

Strategic Objective	Output	Performance Indicators	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones	
Provision of a skills development framework for land and agrarian reform to all relevant stakeholders	A needs-based skills development framework with identified and aligned for all stakeholders in Land and Agrarian sector developed	Consultations with stakeholders and a needs analysis report by March 2007.	Needs analysis report	Review and update	Review and update	
		Availability of skills audit database for land reform beneficiaries by March 2007	March 2007	Review and update	Review and update	
		Training programmes for land reform beneficiaries developed based on the framework developed by March 2007.	1 framework by March 2007	Review and update	Review and update	
		Partnerships with relevant identified land and agrarian reform tertiary institutions, NGO's and CBO	March 2007	March 2008	March 2009	
		250 bursaries awarded to prospective employees in Surveys, Geomatics, LIM by end 2011	90	120	150	
Development of policy guidelines to amplify the core objectives.	White Paper on Land Policy amended in line with the recommendations of the Land Summit as well as other constitutional and legislative mandates of the Department	Availability of Amended White Paper on Land Policy that addresses the recommendations made at the Land Summit by March 2009	Consultation process	Draft amendments	New White Paper on Land Policy	
		Comprehensive and integrated framework to take forward Land Summit recommendations developed	Availability of Framework as per Land Summit Recommendations by March 2007	March 2007	Monitor	Review
			Availability of partnerships with civil society as per Land Summit Recommendations by March 2007	March 2007	March 2008	Review
		Policy framework for acquisition of land for sustainable human settlements, industrial and economical development	Policy framework developed in collaboration with the Department of Housing and Provincial and Local Government by March 2007.	New policy on sustainable human settlements	Review	Review
		Policies, legislative and regulatory reforms to intervene in the land market	Availability of new policies by March 2007, namely Foreign Ownership of Land; Land acquisition: (Land tax; and Expropriation)	New Policy: Land Ownership by Foreigners  Draft policy on : Land acquisition, which includes land tax; land ownership ceilings, and expropriation	New Policy: Land acquisition, which includes land tax; land ownership ceilings, and expropriation  Draft legislation: Land Ownership by Foreigners, land tax and land ownership ceiling	Legislation and regulations:  Land Ownership by Foreigners; land tax and land ownership ceiling
	Availability of the review of the willing buyer willing seller principle by March 2008	Willing buyer willing seller principle reviewed	Review and monitor	Review and monitor		

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Strategic Objective	Output	Performance Indicators	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
Development of policy guidelines to amplify the core objectives (continued)	Policies, legislative and regulatory reforms to benefit people living on communal land and State land	Availability of amended pieces of legislation, namely the CLaRA Amendment Bill, the Bill amending the Black Administration and the Bill amending the Black Authorities Act by March 2008	CLaRA Amendment Bill enacted and regulations passed  Bill amending the Black Administration Act enacted	Bill amending the Black Authorities Act drafted	Act amending the Black Authorities Act enacted
	Policies, legislative and regulatory reforms to benefit people living on commercial farms	Availability of reviewed policy on State land administration by March 2008 Policy separating management of evictions from tenure security for farm dwellers developed by March 2007. Availability of legislation to benefit people living on commercial farms	Review policy on state land administration Policy on evictions developed Consolidation of ESTA/LTA Bill drafted	Bill on State land administration drafted Review and monitor Bill consolidating ESTA and LTA enacted	Bill on State land administration enacted Review and monitor Review and monitor
	Policies, legislative and regulatory reforms on land administration	Availability of amended legislation, namely the Deeds Registration Amendment Bill, Sectional Titles Amendment Bill, Surveying Professions Amendment Bill by March 2009.  Availability of 2 new pieces of legislation, namely; Land Use Management Act and Regulation of Foreign Land Ownership Act by March 2008 Legislation related to the Surveying profession enacted to transform the Surveying profession and to improve the efficiency of cadastral surveys	Amendment Bills on Deeds Registration, Sectional Title drafted  Continue consultation on Land Use Management Bill Surveying Profession Act enacted	Amendment Bills on Deeds Registration, Sectional Title drafted Land Use Management Bill enacted Amendment Bill on Survey Act enacted	Regulations on Land Use Management Act passed
	Integrated and implementable Post Settlement Support framework that addresses project sustainability and synergy in service delivery developed	Approved framework by March 2007  Compliance with the IGR framework, IDPs, PGDs, as well as other development frameworks, e.g. LEDs, SDF, ISRDP, URP etc by March 2008	1 framework March 2007	Review and monitor March 2008	Review and monitor Review
Mobilisation of our social partners towards partnerships to accelerate land and agrarian reform	Effective stakeholder liaison strategy supported by most stakeholders in the land sector and that promotes partnerships and empowers local government and communities (including vulnerable groups , etc) developed	Approved stakeholder relations framework by March 2007	1 framework	Monitoring	Review
Provision of guidelines for Inter-Governmental Relations for effective integration and coordination among	IGR framework and manual developed	Approved framework and manual by March 2007	1 framework	Monitor	Review

