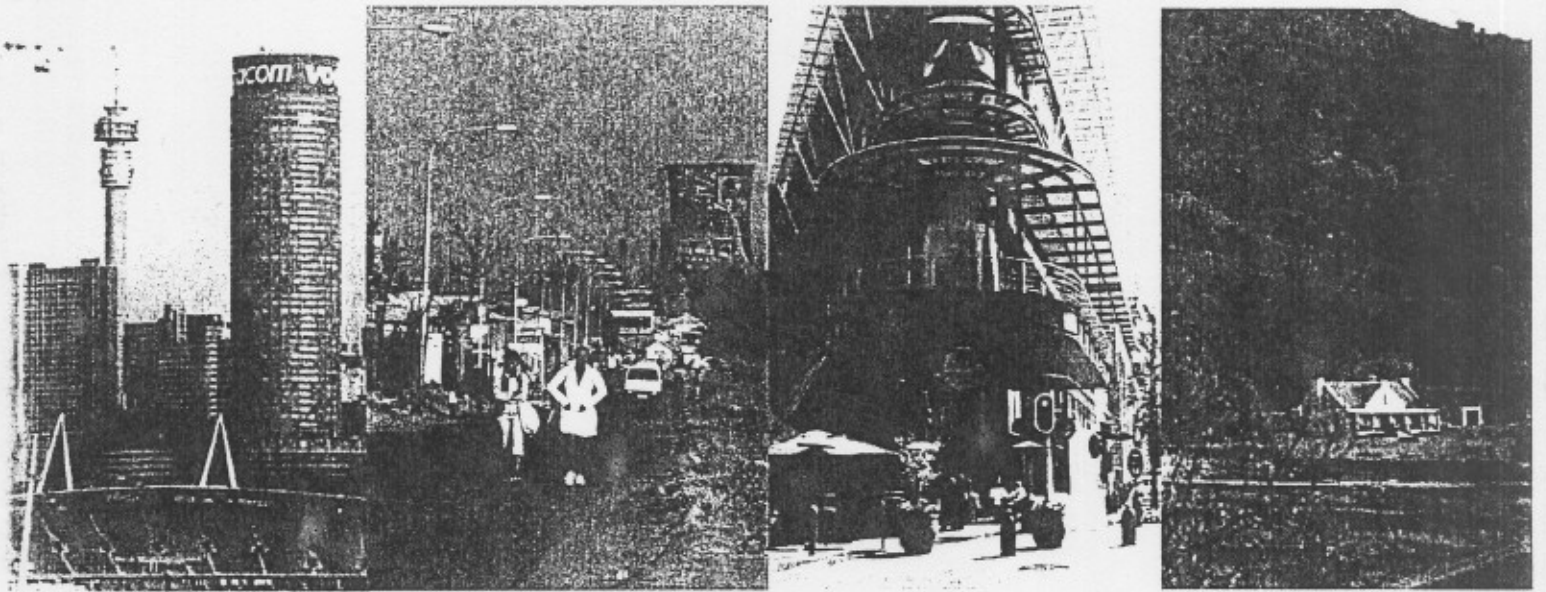


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A partnership to fast track land reform: A new trajectory towards 2014

2006 - 2009

s t r a t e g i c p l a n

MARCH 2006



land affairs

Department:
Land Affairs
REPUBLIC OF SOUTH AFRICA

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Republic of South Africa



A partnership to fast track land reform. A new trajectory towards 2014

2008 = 2009

strategic plan

MARCH 2008

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STATEMENT BY THE MINISTER FOR AGRICULTURE AND LAND AFFAIRS

The National Land Summit convened by the Ministry of Agriculture and Land Affairs in July 2005⁶ was a watershed in the history of our democracy and the Ministry. It was for the first time since 1994 that such an indaba on land and agrarian reform attended by a diverse range of stakeholders coming from all walks of life - political parties, academics, organized agriculture, organisations of the landless, non-governmental organisations, community-based organisations, business organisation and faith-based organisations - within and outside the country was ever held. There was much national and international attention placed on land and agrarian reform in South Africa. The open, rigorous and vigorous debate on the issue in all forms of media, both national and international, was unprecedented. The Summit brought land and agrarian reform in South Africa to the centre stage in the national discourse.

The aim of the Summit was to review the performance of the South African land and agrarian reform after ten years of its implementation by identifying the challenges and bottlenecks that have led to its slow pace given the targets set in the Reconstruction and Development Programme (RDP), and in partnership find solutions that would accelerate its implementation.

Indeed, the Summit concluded that the overall assessment of the South African government's performance in the delivery of land is that considerable progress has been made to deliver land to the respective beneficiaries. This progress has been made despite the fact that in the initial years of the implementation of the land and agrarian reform programme, a lot of focus was placed on the re-organisation of the state, the integration of the various administrations, the drafting and promulgation of new legal statutes and the setting up of new institutions to support land and agrarian reform. In a small but meaningful way, the democratic State in South Africa has responded favourably within the constraints that hamstrung accelerated delivery of land to the constitutional injunction to provide land on an equitable position and to secure the tenure of persons who would not otherwise have had such tenure security had it not been for the implementation of the land and agrarian reform programme of the democratic state.

However, there was also an acknowledgement that the implementation of the land and agrarian reform programme was not without some serious challenges and bottlenecks. These were identified as:

- The pace of delivery is slow;
- Restrictions on sub-division of agricultural land leads people into debt traps by forcing them to buy land in excess;
- High land prices have affected the pace of land delivery. There has been a 20 percent increase in land prices in the last two years.
- There is anecdotal evidence to the effect that foreign land ownership has had a negative effect on the land prices;
- Integrated delivery and commitments made by municipalities and other Government Departments are not yet realised.

Other challenges included the following:

- Budgets of the different government departments are separate and not aligned in terms of the needs of their common beneficiaries. The alignment of budgets and systems between Department of Land Affairs (DLA) and the National Department of Agriculture (DoA) and the Provincial Departments of Agriculture is yet to be realised.
- The implementation of infrastructural priorities in the communal areas is far from being realised; and
- Stepping up capacity building and technical advisory to land reform beneficiaries is still a daunting task;

The Land Summit also provided us with clear recommendations:

- There must be a commitment to ensuring the redistribution of at least 30 percent of white-owned agricultural land;
- The willing buyer-willing seller principle is not an appropriate mechanism to deliver land at scale to beneficiaries;
- The State should be a driving force behind land redistribution;
- A well resourced programme driven by the government including the pro-active acquisition of land utilising expropriation where necessary and targeting disadvantaged beneficiaries;
- Partnerships must be establishing at local and national levels in which government, business, labour and civil society plays a role. Clear roles, responsibilities and mechanisms of accountability must be established.
- A land audit must be carried out to establishing a register of land needs for target groups, including labour tenants, farm workers and the landless;
- A comprehensive support package must be introduced for new owners and building the institutions tasked with providing support from a local to national level;
- Legislation must be amended legislation and implementation capacity improved to ensure tenure security, with a view to enhancing the security of tenure of farm dwellers and other vulnerable groups and complimenting this with medium to long term strategies that give farm dwellers homes and production land of their own;
- Restitution claims must be finalised by 2008;
- A progressive land tax must be implemented and the sub-division of land act should be repealed as a means to promote more intensive use of land, reduce farm sizes and limit speculation in land; and
- Government should put in a greater effort to properly address the problems found in communal areas around communal ownership of land and to consult with the affected communities.

The resolutions adopted at the Land Summit are the starting point for what needs to become an ongoing engagement, with a view to building the widest possible unity in action around the programme of land and agrarian reform.

