-ordination of activities on the implementation of SPLUMA	- Provide intergovernmental support in terms of chapter 3 of SPLUMA through facilitation of SPLUMA Implementation National Coordinating Forum - Municipal Readiness Assessment exercise conducted to determine municipal capacity requirements to implement 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 sub-programmes:

- Rural Infrastructure Development (RID)
- Rural Enterprise and Industry Development (REID)

- National Rural Youth Service Corps (NARYSEC)
- Animal and Veld Management Programme (AVMP)
- River Valley Catalytic Programme (RVCP)

Strategic objectives

The tables below provide the programme's strategic objectives:

Strategic Objective 3.1	Facilitate rural livelihoods development
Objective statement	Provide support to rural communities in prioritised rural districts to enable them to improve their livelihoods by 2020
Baseline	3 000 households provided with support
Justification	The strategic objective will contribute towards food security in rural areas.
Links	Linked to Strategic Goal 4, APAP and Outcome 7 MTSF.

Strategic Objective 3.2	Infrastructure development to support rural economy
Objective statement	Facilitation of infrastructure development to support rural economic transformation by 2020.
Baseline	7 475 households assisted with basic services infrastructure in the 2013/14 Financial Year
Justification	The strategic objective will contribute towards improved rural livelihoods by facilitating the provision of quality infrastructure.
Links	Linked to CRDP, APAP and Outcome 7 MTSF.

Strategic Objective 3.3	Provide support to rural enterprises and development of rural industries
Objective statement	Provide support to rural enterprises and industries in areas with economic development potential and opportunities by 2020 Facilitate the development of rural enterprises and industries in areas with economic development potential and opportunities by 2020
Baseline	433 rural enterprises supported in the 2013/14 Financial Year
Justification	The strategic objective will contribute towards CRDP initiatives.
Links	Linked to CRDP, APAP and Outcome 7 MTSF.

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 2020
Baseline	7 528 jobs created in rural areas, and 6 302 people trained in rural areas in the 2013/14 Financial Year
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 allocation

Spending over the medium term will focus on implementing the 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 training of recruits in ensuring that new and existing recruits attain the requisite level of skills.

The programme has a funded establishment of 586 posts, of which 532 were filled by 25 March 2015 and 19 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	<ul style="list-style-type: none"> - 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. - Inter-branch planning to guide implementation for RID projects.
2. Lack of integrated planning and coordination between Rural Infrastructure Development (RID), REID, SPLUMA, Land Reform and other stakeholders	<ul style="list-style-type: none"> - Finalisation and implementation of the Intergovernmental Relations (IGR) Framework - Implementation of the virtuous CRDP cycle
3. Poor social mobilisation and organisation	<ul style="list-style-type: none"> - Finalisation of the rural development policy and legislation - Development of a policy for community engagement, mobilisation and organisation
4. Sustainability of cooperatives	<ul style="list-style-type: none"> - Collaboration with other government departments (such as the dti) to improve support for cooperatives - Developing and improving on governance framework
5. Rural infrastructure and enterprise initiatives may not sufficiently contribute to creation of decent jobs	<ul style="list-style-type: none"> - 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 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 2020
Baseline	270 claims settled and 292 claims finalized in the 2013/14 Financial Year
Justification	Equitable land dispensation and agrarian reform.
Links	Linked to Strategic Goal 5.

Resource allocation

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 lodgements 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 966 posts, of which 707 were filled by 25 February 2015 and 9 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	<ul style="list-style-type: none"> - Statutory Commission meetings to be held with formal and widespread communication aim, including media as well as release of quarterly statistics - Process mapping to be done - Communication strategy to be developed
2. Litigation risks	<ul style="list-style-type: none"> - Improvement of tracking and management of matters in court - Improvement of research - Standardisation of processes and workflow - Decision-making centralised and/or standardised work processes
3. Communication to solicit land claims up to 30 June 2019	<ul style="list-style-type: none"> - Core team of executive managers leading the process - Communication improved before, during and after lodgement - Human and financial resources to be increased as per plan
4. Lack of information management system	<ul style="list-style-type: none"> - Finalising of land base – Umhlaba Wethu migration - IT systems to support information and project management to be implemented - Improved process mapping and shortening of procedures - Compliance checklist and quality control by Quality Assurance - Increased Quality Assurance capacity
5. Overlap of land claims	

PROGRAMME 5 - LAND REFORM

Purpose

Initiate sustainable land reform programmes in South Africa.

Programme structure

The programme consists of the following sub-programmes:

- Land Redistribution and Development National Office
- Land Redistribution and Development Provincial Offices

- Land Redistribution and Development Grants
- Land Tenure and Administration

Strategic objectives

The tables below provide the programme's strategic objectives:

Strategic Objective 5.1	Promote equitable land redistribution and agricultural development
Objective statement	Promote equitable land redistribution and agricultural development by acquiring strategically located land by 2020
Baseline	Number of hectares acquired: 153 586 2013/14 Financial Year
Justification	This strategic objective will ensure that the land acquired for agricultural purposes is used productively and will contribute towards economic development and food security.
Links	Linked to Outcome 7, APAP and Sub Output 1.

Strategic Objective 5.2	Provide comprehensive farm development support
Objective statement	Provide comprehensive farm development support to smallholder farmers and land reform beneficiaries for agrarian transformation by 2020
Baseline	Number of farms under Recapitalisation and Development Programme: 2013/14 Financial Year
Justification	This strategic objective will ensure development support to smallholder farmers and land reform beneficiaries for agrarian transformation.
Links	Linked to Outcome 7, APAP and Outcome 7 MTSF.

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 2020
Baseline	1390 Communal Property Associations exist in the country
Justification	Land Rights Management Facility established
Links	This strategic objective will ensure fully functional systems and institutional arrangements for land administration.

Resource allocation

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.

The programme currently has a funded establishment of 530 posts, of which 564 are filled and 116 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)	- Verification of IAR against deeds registry data - Development and review of immovable assets procedures (restitution acquisitions, confirmation of vesting, subdivisions, consolidations and disposals)
2. Sustainability of the RECAP programme as a result of inappropriate design	- Implementation of the outcomes and recommendations of the DPME review on RECAP
3. Inability to acquire strategically located land due to inflation of prices	- Conducting research on market trends and reject prices not linked to comparable sales - Establishment of the Office of the Valuer-General
4. Reputational risk due to a lack of an integrated beneficiary database	- Acting CFO has initiated a process of liaising with the DTI on their beneficiary database with the aim of developing a DRDLR database.

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	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 wellbeing of the individual members of the tribes.	Administer Ingonyama Trust land for the material benefit and social benefit of the affected communities.	17 294	
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	

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



rural development & land reform

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