Strategic Objective	Output	Performance Indicators	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones	
relevant organs of state						
Improvement of intra-departmental integration and coordination	Effective intra-departmental integration framework developed to support core objectives and land delivery	Availability of framework by March 2007	1 framework by March 2007	Monitor	Review	
Improvement of intra-departmental integration and coordination (continued)	Operational and effective International Relations Desk (including Non- Government Relations) established	International Relations Desk established and international as well as non-governmental strategy approved by March 2007	1 strategy by March 2007	Review	Monitor	
Development of programmes for empowerment of women, children, people with disabilities and those living with HIV/Aids as well as older persons within the context of the Department's mandate	Appropriate guidelines for programmes for empowerment of women, children, people with disabilities and those living with HIV/Aids as well as older persons within the context of the Department's mandate	Availability of gender-specific objectives and targets for land reform implementation set and achieved	March 2007	March 2008	March 2009	
		1 Guideline per programme developed by March 2007 for all vulnerable groups	7	7	7	
		Monitoring of reporting on mainstreaming processes in land reform on an annual basis	March 2007	March 2008	March 2009	
		Appropriate implementation of structures and expertise established in the Department by March 2009	March 2007	March 2008	March 2009	
		Monitoring of an adaptable and sustainable budgeting framework for mainstreaming by March 2007	March 2007	Monitor Implementation	Monitor and review	
		Framework rolled out to line functions by March 2011				
		Monitoring of preferential procurement for women by March 2007	March 2007	Monitor Implementation	Framework rolled out to all Programme by March 2011	
		Consolidated and adaptable women and gender operational tools designed	Availability of gender checklist by March 2007	1	Monitor Implementation	Monitor Implementation
			Gender disaggregated data on land reform implementation available by March 2009	March 2007	March 2008	March 2009
			Availability of a training module for land reform implementers by March 2007	1	Monitor Implementation	Monitor Implementation
		A comprehensive children and older persons mainstreaming framework developed	Availability of children's framework by March 2008	Draft Framework	Framework approved	Monitor Implementation
			Availability of older persons framework by March 2008	Draft Framework	Framework approved	Monitor Implementation
Advocacy programmes promoted within the Department and externally with Departmental clients	4 advocacy and lobbying programmes undertaken in the Department annually	4	4	4		
Improvement of the Monitoring and Evaluation framework	Comprehensive Monitoring and Evaluation Framework developed to provide evidence-based Programme Performance Monitoring; Internal and External Human Rights Compliance Reports; Qualitative Evaluation Studies of land reform; and	Comprehensive Monitoring and Evaluation Framework developed by June 2006 that produces:	1 framework by June 2006	Review	Review	
		<ul style="list-style-type: none"> <li>▪ Programme performance</li> </ul>				

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	Baseline Information for programme planning and evaluations	<ul style="list-style-type: none"> <li>▪ monitoring annually</li> <li>▪ Human rights compliance annually</li> <li>▪ Quality of Life Survey every two years</li> <li>▪ Baseline information for programmes</li> </ul>			
Development of proactive strategies for risk and compliance management	Functional systems of governance, risk and compliance management	Annual Risk Management Plan approved by the Risk and Compliance Committee	1 Plan	1 Plan	1 Plan
Development of proactive strategies for risk and compliance management (continued)		Annual Risk Management Plan deliverables completed and approved by the Risk and Compliance Committee	March 2007	March 2008	March 2009
		Annual Compliance Management Plan approved the Risk and Compliance Committee	1 Plan	1 Plan	1 Plan
		Annual Compliance Management Plan deliverables completed and approved by the Risk and Compliance Committee	March 2007	March 2008	March 2009
Improvement of the internal control systems through effective Internal Auditing.	Functional systems of internal auditing	3-Year Strategic and Annual Internal Audit Plans approved by the Audit Committee	2 Plans	2 Plans	2 Plans
		Annual Audit Plan deliverables completed and approved by the Audit Committee	March 2007	March 2008	March 2009
Development of proactive strategies for risk and compliance management	Implemented fraud prevention and anti-corruption strategy and action plans	Annual Fraud Prevention and Anti-corruption Action Plan for implementation of the Fraud Prevention and Anti-Corruption Strategy approved by the Fraud Prevention and Anti-Corruption Committee	1 Plan	1 Plan	1 Plan
		Annual Fraud Prevention and Anti-corruption Action Plan deliverables completed and approved by the Fraud Prevention and Anti-Corruption Committee	March 2007	March 2008	March 2009
Provision of adequate safety and security systems that ensure protection of State assets	Implemented Security Policy in line with MISS and other National Security Directives.	Security clearance of all staff members by March 2009	All members of SMS and their support staff, IT, IA and FM staff	All Middle Managers and other staff members in strategic offices.	Monitor
		Improved document Security in the Department by March 2007	Offices of all Senior Managers and support staff.	Offices of all Middle managers and strategic offices.	Monitor
		Standardisation of physical security measures by March 2008	Regional offices in 6 provinces	Regional offices in 3 provinces	All districts offices
Development of a comprehensive, proactive, analytical and needs-based	A client-approved, GCIS guidelines compliant, comprehensive 5-year communication strategy to	The development, implementation and evaluation of the comprehensive, goal-	Develop comprehensive 5-year communication	Implement the 2 <sup>nd</sup> phase of the 5-year	Implement the 3 <sup>rd</sup> phase of the 5-year