The President stated in his State of the Nation Address on 3 February 2006 that 'land reform and land restitution are critical to the transformation of our society. Accordingly, the state will play a more central role in the land reform programme ensuring that the restitution programme is accelerated, further contributing to the empowerment of the poor, especially in the rural areas'. True to our commitment, we have indeed seriously taken these marching orders from the President and the Land Summit to form the basis of the Department's strategic plan for the next five years.

We will be reviewing the willing buyer, willing seller principle in order to provide the state with a more decisive role in the land market. We will also be looking at introducing land acquisition methods other than the demand-driven and market-assisted acquisition that would assist in the acceleration of land reform.

The issue of land ownership by foreigners has been in public eye for some time. As reported to Parliament in 2005, I have appointed a panel of experts to advise me on what policy options to consider on this issue. The panel has presented its preliminary report to me. As indicated by the President in his address, we plan to regulate the conditions under which foreigners will be allowed to buy land in South Africa in line with international norms and practices. Indeed, a number of countries, in both the developing and developed world, place conditions under which foreigners can have access to land in their countries in order to safeguard their social, political and economic interests. In the South African context this becomes more imperative given the mammoth task to bring about equitable land distribution to address the legacy of socio-economic deprivation as a result of the large scale land dispossession that took place during the apartheid and colonial era.

Since the advent of our democracy we have never had such a wonderful opportunity and an environment that is conducive to achieving the objectives we have set as a country to successfully implement the land and agrarian

reform programme. If we miss this golden opportunity, we shall have no one to blame but ourselves and we shall have failed the masses of our people whose livelihoods are mainly dependent on access to land.

Forward to the new trajectory towards 2014!

Ms Thoko Didiza
Minister for Agriculture and Land Affairs
March 2006

The resolutions adopted at the Land Summit are the starting point for what needs to become an ongoing engagement, with a view to building the widest possible unity of action around the programme of land and agrarian reform.

The President stated in his State of the Nation Address on 2 February 2006 that land reform and land redistribution are critical to the transformation of our society. Accordingly, the state will give a high priority to land and agrarian reform. He stated that the agrarian programme is accelerated, further contributing to the improvement of the quality of life in the rural areas. This is our commitment, we have indeed seriously taken these matters on board. The President and the Land Summit have laid the basis of the Department's strategic plan for the next five years.

We will be reviewing the willing buyer, willing seller principle in order to provide the state with a more decisive role in the land market. We will also be looking at introducing land acquisition methods other than the demand-driven and market-assisted acquisition that would assist in the acceleration of land reform.

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STRATEGIC CONTEXT

Introduction

The Department of Land Affairs operates within the broader context of the social and economic transformation agenda of our democratic government. This transformation agenda is set by, among others, the Reconstruction and Development Programme (RDP) as well as Vision 2014, a strategy largely in support of the Millennium Development Goals set by the United Nations and the objectives of the New Partnership for Africa Development (NEPAD) and Southern African Development Community (SADC). The aims and objectives of the national Government that the Department of Land Affairs contributes towards include: reducing unemployment by half by 2014; reducing poverty by half by 2014; providing the skills required by the economy; ensuring that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom; providing compassionate government service to the people; and positioning South Africa strategically as an effective force in global relations. In line with Vision 2014 the Department of Land Affairs will play a major role in ensuring the delivery of 30% of white-owned agricultural land by 2014. The Department receives directives from the outcomes of the Cabinet Maktotla, the President's State of the Nation Addresses particularly those of May 2004, February 2005 and February 2006 as well as from the Minister for Agriculture and Land Affairs.

The current strategic plan is especially important because it follows the highly successful national Land Summit that took place in the last week of July 2005. The Land Summit provided us with an opportunity to reflect on the delivery of land reform in the first decade of democracy. It was also an opportunity whereby the majority of our stakeholders could in a systematic manner provide us with their views on the performance of the land and agrarian reform process since 1994 and their recommendations to establish a new trajectory towards 2014. The Summit afforded us the platform to begin a process of establishing A Partnership to Fast-Track Land Reform: A New Trajectory Towards 2014.

In line with these directives and recommendations from our stakeholders, the Department has identified primary strategic aspects which relate to the execution of its mandate, namely, socio-economic development, consolidation of the African Agenda and effective governance and administration. Based on these the Department has gone further to develop a new strategic framework which aims to 'accelerate the creation of a land system that comprehensively addresses the legacy of socio-economic deprivation and the improvement of the quality of life of black people by committing itself to:

- Contribution to poverty alleviation and economic development through land reform and administration
- Interventions and participation of the State in the land market to accelerate land redistribution
- Land-based integrated and decentralised land use and development planning and implementation
- Provision of enhanced access to and/or ownership of land by farm dwellers to improve their livelihoods and economic opportunities
- Development of capacity building models and programmes for land reform beneficiaries, DLA employees, other Government employees and the general public

The Department of Land Affairs has reviewed its strategic objectives to bring them in line with the new trajectory towards 2014 that is supportive of the aims and objectives of the national Government and was endorsed by the Land Summit. The strategic objectives aim to give effect to the mandate of the Department as derived from Section 25 of the Constitution, the directives the Department has received from the President through his State of the Nation Addresses of February 2005 and 2006 as well as other directives from the Minister for Agriculture and Land Affairs. The strategic objectives have been divided into core, supportive as well as contextual objectives. They are formulated as follows:

Core Objectives

1. Provision of tenure security that creates socio-economic opportunities for people living and working on farms and in communal areas.
2. Redistribution of 30% of white-owned agricultural land by 2014 for sustainable agricultural development

3. Settlement of all outstanding land claims by 2008 and implementation of restitution awards
4. Provision of land for sustainable human settlements, industrial and economic development.
5. Provision of efficient land use and land administration services
6. Provision of efficient State Land management that supports development
7. Provision of skills development framework for land and agrarian reform to all relevant stakeholders
8. Development of programmes for empowerment of women, children, people with disabilities and those living with HIV/Aids and older persons within the context of the Department's mandate

Supportive Objectives

1. Development of an efficient information and knowledge management strategy supported by a unified IT architecture and appropriate IT skills.
2. Improvement of the Monitoring and Evaluation framework
3. Development of a pro-active, analytical and needs-based communication strategy.
4. Repositioning of the Communications function to be an integral part of strategic decision making processes.
5. Provision of support to municipalities to determine land demand for targeted beneficiaries
6. Development of policy guidelines to amplify the core objectives
7. Creation of an enabling environment for improved service delivery through leadership alignment and appropriate organisational culture and architecture.
8. Development of pro-active strategies for risk and compliance management
9. Provision of adequate safety and security measures to ensure protection of state assets and information

Contextual Objectives

1. Improvement and management of inter-governmental and intra-departmental relations and integration
2. Intra-departmental integration
3. Mobilisation of our social partners towards partnerships to accelerate land and agrarian reform
4. Participation in land and agrarian related activities and programmes aimed at consolidation of the African agenda

The State will Take a More Active Role in Land Reform

In his State of the Nation Address on 3 February 2006, the President said that 'when we talk about the land question, we must not forget that this year we will commemorate the Centenary of the Bambata Uprising in the present day KwaZulu-Natal, which was occasioned by the imposition of a poll tax to drive the people off the land, forcing them to join the ranks of the proletariat. In praise of Bambata it was said:

Inggungqulu eshaya amaphiko
 Kwadilika izixhobo eHlanyane.
 Izulu eliphose umbane phansi eHlanyane,
 Kwacandeka imisululu.
 Kwadilika izindonga.

Usibamba nkunzana
 Ekade beyesaba
 Ngoba ebambe abamhlophe
 Umhlane ubelethe amagwala!