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communication strategy	support the Department's strategic and operational plans to support core objectives	orientated, client-sanctioned communication strategy over a 5-year period, with the strategy addressing the following: <ul style="list-style-type: none"> <li>- Environmental, contextual, strategic and operational challenges</li> <li>- Target audience segmentation;</li> <li>- Clear communication objectives and deliverable;</li> <li>- Annual thematic emphasis and thrusts;</li> <li>- Annual communication operational plans;</li> <li>- Strategy impact evaluation;</li> <li>- Annual review with clients</li> </ul>	strategy by August 2006 and implement the 1 <sup>st</sup> phase from September 2006	comprehensive strategy	comprehensive strategy
			Evaluate and realign 5-year strategy to the baseline research results by February 2007	Monitor and review	Monitor and review
	A comprehensive, TOM-approved, stakeholder KAP baseline research that covers the Departmental strategic objectives	A comprehensive Knowledge, Attitude and Perception (KAP) survey outsourced and results presented to Top Management that comply with: <ul style="list-style-type: none"> <li>- Survey objectives;</li> <li>- Usability of information in terms of: <ul style="list-style-type: none"> <li>• Guiding communication strategy development;</li> <li>• The measurement of the impact of communication strategy 5 years later</li> </ul> </li> </ul> <p>Undertake a second comprehensive KAP survey by November 2011 to evaluate impact on the 5-year communications strategy</p>	Undertake and complete the comprehensive KAP survey by December 2006	Use the KAP survey results to test validity of the annual communication strategy	Use the KAP survey results to test validity of the annual communication strategy
Reposition the Communications function to be an integral part of strategic decision making processes	A comprehensive national communication framework for the Ministry of Agriculture and Land Affairs developed	National communication norms and standards developed in consultation with all programmes, CLCC; PLROs, RLCCs; and SSCs	1 framework by September 2006	Monitor and review	Monitor and review
		Develop 5 communication protocols, guidelines, norms and standards framework documents	1 framework by September 2006	4 framework documents	3 framework documents

**PROGRAMME 2: SURVEYS AND MAPPING**

<b>Purpose:</b>	Provide national mapping, aerial photography and other imagery, integrated spatial reference framework and other geo-spatial information in support of the national infrastructure and sustainable development, in compliance with the Land Survey Act, 1997 (Act No. 8 of 1997). Provide professional and technical services in support of land reform and other public services.				
<b>Measurable objective:</b>	Provision of accurate, up to date and accessible maps and other geo-spatial information, imagery and an integrated spatial reference framework to enhance planning and monitoring of land reform, national infrastructure and sustainable development, nationally and regionally.				
<b>Intended impact</b>	Effective policy-making and development planning (socio-economic sustainable development, poverty alleviation, job creation); Improved efficiencies of service delivery by organs of State; Support Government capacity to deliver (e.g. land reform, security, environmental conservation; food security, disaster management, basic services); Effective force in global relations.				
<b>Strategic Objective</b>	<b>Output</b>	<b>Performance Indicators</b>	<b>Target 2006/2007 Milestones</b>	<b>Target 2007/2008 Milestones</b>	<b>Target 2008/2009 Milestones</b>
Provision of efficient land use and land administration services	Spatial reference points available as part of an Integrated Spatial Reference Framework, in development nodal areas, agricultural development corridors (ADC) and the rest of the country.	Permanent spatial reference points (trigonometrical beacons, town survey marks and elevation bench marks) availability (%) at all times, in compliance with prescribed standards.	95%	95%	95%
		Availability (%) at all times of post-process positioning service from TrigNet stations, in compliance with prescribed standards.	98%	98%	98%
		Availability (%) at all times of real-time positioning service from established TrigNet stations, in compliance with prescribed standards.	98%	98%	98%
	New TrigNet stations (global navigation satellite system) established in communal land areas for surveys for CLaRA	8 TrigNet stations established by March 2007, as part of the Swiss-funded project	8	0	0