The Land Summit implored the State to take a more central role in the land and agrarian reform programme by making certain interventions in the land market. This was in realization of the fact that the land market cannot

redistribute land to meet the needs of the landless and the poor. It was acknowledged that the State as the only buyer of land for land reform purposes should have an ability to influence land prices. A concrete resolution was taken at the Land summit that we should review the willing buyer willing seller principle. We have already begun the process by establishing a task team of experts that will advise the Minister for Agriculture and Land Affairs on how to proceed on the matter. Within this context we will also look at policy reforms and strategies to stimulate availability of land in the land market for land reform purposes such as, among others, a progressive land tax, new land acquisition models as well as removing restriction on the subdivisions of agricultural land.

Socio-Economic Development

National Government acknowledges that the resolution of the land question is central to socio-economic development. Therefore land reform has not only been identified as one of the interventions to address poverty and create employment opportunities but also contributing towards the integration of the first and second economies. Thus, the Department has a mandate to ensure that land reform programmes contribute to these objectives.

The Department therefore recommit itself to:

- Prioritising settlement of all outstanding restitution claims in a sustainable manner;
- Accelerating the pace and quality of land redistribution to achieve social equity and sustainable development;
- Fully implementing tenure reform by providing broad-based, democratic and secure access to land in the communal areas and securing tenure for farm dwellers;
- Ensuring improved livelihoods through productive and sustainable land use on all transferred land to land reform beneficiaries; and
- Contributing to the Integrated Sustainable Rural Development Programme (ISRDP) and the Urban Renewal Programme (URP).
- Accelerating the disposal and improve the administration and management of state land

The President has directed that: 'the Minister and the Department will also ensure that the land redistribution programme is aligned to the Provincial Growth and Development Strategies (PGDS) as well as the Integrated Development Plans (IDP) of municipalities, as well as attend to the proper use of the funds that have been made available for the productive utilisation of the land.'

Land and agrarian reform has been identified as one of the vehicles for the implementation of the Accelerated and Shared Growth Initiative of South Africa (ASGISA). The Department will contribute by way of agricultural development corridors. We will create spatial data and analysis for the agricultural development corridors by way of national and provincial maps to support equitable economic growth.

In addition, the Department of Land Affairs will participate in promoting opportunities for participation of marginalised communities in economic activities that will contribute to improving the quality of livelihoods of the poor. Based on the Department's assessment of land reform programmes implemented so far, it has become necessary to pay attention to skills development of land reform beneficiaries

Rural and Urban Development

The strategic plan is centred on the Department's primary responsibility, being the implementation of the land reform programme, which is not only key to socio-economic development, but also central to meeting strategic national objectives of the democratic government. In this context the Department seeks to make a significant contribution towards the realisation of the development of rural areas and urban renewal with particular focus on its primary clients - the landless and people living on commercial farms whose rights are constantly being violated.

While we had initially planned to consolidate the Extension of Security of Tenure Act, 1997 and the Land Reform (Labour Tenants) Act, 1996, the Land Summit has recommended that we separate management of evictions from

providing tenure security to people living on commercial farms. We will take this forward and come up with policy and probably, legislation in this regard. The policy and legislation addressing tenure security for people living on commercial farms will do away with the current anomaly that places a distinction on 'occupiers' and 'labour tenants' and therefore different qualities of rights on people living on commercial farms as well as the feudalistic linking of the place to stay to employment conditions. With the advent of the Accelerated and Shared Growth Initiative –SA (ASGISA), which has identified land and agrarian reform as one of its most important elements to contribute to economic growth and development, the Department sees this as an opportunity to improve the livelihoods and economic opportunities of farm dwellers by providing them sufficient land in areas that are closer to rural towns and afford them with an opportunity to participate in the economies of these towns with focused support from government.

One of the recommendations from the Land Summit was for a moratorium on evictions from commercial farms. This recommendation arises in the context where despite laws regulating such evictions and even making it a criminal offence to evict without due process of law, evictions continue to take place, often under inhumane circumstances. A focussed approach is therefore required to ensure that evictions are managed better and appropriate institutional arrangements and capacity exist to address them.

The Department will be more decisive in its contributing towards the clearance of informal settlements, acting in partnership with the Department of Housing. We will specifically be developing policy to assist in the rapid release of land for housing purposes and cooperate in implementing the sustainable human settlements strategy.

While we did not manage to make sufficient progress in developing a proposal on development planning within an African context last year, we recommit ourselves to this process with renewed vigour. This is in light of the fact that our planning needs to be attuned to the reality that most of our people live in rural areas and should not be induced to move to urban areas just so as to be closer to services. They also need to have access to bulk services. The President has instructed us, in his State of the Nation Address on 3 February 2006, to ensure that the poor, especially those living in rural areas, reap the benefits of our new democracy.

The Department of Land Affairs is responsible for Spatial Planning and Information. To that end we have completed a study on the post-1994 settlement growth trends which has revealed that while apartheid created 'buffer zones' aimed at moving African people away from residential areas of other groups and thereby placed them further away from work opportunities and urban areas, the settlement patterns since 1994 have placed people even further away from cities and towns. We will therefore be developing a framework not only to reverse apartheid settlement patterns, but also to ensure that we make a contribution towards integrated planning and service delivery; geographical equity; and locational equality. We will continue to participate in and support the Urban Renewal Programme (URP) by among other things providing planning services and spatial information to nodal areas and Multi Purpose Community Centres (MPCCs). This should improve service delivery and ensure compassionate government to people. We will also develop an evaluation framework and guidelines for Spatial Development Frameworks in terms of the Development Facilitation Act, 1995 to ensure equitable, efficient and sustainable human settlements.

An Improved Cadastre to Support Government's Aims and Objectives

The Department of Land Affairs will transform the cadastre to ensure that we have a land administration infrastructure that supports the government's policy aims and objectives on poverty reduction; accommodates diverse forms of tenure including communal and customary tenure; designs and laws adaptable to land administration in the African context (Afro centric and institutional aspects); is pro-poor and decentralised rural and urban informal settlements.

Strengthening Local Government as a Focal Point of Delivery

The President has directed that 'the Minister and the Department will also ensure that the land redistribution programme is aligned to the Provincial Growth and Development Strategies (PGDS) as well as the Integrated Development Plans (IDP) of municipalities, as well as attend to the proper use of the funds that have been made available for the productive utilisation of the land.' We will provide and analyse bio-diversity data to determine most-suitable land to be used for land reform purposes. We will also produce provincial scale land suitability maps to identify land most suitable for development. Four provinces will be covered in 2006/2007 and we will increase this each year until we have covered the entire country by 2009. In line with the presidential directive to integrate land redistribution and restitution projects into IDPs, we will produce provincial-scale maps for each province by 2009 to ensure higher productivity and sustainable land use and proactive land release leading to sustainable development.

Local Government has been identified as a key tool for increasing government intervention in South Africa's war on poverty and under-development. Some communities still do not have access to basic services such as clean water, adequate sanitation, food security and appropriate shelter. Focus is therefore on increasing the capacity of Local Government to discharge these responsibilities. The Department of Land Affairs will adopt an approach that would locate land issues within the Provincial Growth and Development Strategies (PGDS) of provincial government and Integrated Development Plans (IDPs) of local government.

Positioning South Africa as an Effective Player in Global Relations

The International Relations Desk will have its capacity enhanced and its level upgraded to ensure that it is staffed by highly competent and skilled personnel that will help the Department to not only comply with international agreements and treaties but also to ensure that we effectively engage the international community and enlist their support to the land and agrarian reform programme in South Africa, which is an important condition for continued political and social stability as well as economic development.

In pursuance of the Millennium Development Goals and the objectives of NEPAD, the African Union (AU) and the Southern African Development Community (SADC), Department of Land Affairs will continue to participate in the Committee for Development Information (CODI), African Spatial referencing system (AFREF), Mapping Africa for Africa. We are also continuing in our efforts to assist Rwanda to re-establish its land administration system and thereby contribute to reconciliation and development in that country. We will continue to assist with training and capacity building in SADC countries in the areas of deeds registration systems. We will double our efforts to ensure that this year we achieve the resuscitation the SADC Land Reform Technical Facility.

Social Mobilisation and Inter-Governmental Relations

The Land Summit has called for a stronger partnership between Government and organs of civil society to fast-track land reform delivery. We have developed a contextual objective on Social mobilisation and plan to develop a strategy to liaise and involve non-governmental stakeholders. In 2006/2007 we will develop a framework in terms of which we will engage relevant stakeholders across the board as well as ensure their active participation in taking forward the Land Summit recommendations. We will also develop a manual on Inter-Governmental relations based on Inter-Governmental Relations Act.

Governance and Administration

We recognise the need to build staffing capacity and commit to ensuring excellence in service delivery. In line with the need to contribute to the development of a cadre of civil servants of the highest quality and that we are sufficiently capacitated to deliver land and agrarian reform, the Department will establish staffing norms and standards reflecting this need.

In addition, the Department has now approved the security policy and the Security Committee is fully operational to ensure the implementation and maintenance of a high level of security standards. In further improving our control measures as well as governance environment we have operationalised the Risk and Compliance Committee, as well as the Fraud Prevention and Anti-Corruption Committee. The annual Fraud Prevention and Anti-Corruption Action Plan will be developed to support the Fraud Prevention and Anti-Corruption strategy that was adopted in 2005. This is over and above the Audit Committee that has been fully operational for a number of years. The Information and Communication Technology (ICT) Committee approves the acquisition of ICT equipment to ensure that they are in line with the ICT strategy.

The need for skills development for our beneficiaries has correctly been raised as imperative if we are to have sustainable land and agrarian reform. We will therefore develop a training framework for land reform beneficiaries by March 2007 and implement it with much vigour soon after that. The training programme for land reform beneficiaries will be developed in partnership with identified tertiary institutions that undertake land and agrarian reform programmes as well as some Non-Governmental Organisations (NGOs) and Community Based Organisations (CBOs).

VISION

To be a global leader in the creation and maintenance of an equitable and sustainable land dispensation that results in social and economic development for all South Africans

MISSION

To provide enhanced land rights to all South Africans, with particular emphasis on black people, that would result in increased income levels and job opportunities, productive land use and well-planned human settlements.

STRATEGIC OBJECTIVES

Core objectives

1. Provision of tenure security that creates socio-economic opportunities for people living and working on farms and in communal areas.
2. Redistribution of 30% of white-owned agricultural land by 2014 for sustainable agricultural development
3. Settlement of all outstanding land claims by 2008 and implementation of restitution awards
4. Provision of land for sustainable human settlement, industrial and economic development.
5. Provision of efficient land use and land administration services
6. Provision of efficient State land management that supports development
7. Provision of skills development framework for land and agrarian reform to all relevant stakeholders
8. Development programmes for the empowerment of women, children, people with disabilities and those living with HIV/Aids and older persons within the context of the Department's mandate

Supportive objectives

1. Development of an efficient information and knowledge management strategy supported by a unified IT architecture and appropriate IT skills.
2. Improvement of the Monitoring and Evaluation framework
3. Development of a pro-active, analytical and needs-based communication strategy.
4. Repositioning of the Communications function to be an integral part of strategic decision making processes.
5. Provision of support to municipalities to determine land demand for targeted beneficiaries
6. Development of policy guidelines to amplify the core objectives
7. Creation of an enabling environment for improved service delivery through leadership alignment and appropriate organisational culture and architecture.
8. Development of pro-active strategies for risk and compliance management
9. Provision of adequate safety and security measures to ensure protection of state assets and information

Contextual objectives

1. Improvement and management of inter-governmental and intra-departmental relations and integration
2. Intra-departmental integration
3. Mobilisation of our social partners towards partnerships to accelerate land and agrarian reform
4. Participation in land and agrarian related activities and programmes aimed at consolidation of the African agenda

Core business values

- Batho Pele
- Commitment
- Accountability
- Work ethic
- Innovation

Core clients

- Landless and tenure insecure communities
- Emergent black farmers
- All spheres of government
- Users of spatial information
- Land owners

Programmes of the DLA

- Programme 1: Administration
- Programme 2: Cadastral Survey Management
- Programme 3: Surveys and Mapping
- Programme 4: Restitution
- Programme 5: Land and Tenure Reform
- Programme 6: Spatial Planning and Information
- Programme 7: Auxiliary & Associated Services (Sub-programme: Deeds Registration)

CONSTITUTIONAL FRAMEWORK

Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

Preamble

We, the people of South Africa
Recognise the injustices of our past;
Honour those who suffered for justice and freedom in our land;
Respect those who have worked to build and develop our country; and
Believe that South Africa belongs to all who live in it, united in our diversity.
We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic so as to-

Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights

.....
Improve the quality of life of all citizens and free the potential of each person
.....

Section 25 establishes the framework for the implementation of land reform. It states:

Section 25(1):

No one may be deprived of property except by law of general application and no law may permit arbitrary deprivation of property.

Section 25(2):

Property may be expropriated only in terms of law of general application-

- (a) For public purposes or public interest; and
- (b) Subject to compensation, the amount of which and time and manner of payment of which have either been agreed by those affected or approved by a court

Section 25 (3):

The amount of the compensation and the time and manner of payment must be just and equitable, reflecting an equitable balance between the public interest and the interest of those affected, having regard to all relevant circumstances, including-

- (a) Current use of the property;
- (b) The history of the acquisition of the property;
- (c) The market value of the property;
- (d) The extent of direct state investment and subsidy in the acquisition and beneficial capital improvement of the property; and
- (e) The purpose of the expropriation.

Section 25(4):

For the purposes of this section-

- (a) Public interest includes the nation's commitment to land reform and reforms to bring about equitable access to South Africa's natural resources; and
- (b) Property is not limited to land

Section 25(5):

The state must take reasonable legislative and other measures within its available resources, to foster conditions which enable citizens to gain access to land on an equitable basis.

Section 25(6):

A person or community whose tenure of land is legally insecure as a result of past racially discriminatory laws or practices is entitled, to the extent provided by an Act of Parliament, either to tenure which is secure or to comparable redress.

Section 25(7):

A person or community dispossessed of property after 19 June 1913 as a result of racially discriminatory laws or practices, is entitled, to the extent provided by an Act of Parliament, either to restitution of that property or to equitable redress."

Section 25(8):

No provision of this section may impede the state from taking legislative and other measures to achieve land, water and related reform, in order to redress the results of past racial discrimination, provided that any departure from the provisions of this section is in accordance with the provisions of section 36(1).

Section 25(9):

Parliament must enact legislation referred to in subsection (6).

LEGISLATION IMPLEMENTED BY THE DEPARTMENT

Redistribution

- The Provision of Land and Assistance Act, 1993 (Act 126 of 1993), as amended, which empowers the Minister of Land Affairs to acquire land and provide development assistance for the redistribution of land and for security of tenure to occupiers of rural land belonging to other persons.

Restitution

- The Restitution of Land Rights Act, 1994 (Act 22 of 1994), as amended, which provides for the restitution of land or equitable redress to persons or communities dispossessed of land as a result of past racially discriminatory laws or practices; and
- The Restitution of Land Rights Amendment Act 48 of 2003, which empowers the Minister of Land Affairs to purchase, acquire in any other manner or expropriate land or rights in land for the purpose of a restitution award or for any land reform purpose.