Strategic Objective	Output	Performance Indicators	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
Provision of efficient land use and land administration services (continued)	Earth imagery (aerial photography / satellite imagery) covering the whole country (1.22 million km <sup>2</sup> ), prioritised in development nodal areas, agricultural development corridors (ADC), informed by user demand	Users at all three spheres of government and other organs of State consulted to determine needs by 31 October of each year	Intergovernmental consultation complete by 31 October 2006	Intergovernmental consultation complete by 31 October 2007	Intergovernmental consultation complete by 31 October 2008
		Programme for acquisition of Earth imagery for following year available by 15 December of each year, based on user needs and available financial resources	Programme for 2007/2008 available by 15 December 2006	Programme for 2008/2009 available by 15 December 2007	Programme for 2009/2010 available by 15 December 2008
		Acquisition of 990 000 km <sup>2</sup> of aerial photography over five-year period, in compliance with prescribed standards.	190 000 km <sup>2</sup> (180 000 km <sup>2</sup> in ISRDP and ADC)	200 000 km <sup>2</sup> (160 000 km <sup>2</sup> in ISRDP and ADC)	200 000 km <sup>2</sup> (180 000 km <sup>2</sup> in ISRDP and ADC)
		Acquisition of satellite imagery covering the whole country each year as from 2009/2010, in compliance with prescribed standards.	0	0	0
		Accelerate acquisition of Earth imagery (aerial photography/satellite imagery) to meet user demands through use of new digital technology, introduced in 2007/08.	Approval for digital sensor system secured	Implement accelerated process and system	Implement accelerated process and system
	Maps and other geo-spatial information covering the whole country (1.22 million km <sup>2</sup> ), prioritised in development nodal areas, agricultural development corridors (ADC), informed by user demand	Completion of the integrated database of fundamental geo-spatial information by 31 March 2009, through capturing of 693 750 km <sup>2</sup> of topographical data, and thereafter recording changes to the landscape through updating 100 000 km <sup>2</sup> per annum, in compliance with prescribed standards.	231 250 (200 000 in ISRDP and ADC)	231 250 (196 875 in ISRDP and ADC)	231 250 (200 000 in ISRDP and ADC)
		7830 up-to-date maps produced / revised over five-year period, that meet user needs, in compliance with prescribed standards.	1562 (1327 in ISRDP and ADC)	1562 (1460 in ISRDP and ADC)	1562 (1327 in ISRDP and ADC)
		Develop and undertake national land use and land cover mapping, to record actual land use and land cover and to monitor changes due to development, with land cover mapping fully operational by 2008/09, and land use mapping fully operational 2009/10.	Pilot land cover mapping	Implement land cover mapping	Monitor land cover change; Develop methodology and pilot land use (actual) mapping
		Accessible fundamental geo-spatial information to provide easier client access to geo-spatial information	45 districts and metropolitan areas with an outlet, geographically distributed.	40 (40 in ISRDP and ADC)	45 (45 in ISRDP and ADC)

Strategic Objective	Output	Performance Indicators	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones	
Provision of efficient land use and land administration services (continued)		100% compliance with service delivery standards at all times for turnaround times for supply of geo-spatial information on demand to clients.	100 %	100 %	100 %	
		18 map awareness / literacy workshops conducted each year over the next five years, to improve awareness of maps and map literacy among clients and other stakeholders	18	18	18	
	Archive of surveys and mapping records to preserve these records for client access over time	5 days to archive a surveys and mapping record, in compliance with archive and security standards and policies.	5 days	5 days	5 days	
		3 days to retrieve a surveys and mapping record from archive, in usable condition, upon client request.	3	3	3	
	Professional and technical support and client services (other than land reform) to all spheres of government and other organs of State.	Client satisfaction rating of 3 (out of 5) for advisory services and work performed for clients	3	3	3	
		Respond to request from client with proposal within 5 days.	5 days	5 days	5 days	
Creation of an enabling environment for improved service delivery	Professional and technical support to land reform programmes (as capacity permits), upon request	Respond to request by PLRO and RLCC for support within 3 days	3 days	3 days	3 days	
		Survey a land parcel for land reform and restitution within 90 days upon request in the first year, and within 60 days thereafter, in compliance with the Land Survey Act (Act No 8 of 1997) and Regulations and other applicable legislation.	90 days	60 days	60 days	
		Support facility for efficient planning and surveys of individual tenure titles for CLaRA through producing 30 000 km <sup>2</sup> of ortho-images at large scale (1:5000) each year, commencing in 2007/08.	0	30 000 km <sup>2</sup>	30 000 km <sup>2</sup>	
	Established capacity to undertake cadastral surveys for land reform to support all provinces	Organisational structure and logistical requirements determined and approved, as informed by user needs	Establishment approved and created			
		Implementation of capacity in each province and signing off of service level agreement with PLRO and RLCC by 31 March 2010,	Set up one office (W Cape)	Set up three offices (KZN; Gauteng; Mpumalanga)	Set up three offices (E Cape; Free State; Limpopo)	
Empowerment and promotion of equity and human rights of women, children, people living with disabilities, youth, and older persons in order to improve the status and the quality of their lives	Maps for visually-impaired persons	Completion (%) of investigation into maps for visually impaired persons by 31 March 2008	50	100		
		Map of South Africa for visually-impaired persons produced by 31 March 2009, and a map of 6 of the provinces produced by 31 March 2011.	0	0	Map of South Africa	
Contribution to efficient International Relations	Development projects for NEPAD, particularly in SADC (e.g. AFREF, Mapping Africa for Africa, AfriCover SADC, Rwanda)	Successful completion (%) of project tasks allocated, in accordance with project plan for regional development	90 %	90 %	90 %	



Strategic Objective	Output	Performance Indicators	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
		Participation rating of 3 (out of 5) in regional and sub-regional structures as approved (e.g. Committee on Development Information; Regional Centre for Mapping of Resources for Development (RCMRD))	3	3	3
		South Africa's membership of Regional Centre for Mapping of Resources for Development (RCMRD) attained by 31 March 2007	Ministerial approval for membership of RCMRD	Match 2008	March 2009