Tenure Reform

- The Upgrading of Land Tenure Rights Act, 1991 (Act 112 of 1991), which provides for the upgrading of various forms of tenure to ownership;
- The Interim Protection of Informal Land Rights Act, 1996 (Act 31 of 1996), which provides for the temporary protection of certain rights and interests in land which are not otherwise adequately protected by law, until comprehensive new legislation is in place;
- The Extension of Security of Tenure Act 1997 (Act 62 of 1997), which provides for security of tenure to people living on farm land belonging to other persons and regulates the conditions under which the eviction of such people may take place;
- The Land Reform (Labour Tenants) Act, 1996 (Act 3 of 1996), which provides for security of tenure to labour tenants and their associates and for the acquisition of land by labour tenants;
- The Communal Property Association Act, 1996 (Act 28 of 1996), which makes provision for the establishment of legal entities enabling communities to acquire, hold and manage land on an agreed basis in terms of a constitution; and
- The Transformation of Certain Rural Areas Act, 1998 (Act 94 of 1998), which provides for the repeal of the Coloured Rural Areas Act, 1987.

Land Planning and Information

- The Deeds Registries Act, 1937 (Act 47 of 1937), which provides for the administration of the land registration system and the registration of rights in land;
- The Professional and Technical Surveyors Act, 1984 (Act 40 of 1984), which regulates the professional and technical surveyors' profession.
- The Sectional Titles Act, 1986 (Act 95 of 1986), which regulates sectional title schemes;
- The Development Facilitation Act, 1995 (Act 67 of 1995), which provides for extraordinary measures to facilitate and speed up the implementation of reconstruction and development programmes and projects in relation to land;
- The Land Survey Act, 1997 (Act 8 of 1997), which regulates the surveying of land in the Republic;
- The Planning Profession Act, 2002 (Act 36 of 2002), which provides for the establishment of the South African Council for Planners and which regulates the planning profession; and
- The Spatial Data Infrastructure, 2003 (Act 54 of 2003), which provides a technical, institutional and policy framework for the capture, maintenance, distribution and use of publicly held spatial information

OVERVIEW BY THE DIRECTOR-GENERAL OF LAND AFFAIRS

As the Minister has correctly pointed out, this strategic plan, under the motto: '*A Plan to Fast-track Land Reform Delivery: A New Trajectory Towards 2014*,' elaborates on the outputs, indicators and targets of how we are going to achieve the new trajectory towards 2014. This strategic plan therefore moves from the basis that we cannot continue to do things the way that we have been doing them in the past.

Armed with a clear mandate from the Land Summit and the directive from the President, we set out to develop a clear plan of how we are going to achieve the tasks that we have been given. It was therefore necessary to review our Vision and Mission statements to see if they address the new trajectory that we are required to develop. Doing so required us to 'think outside of the box' and look at our work from a fresh perspective. We therefore took bold steps to deliberately state that the mission of the Department of Land Affairs is to enhance the land rights of all South Africans, with particular emphasis on black people, to ensure that there is improvement in their income levels and participation in the economy. This does not in any way contradict our vision of creating and maintaining an equitable and sustainable land dispensation that ensures social and economic benefit for all South Africans. For this vision to be achieved, there is a need to address the legacy of land disposessions, lack of access to land, especially productive land, as well as address insecurity of tenure that affects mainly the black population; hence the deliberate choice of words for our mission statement.

The Land Summit saw us reviewing the extent to which we have managed to carry out the mandate given to us by the Constitution to ensure that there is an equitable distribution of land among all South Africans, processing restitution claims as well as ensuring tenure security for those who have been denied this right by previous discriminatory practices and laws. The Land Summit gave us an opportunity to hear from our stakeholders what changes they believe we need to effect on the way we undertake land reform, to ensure that both the pace and the quality of our delivery are greatly enhanced. While acknowledging that important work had been done in the last 10 years, participants at the Land Summit were also keen to point out that much still needs to be done.

Role and Function of the Department of Land Affairs

The mandate of the Department of Land Affairs includes land and tenure reform as well as land planning and information. The Commission on Restitution of Land Rights implements the restitution programme.

The Department of Land Affairs is responsible for implementing land reform; as well as land planning and information. The Department has four branches, namely, the Branch: Land and Tenure Reform, the Commission on Restitution of Land Rights, the Branch: Land Planning and Information as well as the Branch: Corporate Services. The Office of the Director-General has a Chief Directorate that assists in carrying out his/her duties. The programmes of the Department are classified as follows: Programme 1: Administration; Programme 2: Surveys and Mapping; Programme 3: Cadastral Surveys; Programme 4: Restitution; Programme 5: Land Reform; Programme 6: Spatial Planning; and Programme 7: Auxiliary and Associated Services, which includes the Deeds Registration function.

Branch: Land Redistribution and Tenure Reform

The Branch: Land Redistribution and Tenure Reform is responsible for implementing redistribution, tenure reform as well as State land administration and disposal. It is made up of two Chief Directorates, namely the Chief Directorate: Land Reform Systems and Support Services (LRSSS) as well as the Chief Directorate: Land Reform Implementation and Management (LRIMC). The Chief Directorate: LRSSS has three Directorates, namely, Directorate: Public Land Support Services, Directorate: Tenure Reform and Directorate: Redistribution Implementation Systems. This Chief Directorate aims to develop and refine legislation, systems and procedures to enable Provincial Land Reform Offices (PLROs) to deliver land at scale. It also provides a support function to PLROs in the areas of capacity building, information management and communication.

The Chief Directorate: LRIMC is responsible for co-ordinating the actual implementation of the land and tenure reform programme as well as the State land management function at provincial level through the PLROs and at district level through the district land reform offices.

The Commission on Restitution of Land Rights

The Commission on Restitution of Land Rights is a statutory body set up in terms of the Restitution of Land Rights Act 22 of 1994, as amended. The role of the Commission is to provide redress to victims of dispossession of rights in land as a result of racially discriminatory laws and practices that took place after 19 June 1913.

Although the Commission reports on its work to Parliament annually, the Director-General of the Department of Land Affairs serves as its Accounting Officer. This makes it necessary for the Commission to report to the Director-General on matters pertaining to resource utilisation and through him to the Minister of Agriculture and Land Affairs on operational matters. This Strategic Plan, therefore, incorporates the Commission as one of the programmes within the Department. The Commission is led by the Chief Land Claims Commissioner and has nine (9) Regional Offices headed by seven (7) Regional Land Claims Commissioners.

The Mission Statement of the Commission on Restitution of Land Rights is

To be leaders in the restitution of land rights to victims of racial land dispossession in a manner that ensures sustainable socio-economic development.

The Vision Statement of the Commission on Restitution of Land Rights is

To promote reconciliation by ensuring equity for victims of land dispossession by the state, through sustainable development initiatives and equitable redistribution of land

In addressing the core objective of settling all outstanding land claims by 2008 and implementing restitution awards, the Commission has developed key activities to ensure that this objective is met. Those activities are:

1. Finalising all urban restitution claims by March 2006
2. Batching and processing of rural claims, resolving related challenges and finding the best strategies to do so
3. Shortening of the project cycle (identify most effective strategy)
4. Prioritisation and sequencing of claims
5. Developing clear timelines and performance targets for each employee each year
6. Claimant verification
7. Management of service providers
8. Training on valuations
9. Speeding up of the settlement of all land claims by end of 2008
10. Outsourcing of services to service providers
11. Use of interns (especially unemployed graduates)
12. Use of seconded officials from offices of MECs, DLA and others
13. Phasing of settlement
 - Land acquisition
 - Land transfer
 - Buy and lease-back agreements
 - Development planning
14. Proactive invitation without prejudice, to willing sellers to avail land for restitution purposes
15. Improve existing capacity (staff retention and new staff)

By January 2006, the Commission on Restitution of Land Rights had settled 89% of the claims lodged. The Commission has two years to finalise all restitution claims. The Commission has planned to finalise all urban land claims by March 2006. The main challenge the Commission faces, is the settlement of the outstanding rural claims while at the same time leaving a legacy of sustainable settlements that would contribute to job creation and poverty reduction. The Commission also has the responsibility to monitor the implementation of all restitution awards. In settling the restitution land claims, the Commission contributes to the creation of a land system that comprehensively addresses the legacy of socio-economic deprivation and the improvement of the quality of life of black people.

The life of the Commission was always meant to be a limited one in light of the fact that the restitution programme is time-specific and address a very specific category of beneficiaries, namely those who were dispossessed of rights in land due to racially discriminatory laws and practices dating back to 19 June 1913. As per the Presidential directive, the Commission plans to complete the process of settling claims and wind up its work in the next two years. After 2008, whatever might still be remaining as far as the processing of claims is concerned, will be handed over to the Department of Land Affairs.

Branch: Land Planning and Information

The Branch: Land Planning and Information (LPI) is responsible for the surveying, mapping and registration of land, as well as for spatial planning and information. The Survey and Mapping component is responsible for the national mapping series of the country, as well as for providing the survey control network, which enables all surveys in the RSA to be spatially co-ordinated. The private land surveyors base their surveys of land and real rights on this control network, the Surveyors-General examine and approve these surveys, which are then registered by the Registrars of Deeds. All the information emanating from these functions is available as hard copy maps as well as in digital format. The National Spatial Information Framework, which is responsible for data standards and exchange of information, is also situated in the Branch.

The Chief Directorate Spatial Planning and Information (SPI), stores, transmits and uses information relating to land. These pieces of information are necessary for land use purposes and many other land-based or land-related functions. These other functions include the population census, elections, property taxation, telecommunications, water resources, electricity, housing, defence, safety and security, identification of suitable land as part of the Government's land reform policy; and international co-operation and commitments.

One of the major outputs of the Branch: Land Planning and Information for the 2006/2007 year will be to conduct a land audit as required by the Land Summit. The Branch will transform the cadastre to ensure that we have a land administration infrastructure that supports the Government's policy aims and objectives on poverty reduction; accommodates diverse forms of tenure including communal and customary tenure; supports designs and laws adaptable to land administration in the African context (Afro-centric and institutional aspects); which is pro-poor and accommodates decentralised rural and urban informal settlements.

Office of the Director-General

The Office of the Director-General is responsible for assisting the Director-General to manage the Department. The focus is therefore on the following areas:

- Policy frameworks and guidelines in relation to Land and Tenure Reform (including the Commission) and Land Planning and Information. The issue of whether corporate policies should also be included has yet to be addressed.
- Monitoring and evaluation of Departmental performance in relation to Land and Tenure Reform (including the Commission) and Land Planning and Information
- Compliance and Risk Management across the whole Department
- Coordination and responsibility for the content of the strategic plan

- Ensuring compliance with the transformation agenda of government
- The provision of guidelines on the communication strategy of the Department
- Profile the Department nationally and internationally

The Office of the Director-General is responsible for ensuring intra-departmental integration and coordination. To this end it will produce a framework aimed at supporting the Department's core objectives and land delivery. The Office will provide frameworks and guidelines for programmes for women, children and older persons. Working with the Directorate: Organisational Transformation Office, the Gender Unit will implement the strategy on people with disabilities and youth. The Department plans to complete the research being undertaken with the Human Services Research Council on the impact of HIV and AIDS on land reform implementation.

As part of the gender mainstreaming function the Department will set gender-specific objectives and targets and ensure the implementation thereof. Land reform implementers will be provided with training to ensure that they are equipped with relevant skills to ensure gender equality and equity as well as women empowerment in the process of land reform implementation. The Department will provide gender-aggregated data on land reform implementation by March 2007. The Presidency is placing the focus on children's rights. The Office of the Director-General will develop a children's framework by March 2007 in support of this initiative. The Office will also provide a framework in support of the Older Persons' Bill being developed by the Department of Social Development.

For the period 2006/2007 to 2008/2009 one of the important tasks is to amend the policy document, the White Paper on Land Policy in South Africa 1995, to bring it in line with the new trajectory towards 2014. Details of the policy, legislative and regulatory reforms that will be undertaken not only in line with the Land Summit recommendations but also in order to bring laws into line with the values and principles of the Constitution, are contained in the section below on Policy Developments and Legislative Changes.

The Office of the Director-General will provide a framework in terms of which the Land Summit recommendations will be taken forward. Among other things the framework document will provide for several technical teams developed around the recommendations of the Summit. In line with the motto of establishing 'A New Partnership to Fast-track Land Reform: A New Trajectory towards 2014', partnerships will be formed with members of civil society, who will also participate in the technical task teams. The Office of the Director-General will also develop an integrated and implementable Post Settlement Support framework that addresses project sustainability and synergy in service delivery.

The Office of the Director-General is also responsible for providing the framework required for stakeholder relations aimed to ensure social mobilisation towards partnerships to accelerate land and agrarian reform. The output in this regard will be the development of an effective stakeholder strategy that is supported by most stakeholders in the land sector and which is aimed at promoting partnerships and empowerment of local government and communities. The framework will be available by March 2007. The Office will also provide guidelines and a manual in terms of the Inter-Governmental Relations Framework contained in the Inter-Governmental Relations Act, 2005.

Branch: Corporate Services

The Branch provides corporate services to the Department through four Chief Directorates, namely: Financial Management, Human Capital and Organisational Development, Business Information Management, and Communication Services. This Branch has played a key role in the implementation of financial and human resource management reforms as well as in improving corporate governance in the Department. Through a robust transformation programme the Branch has assisted the Department in making major strides in improving racial representation in its personnel structures, raising HIV/Aids awareness, facilitating the decentralisation of services as well as ensuring that the Department embraces and addresses the needs of the disabled.

In 2006/2007 the Branch: Corporate Services will ensure the acquisition of skills to deliver the core objectives of the Department. A skills audit will be conducted to ensure that the Department is staffed by highly competent personnel

who have the skills necessary to deliver on its mandate. Primarily responsible for creating an enabling environment for improved service delivery through leadership alignment and appropriate organisational culture and architecture, the main outputs of the Branch in this regard will be the leadership alignment programme, the culture change strategy as well as the human resource strategy and plan. The human resource strategy is aimed at accelerating land delivery and utilisation of land by land reform beneficiaries to support employment and skills growth as well as enhance departmental service efficiency and effectiveness.

The Department aims to become an employer of choice. The employee retention strategy will therefore be reviewed. The recruitment and selection strategies will also be reviewed. The well-being of our personnel is very important to us. The Department implemented a highly successful Employee Wellness Programme in 2005/2006. We will however review it to ensure that the programme remains relevant and responsive to the needs of our employees. As part of our responsibility towards ensuring that the Department of Land Affairs provides compassionate service to our clients, we will be developing the Batho Pele revitalisation strategy and monitor and evaluate its implementation. The Information and Communication Technology plan is attached to this strategic plan.