**PROGRAMME 3:**

**CADASTRAL SURVEYS**

<b>Purpose:</b>	Provide efficient cadastral survey management services				
<b>Measurable Objective:</b>	Approval, maintenance and archiving of cadastral survey documents submitted by land surveyors, supplying cadastral information and facilitating the regulation of cadastral surveys, in order to support and facilitate land development, with special emphasis on land reform.				
<b>Intended Impact</b>	Each secure land right provides a source of wealth, a negotiable asset and a platform for investment for the rights holder, thus contributing to poverty alleviation and socio-economic development				
<b>Strategic Objectives: 1- 6</b>	<b>Output</b>	<b>Performance Indicator</b>	<b>Target 2006/2007 Milestones</b>	<b>Target 2007/2008 Milestones</b>	<b>Target 2008/2009 Milestones</b>
Provision of efficient land use and land administration services	Registerable diagrams, general plans and sectional title plans approved, maintained and archived in terms of the Land Survey Act, 1997 and Sectional Titles Act, 1986.	Number of days taken to process all diagrams, general plans and sectional title plans and no diagram, general plan or sectional title plan legally challenged after approval as a result of negligence on the part of a Surveyor-General	15 days  10 days for Land Reform	14 days  9 days for Land Reform	12 days  8 days for Land Reform
	Complete and current spatial information pertaining to all land parcels in South Africa, in both paper and digital format.	All newly created land parcels added to database within 15 working days  All requests for information from government departments, land surveyors and the public processed within 5 working days, without any valid complaints about the completeness or currency of the data.	15 days  5 days	13 days  5 days	12 days  5 days
	Cadastral survey management services supplied in all provinces.	One new Surveyor-General's office established in terms of the Land Survey Act in each province by 31 March 2011, to render cadastral survey management services more efficiently to the people in those provinces.	Limpopo	Eastern Cape	Northern Cape
	Amended surveying legislation implemented to support government's aims and objectives on economic development and poverty reduction	Implement the Surveying Profession Act promulgated by 31 March 2007 and Land Survey Act amended by 31 March 2008, to transform the surveying profession and to improve the efficiency of cadastral surveys.	March 2007	Implementation of new legislation	Implementation of new legislation

PROGRAMME 4:

RESTITUTION

Strategic Objective	Output	Performance Indicators	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
Settlement of all outstanding land claims by 2008 and implementation of restitution awards	All lodged restitution claims settled	All the remaining 8107 land claims validated, gazetted, verified and settled by 2008 in terms of the Restitution of Land Rights Act, 2 of 1994 as amended.	3243	3243	1621 *
	State land released for restitution purposes	Memorandum of Agreement in place for the timeous release of State land for restitution purposes by September 2006	September 2006		
	Settlement support processes of land claims with development aspect facilitated to ensure sustainable development	All settlements plans finalised in line with sustainability checklist by 2008		March 2008	
		Improved models and packaging options developed for sustainable settlements by March 2007.	March 2007		
		Memorandum of Agreement in place with relevant Municipalities for housing development for restitution claimants by September 2006.	September 2006		
Redistribution of 30% of agricultural land by 2014 for sustainable agricultural development	Claimed/alternative land restored to restitution claimants	% of agricultural land restored to restitution claimants by March 2008.	100%	100%	
	Restitution beneficiaries capacitated to ensure sustainable settlements	Skills development framework in place for adequate capacitation of restitution beneficiaries by December 2007.		December 2007	
Provision of tenure security that creates socio-economic opportunities for people living and working on farms and in communal areas	Secure tenure for all farm workers and people on communal areas	Strategy in place to secure tenure for all people living and working on commercial farms and people living on land restored to restitution claimants by September 2006.	September 2006		
Development of programmes targeting the participation of vulnerable groups in the resolution of land claims	Rights of vulnerable groups protected in the resolution of land claims	Level of participation of vulnerable groups in the resolution of their land claims improved.	100%	100%	
		Interests of vulnerable groups sufficiently addressed in every development of settlement/business plans on restored land.	100%	100%	

## PROGRAMME 5:

## LAND AND TENURE REFORM

PROGRAMME 5		Land Reform			
PURPOSE		Provide sustainable land reform programmes in South Africa			
MEASURABLE OBJECTIVE		Ensure that sustainable benefits of economic growth accrue to previously disadvantaged communities, groups and individuals			
INTENDED IMPACT		Contribute to social and economic development through more equitable access to land by all citizens			
Strategic Objective	Output	Performance Indicator	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
Redistribution of 30% of white-owned agricultural land by 2014 for sustainable agricultural development	Productive white-owned agricultural land provided to Black South Africans for sustainable agricultural development.	24.9 million hectares of productive white-owned land provided to 60 000 individual Black South Africans by 2014.  Increase in jobs created and incomes earned after 5 years of receiving land  Increase in crop yields and livestock production after 5 years of receiving land.	3,1 million hectares	3,1 million hectares	3,1 million hectares
Provision of tenure security that creates socio-economic opportunities for people living and working on farms and in communal areas	Labour tenant claims settled in a manner that promotes their socio-economic development and social justice.	Number of disputed labour claims referred to court finalized.  For all valid and undisputed labour tenant claims agreements with land owners reached for their sustainable settlement in the next three years.  (Sustainable settlement means access to basic services, employment opportunities, food security, assets and public amenities.)	200  On going	200  On going	200  Finalisation
	Comprehensive provincial CLaRA implementation plans developed	Provincial and Local Government, organs of civil society, including affected communities consulted by March 2007.  Responsiveness to needs defined in area-based development plans and Local Economic Development Initiatives available by June 2006.	March 2007  June 2006		
	CLaRA Provincial Implementation plans implemented to promote social and economic development in communal areas.	794 properties transferred to persons or communities who had bought the land during the Apartheid era in 3 years.  Applications requested from affected communities with closing dates determined according to the four quarters of the 2007 financial year.  Land transfers begin from July 2007.	285 per annum	285 per annum	285 per annum
Provision of land for sustainable human settlements, industrial and economic development	Land acquired for sustainable human settlements, industrial and economic development	No of hectares of well located land acquired for housing developments, industrial and economic development as would be prescribed by the policy framework agreed upon with DPLG and Department of Housing.	Policy development done by Policy Unit	Targets jointly set with DPLG and Department of Housing	Targets jointly set with DPLG and Department of Housing
Provision of efficient State land management that supports development	Decentralised land administration and management functions to PLRO's	Framework for decentralization finalized by April 2006	April 2006 (CD:LRS&SS)	Monitor Implementation	Monitor Implementation
		Access rights to PLRO's on the National State land Database provided.	1 April 2006 (CD: LRSSS)	Monitor Implementation	Monitor Implementation
	State Land proactively vested	No of parcels submitted for confirmation of vesting in terms	12 648	3 148	4 309

PROGRAMME 5	Land Reform				
PURPOSE	Provide sustainable land reform programmes in South Africa				
MEASURABLE OBJECTIVE	Ensure that sustainable benefits of economic growth accrue to previously disadvantaged communities, groups and individuals				
INTENDED IMPACT	Contribute to social and economic development through more equitable access to land by all citizens				
Strategic Objective	Output	Performance Indicator	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
		of Item 28(1) certificates within 30 days	30 days	30 days	30 days

Strategic Objective	Output	Performance Indicator	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
Provision of efficient State land management that supports development (continued)	Framework for decentralisation of the State land administration and management functions to the DLDs developed	Availability date for the framework which is: <ul style="list-style-type: none"> <li>Effective and user friendly.</li> <li>Address the needs of respective clients</li> <li>Legal and constitutional</li> </ul>	End of April 2006	Monitor and review	Monitor and review
	Framework for proactive and accelerated vesting of State land developed	Availability of Framework document which is agreed upon with clients/stakeholders and is user friendly and addresses the needs of clients	September 2006	Monitor and review	Monitor and review
	Programme for capacity building for State land administration and management developed	Availability of programme for capacity building which meets the needs of the stakeholders and is consulted upon	End of June 2006	Monitor and review	Monitor and review
	Programme for capacity building implemented	Availability of programme for capacity building which meets the needs of the stakeholders and is consulted upon	June 2007	Monitor and review	Monitor and review
	State and public land information assembled and disseminated	Availability of user friendly information on State land for clients and the latter's consumption in line with the Promotion of Access to Information Act, Act 2000 as amended	Per request within two days	Per request within two days	Per request within two days
	Technical support and advisory services rendered	Number of properties audited/investigated	As per strategy/request and available resources	As per strategy/ request and available resources	As per strategy/ request and available resources
		Number and hectares of State properties surveyed	As per strategy/request and available resources	As per strategy/ request and available resources	As per strategy/ request and available resources
		Number of State properties confirmed vested	As per strategy/request and available resources	As per strategy/request and available resources	As per strategy/ request and available resources
		Provision of advice, services and information as agreed with RLCCs, PLSDCs and other clients	Per request as agreed	Per request as agreed	Per request as agreed
	Land information systems to support State land administration developed and maintained	Availability of debtor leasing system	April 2006	Monitor and maintain	Monitor and maintain
		Availability of assets register	April 2006	Monitor and maintain	Monitor and maintain
		State and public land information systems effectively maintained	Monitor and maintain	Monitor and maintain	Monitor and maintain
		Availability of State and public land information systems which are: <ul style="list-style-type: none"> <li>User friendly systems</li> <li>Meet the clients' needs and empowers clients</li> </ul>	98%	98%	98%
	State land management that supports development	Training material on land administration and management procedures developed	Availability of training material which are: <ul style="list-style-type: none"> <li>User friendly</li> <li>Address clients' needs and empowers clients</li> </ul>	Monitor and maintain	Monitor and maintain
Training conducted		Training sessions conducted which: <ul style="list-style-type: none"> <li>Meet the needs of clients</li> <li>Empower the clients</li> </ul>	3 State Land Task Team sessions and one per PSLDC/PLRO	3 State Land Task Team sessions and one per annum for a PSLDC/ PLRO	3 State Land Task Team sessions and one per annum for a PSLDC/ PLRO
Core objective 1: Redistribution of 30% of white-owned land by 2014 for sustainable	Responsive and implementable systems and procedures for pro-	Availability date	December 2006	Maintain	Maintain
		User satisfaction & consulted on with stakeholders	Signed consensus forms	Maintain	Maintain