Branch: Corporate Services

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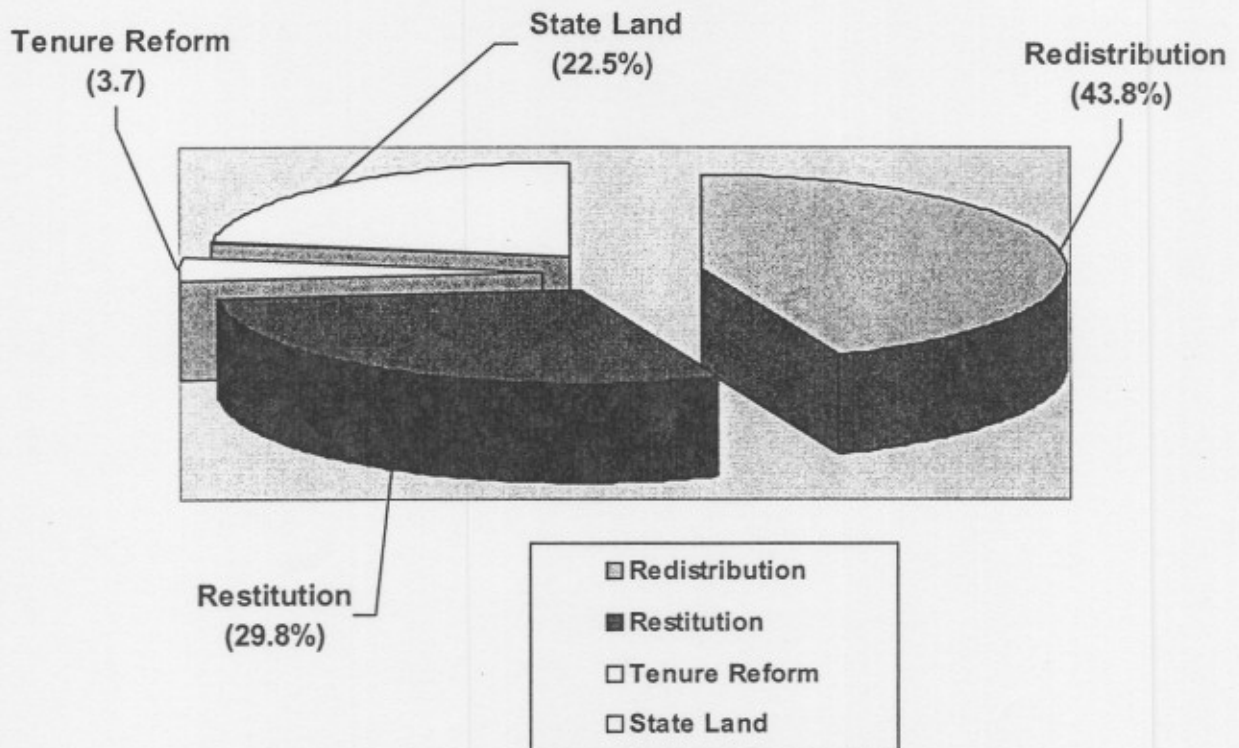
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Land Delivery from 1994 to 2005/2006

The total landmass in South Africa is 120 million hectares. Of this, 84 million hectares constitute prime, white-owned agricultural land. Government has set itself the target of delivering 30% of this land by 2014. This means that 22 million hectares of white-owned agricultural land must have been delivered by 2014. We had delivered 3,7 million hectares by the end of the 2005/2006 financial year. This means that we still have to deliver 20,6 million hectares of land by 2014.

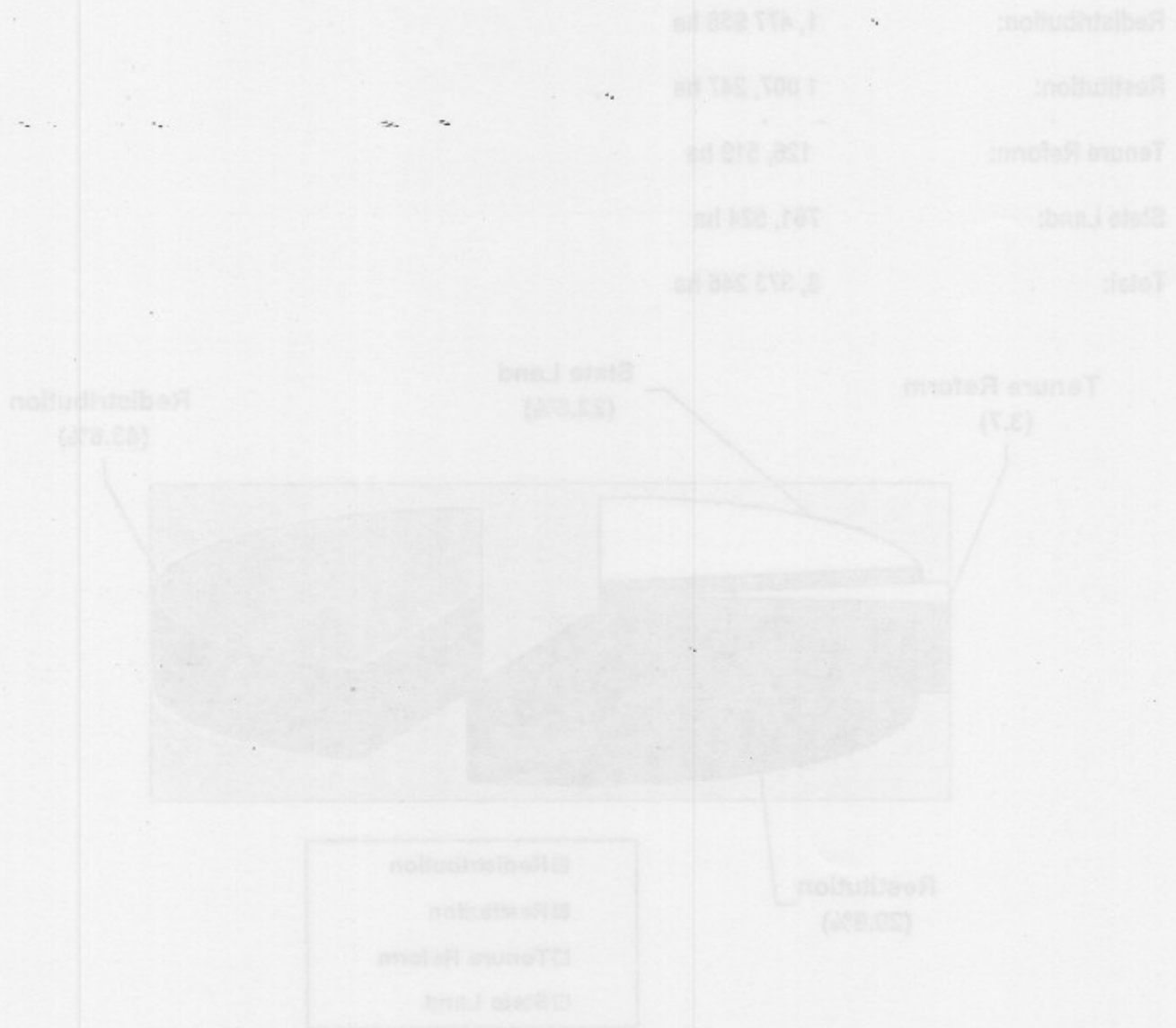
Total land delivered since 1994 by the Different Programmes

Redistribution:	1, 477 956 ha
Restitution:	1 007, 247 ha
Tenure Reform:	126, 519 ha
State Land:	761, 524 ha
Total:	3, 373 246 ha



Land Delivery for the Period 2006/2007 to 2008/2009

National government requires us to deliver 24.9 million hectares by 2014 to give effect to the target of delivering 30% of white-owned agricultural land by 2014. The Branch: Land and Tenure Reform plans to deliver 3.1 million hectares of land each year for the next three years to bring us closer meeting the 30% target. These hectares will be delivered through the different programmes, products and services that we already have as well as those that will be developed as part of the post Land Summit programme of action.



POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

Some of the most significant pieces of legislation that we passed during the first decade of Democracy were, to mention only a few:

- The Upgrading Land Tenure Rights Act, 1991
- The Provision of Land and Assistance Act, 1993
- The Restitution of Land Rights Act, 1994
- The Development Facilitation Act, 1995
- The Interim Protection of Informal Land Rights Act, 1996
- The Land Reform (Labour Tenants) Act, 1996
- The Extension of Security of Tenure Act, 1997
- The Planning Profession Act, 2002
- The Spatial Data Infrastructure Act, 2003
- The Communal Land Rights Act, 2004.