Strategic Objective	Output	Performance Indicator	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
agricultural development  <i>Core objective 2:</i> Provision of land for sustainable human settlements, industrial and economic development	active land acquisition developed		by all stakeholders		
		% Compliance with Governmental criteria <sup>1</sup>	100%	Maintain	Maintain
	Responsive systems and procedures for amended Act 126	Availability date	March 2007	Maintain	Maintain
		Users consulted Meet the needs of clients Meet the constitutional and legal requirements	Signed forms	Maintain	Maintain
		Availability date	March 2007	Maintain	Maintain
	Responsive and improved systems & procedures for LRAD in terms of grey areas/gap analysis	User satisfaction & consulted on with stakeholders	Signed consensus forms by all stakeholders	Maintain	Maintain
		Number of training programmes <sup>2</sup>	3	3	3
	Training on redistribution products and processes conducted	User satisfaction and empowerment	Evaluation forms completed & assessed	Evaluation forms completed & assessed	Evaluation forms completed & assessed
		Availability date	March 2007	Maintain	Maintain
		User satisfaction and consulted with stakeholders	Signed consensus forms by all stakeholders	Maintain	Maintain
New land & agrarian reform funding/ financing models developed	% Compliance with Governmental criteria <sup>3</sup>	100%	Maintain	Maintain	
	Implementable guidelines, systems and procedures for the registration of the CPIs developed	Availability date.  User satisfaction and empowerment of clients  Legally compliant with the constitution and other pieces of legislation	June 2006	Maintain and Support	Maintain
	Strategy for improved tenure security for people living on commercial farms developed	Availability date  User satisfaction and empowerment of clients  Legally compliant with the Constitution and other legislation	December 2007		
Strategy for management of evictions of people living on commercial farms developed	Availability date.  User satisfaction and empowerment of clients  Legally compliant with the Constitution and other f legislation	December 2007			
Monitoring system for the infringement of the rights of people living on commercial farms developed	Availability date.  User satisfaction and empowerment of clients  Legally compliant with the Constitution and other legislation	June 2006	Maintain and Support	Maintain and Support	

<sup>1</sup> Systems developed comply with Constitution & applicable legislation, meet the need of target groups & should speed up delivery time.

<sup>2</sup> Training programmes developed comply with DLA policies, systems and procedures & meet the needs of target groups for training purposes.

<sup>3</sup> Systems developed comply with Constitution & applicable legislation, meet the need of target groups & should speed up delivery time.

Strategic Objective	Output	Performance Indicator	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
	Implementable systems and procedures for the implementation of the CLaRA developed	Availability date User satisfaction and empowerment of clients Legally compliant with the Constitution and other legislation	April 2006	Maintain and Support	Maintain and Support
Provision of tenure security that creates socio-economic opportunities for people living and working on farms and in communal areas (continued)	Implementable training programmes for tenure products developed.	Number of training programmes User satisfaction and empowerment of clients	6 Evaluation forms completed and assessed	6 Evaluation forms completed and assessed	6 Review and maintain
	Implementable communication programmes for tenure products and processes developed	Availability date User satisfaction and empowerment of clients Legally compliant with the Constitution and other legislation	4	4 Evaluation and Assessment	5 Evaluation and assessment
	Implementable systems and procedures, for institutional arrangements developed	Availability date Stakeholders consulted	2 Signed agreements with stakeholders	2 Maintain	2 Maintain



PROGRAMME 6:

SPATIAL PLANNING AND INFORMATION

<b>Purpose:</b>	Provide for national Land Use Management, Spatial Planning and Spatial Information Systems					
<b>Measurable objective:</b>	Provision of legislative, institutional and technical skills support to regulate and guide settlement development, land use management and spatial information management within the public and private sectors					
<b>Intended impact</b>	More spatially equitable and efficient settlement patterns and quicker and transparent land use application processing					
<b>Strategic Objective</b>	<b>Output</b>	<b>Performance Indicator</b>	<b>Target 2006/2007 Milestones</b>	<b>Target 2007/2008 Milestones</b>	<b>Target 2008/2009 Milestones</b>	
Provision of efficient land use and land administration services	Interventions to halt undesirable post-1994 settlement growth patterns and land use trends formulated	Framework developed to reverse apartheid settlement patterns; create greater savings; reduce poverty and improve household quality of life	February 2007	Implement the framework	Implement the framework	
	Identification of suitable and most functionally located land for development	Provincial-scale land use suitability maps created for all provinces	4 Provinces	3 Provinces	2 Provinces	
	Creation and support of statutory bodies to regulate planning land use and spatial information and to ensure equitable, efficient and sustainable human settlements	The Spatial Data Infrastructure Act (SDIA) implemented and the National Committee for Spatial Information (CSI) established to regulate spatial information and to ensure equitable, efficient and sustainable development established	CSI established and supported		Approval of SDIA policies and regulations	Nominations for the new CSI
		Effective development tribunals, South African Council for Planners established to regulate planning, land use and to ensure equitable, efficient and sustainable development	November 2006	Provide support to the SA Council for Planners	Provide support to the SA Council for Planners	
		Accreditation of the University of Venda (UniVen) by November 2006	November 2006	Provide support to UniVen	Provide support to UniVen	
		GIS training for teachers across the country to enhance national skills and therefore growth and empowerment	Support curriculum development in schools	Support curriculum development in schools	Support curriculum development in schools	
	Formulation of an evaluation framework for Spatial Development Frameworks (in terms of the requirements of the DFA)	Draft evaluation framework and guidelines developed to ensure equitable, efficient and sustainable human settlements	August 2006	Implement the framework	Implement the framework	
	Provision of planning services and spatial information to Nodal Areas and MPCCs	All Nodal Areas and MPCC provided with planning services and spatial information to improve service delivery and ensure compassionate government to people	4 Provinces	6 Provinces	8 Provinces	
	Biodiversity data provided and analysed in support of land reform to determine most suitable land	Provincial-scale maps created for all provinces to ensure higher productivity and sustainability of land; reduce poverty and enhance food security	4 Provinces	3 Provinces	2 Provinces	
	Integration of land reform and restitution projects as well as State land data into IDPs via mapping and analysis	Provincial-scale maps created for all provinces to ensure higher productivity and sustainability of land use and proactive land release leading to sustainable development	4 Provinces	3 Provinces	2 Provinces	
Creation of spatial data and analysis for the Agricultural Development Corridors	National and provincial maps and recommendation produced to support equitable economic growth	4 Provinces	3 Provinces	2 Provinces		