It was anticipated last year that the Land Summit might propose amendments to the White Paper on South African Land Policy that was passed in 1995, and indeed the Land Summit made recommendations that will necessitate a review of the White Paper. The White Paper states that land reform will be undertaken primarily through the principle of 'willing buyer willing seller'. The Land Summit was almost unanimous in its resolution that the 'willing buyer willing seller' principle be reviewed. Further, the President instructed in his State of the Nation Address on 3 February 2006 that the Ministry for Agriculture and Land Affairs review this principle. The process of review of this principle that has already begun shows that we will need to amend the White Paper. Other recommendations of the Land Summit calling for the State to take a more central role in land and agrarian reform as well as intervening in the land market also point to the need to amend the White Paper. We will proceed with the consultation process, of which the Land Summit was part, and work towards completing the amendment of the White Paper by 2008.

A number of policies need to be developed to take forward the recommendations of the Land Summit. They include the proposed policy on Land Ownership by Foreigners, the policy on land acquisition models which include land tax, land ownership ceilings in certain categories of land and land use, etc.

In the next 3 years we will be passing a number of pieces of legislation in support of new policies adopted in support of recommendations from the Land Summit. These include the proposed law regulating conditions under which foreigners own land in South Africa as well as legislation separating the tenure reform issues of people living on commercial farms and regulating evictions from such farms. Legislation may need to be passed to specify how expropriation for land reform purposes would be undertaken.

Among others, legislation that be reviewed are deeds registration and surveying to ensure that they are in line with our transformation agenda. The Survey Profession Act will be promulgated to ensure transformation in the surveying profession; the Surveys Act will be amended to ensure that we have a cadastre system that is responsive to the needs of our democratic government. The Deeds Registry system will also be reviewed to ensure that we are able to register diverse forms of land holding in line with our tenure reform programme.

A number of laws affecting people living on communal land will also be amended to bring them in line with the democratic principles enshrined in our Constitution. These include the Black Administration Act and the Black Authorities Act. Regulations in terms of the Communal Land Rights Act will also be passed to give effect to this law.

As far as State land is concerned, we will initiate both policy as well as legislation to improve the rate of disposal of state land as well as management of State land that is used for State domestic purposes.

LEGISLATIVE PROGRAMME FOR 2006/2007

ITEM	NAME OF BILL	TARGET DATE	POLICY OBJECTIVES	PRINCIPLES/ISSUES ADDRESSED
1.	Communal Land Rights Amendment Bill	June 2006	To provide for various matters to ensure the effective implementation of the Communal Land Rights Act, 2004 (Act No. 11 of 2004) ("CLaRA")	<p>To amend ClaRA so as to -</p> <ul style="list-style-type: none"> * To insert a provision in Chapter 5 providing for an application for transfer and registration of communal land/rights in such land or comparable redress (a "land rights application"); * To insert provisions in Chapter 5 entitling the Minister to reject frivolous or vexatious land rights applications and to provide for the necessary procedure; * To provide in section 16 for other methods of notice than publication, e.g. television, radio, verbal notice or the display of a notice; <p>To define a "putative old order right" which may be validated in terms of section 18(4)(c);</p> <ul style="list-style-type: none"> • To empower the Minister, in terms of section 26, to appoint alternate Land Rights Board members; • To provide in section 26(2)(d) that the members of a land Rights Board will include seven members from <u>directly affected communities</u>; • To insert a new Chapter 9A providing for - <ul style="list-style-type: none"> • an appeal to a committee of a Land Rights Board against the decision of a community or a land administration committee; and • an appeal to the High Court against a decision of the Minister, directly affecting land or rights in, or to, land; • To empower a Land Rights Board in section 43 to delegate any power conferred upon it in terms of ClaRA <p>* To postpone, by way of an amendment of section 46, the repeal of the Venda Land Affairs Proclamation, 1990 (Proclamation 45 of 1990), mentioned in the third column of Part 4 of the Schedule to ClaRA, until a date to be determined by the Minister by notice in the Government Gazette</p>

ITEM	NAME OF BILL	TARGET DATE	POLICY OBJECTIVES	PRINCIPLES/ISSUES ADDRESSED
2.	Land Use Management Bill	June 2006	<p>To provide a national framework for an integrated spatial planning and land use management system which –</p> <ul style="list-style-type: none"> ▪ addresses the roles of national, provincial and municipal government (the regulators) ▪ is more equitable, effective and efficient ▪ facilitates and expedites effective land use and development 	<p>To rationalize existing laws and systems which are confusing and inefficient</p> <p>To provide directive principles (equality, efficiency, integration, sustainability, fair and good governance)</p> <p>To provide for Spatial Development Frameworks to enhance co-ordination, commitment of resources, implementation and monitoring</p> <p>To provide for regulated Land Use Schemes</p>
3.	Surveying Profession Bill	June 2006	<p>To expedite the transformation and representivity of the surveyors profession.</p> <p>To render the profession more accessible to the previously disadvantaged.</p>	<p>Criteria for appointment of Council members and office bearers.</p> <p>To provide for alternative avenues of entry into the profession, including the recognition of prior learning.</p> <p>To provide for focused skills development, education and training programmes.</p> <p>To provide for work reservation to protect the public.</p> <p>To replace the Professional and Technical Surveyors Act, No. 40 of 1984</p>

MEASURABLE OBJECTIVES, OUTPUTS, INDICATORS AND TARGETS

PROGRAMME 1: ADMINISTRATION

Purpose:	Provide strategic and logistical support in the form of executive and corporate services.				
Measurable objective:	Good governance of the Department				
Intended impact	Improved governance of the Department and accountability for its resources				
Strategic Objective	Output	Performance Indicators	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
Creation of an enabling environment for improved service delivery through leadership alignment and appropriate organisational culture and architecture.	Integrated strategic planning processes in the department enhanced	Availability of departmental strategic plan that addresses government aims and objectives as national and international priorities annually	March 2007	March 2008	March 2009
	Reporting mechanisms on departmental performance enhanced	Monthly and quarterly reporting on outputs and targets to Minister in terms of the PFMA	March 2007	March 2008	March 2009
		Improvement in meeting departmental targets on time and in scale by March 2011	70 % by March 2007	80% March 2008	90% March 2009
		Comprehensive Annual Report to Parliament, Portfolio Committee and Select Committee as well as national and inter-government structures	March 2007	March 2008	March 2009
	Organisational structure and establishment that support the achievement of departmental strategic objectives aligned	Norms, structure and establishment based on departmental strategic goals and objectives developed by August 2006	August 2006	March 2008	March 2009
		Capacity-building plan to address short, medium and long range needs of the Department completed by October 2006	October 2006	March 2008	March 2009
	Batho-Pele Revitalisation Strategy that enhances service delivery and customer relations developed	Approved SDIP's aligned to support implementation of service delivery principles and achievement of DLA strategic objectives by March 2007. SDIP's reviewed annually henceforth	March 2007	Review and update	Review and update
		SDIP's developed for each Programme by March 2007	March 2007	March 2008	March 2009
		Published Citizens' Charter outlining service standards and complaints procedure by March 2007	March 2007	March 2008	March 2009
		Six-monthly reports indicating successes and challenges on the implementation of service delivery principles	2 reports	2 reports	2 reports
Report to indicate how challenges will be addressed by July 2006.		July 2006	Review and update	Review and update	
	Evaluated performance and efficiency of SSC's by October 2006.	October 2006			