Strategic Objective	Output	Performance Indicator	Target 2006/2007 Milestones	Target 2007/2008 Milestones	Target 2008/2009 Milestones
Provision of efficient land use and land administration services (continued)	Environmental guidelines implemented in land reform projects to ensure sustainability	% of projects implement the environmental assessment tool by March 2010	30%	50%	80%


PROGRAMME 7:

DEEDS REGISTRATION (AUXILIARY SERVICES)

<b>Purpose:</b>	To provide efficient land use and land administration services				
<b>Measurable objective:</b>	To provide a high quality deeds registration system whereby secure titles are registered and speedy and accurate information is provided				
<b>Intended Impact</b>	Security of title				
<b>Sub programme</b>	Deeds registration				
<b>Strategic Objective</b>	<b>Output</b>	<b>Performance Indicators</b>	<b>Target 2006/2007 Milestones</b>	<b>Target 2007/2008 Milestones</b>	<b>Target 2008/2009 Milestones</b>
Provision of efficient land administration services	Secure and registered title deeds provided to all landowners to ensure participation in the economy by all, including those who could not do so previously	High quality title deeds registered that are unchallengeable in courts of law due to error  Each title to be registered in not more than six (6) days after lodgement.	Registration in not more than 6 days after lodgement	Registration in not more than 6 days after lodgement	Registration in not more than 6 days after lodgement
	Accelerated and secure registered title deeds provided to land reform and housing beneficiaries.	RDP Housing Developments, Township upgrading to freehold ownership and Restitution and tenure reform transactions registered in no more than five (5) days after lodgement over a period of five (5) years.	In not more than 5 days after lodgement	In not more than 5 days after lodgement	In not more than 5 days after lodgement
	An amended cadastre that is user friendly, provides for the introduction of e-Cadastre, is in line with the Constitution, provides for the registration of new order land rights and supports the Government's policy aims and objectives	Simpler, more accessible, affordable land registration services and recognition of previously not recognized tenure rights by March 2009.  Deeds registry system able to indicate race, gender, nationality of buyers and owners of land	Amended deeds registry system  March 2007	Monitor and review  March 2008	Monitor and review  March 2009
	Operational Deeds Registry established in other provinces by March 2008 to bring services closer to the people and ensure access to the first economy by those previously unable to do so	Provincial Operational Deeds Registry established in new provinces	Mpumalanga	Limpopo	
	Deeds Registration areas of jurisdiction well aligned with provincial boundaries, resulting in equitable access by people throughout the country	Operational Deeds Registry in respect of jurisdictional alignment attained with 3 provinces by March 2011: Northwest by 2009/02010 by March 2009; Eastern Cape by March 2010 and Northern Cape by March 2011)	-	-	March 2009 North West.
	Constructively contribute to the establishment of a land registration system within SADC and other African countries through experience sharing.	Training guidelines and program provided to Rwanda for establishment of land registration system	31 March 2007	-	-
		3 SADC countries per annum provided with training over a period of five years.  One African country per annum assisted to develop a Land Registration System in accordance with NEPAD principles.  Number of invitations responded to for participation in relevant international forums, structures and projects, resulting in enhanced land registration processes within the DLA and by other countries(3 per annum)	3  1  3	3  1  3	3  1  3

# ESTIMATE OF NATIONAL EXPENDITURE (ENE)

## Expenditure estimates

Programme	Audited outcome			Adjusted	Revised	Medium-term expenditure estimate		
	2002/03	2003/04	2004/05	2005/06 appropriation	estimate	2006/07	2007/08	2008/09
R thousand								
1. Administration	151 821	191 212	223 109	318 270	305 770	358 970	336 792	357 201
2. Surveys and Mapping	56 324	61 401	65 597	84 501	83 235	81 255	85 854	90 114
3. Cadastral Surveys	72 507	68 161	79 044	84 543	84 543	95 283	100 354	105 334
4. Restitution			1 182	2 705	1 905			
5. Land Reform	349 265	839 116	780	678	678	3 369 132	3 837 607	2 500 000
6. Spatial Planning and Information	415 983	453 734	453 656	704 699	554 699	907 289	1 273 563	2 896 169
7. Auxiliary and Associated Services								
	6 881	11 866	15 180	19 222	19 222	28 215	30 756	32 286
<b>Total</b>	<b>1 102</b>	<b>1 635</b>	<b>2 021</b>	<b>3 927</b>	<b>2 963</b>	<b>4 852 196</b>	<b>5 677 519</b>	<b>5 994 335</b>
Change to 2005 Budget estimate				45 619	(918 147)	36 925	40 336	43 160

**1. Our Mission**

To provide enhanced land rights to all South Africans with particular emphasis on black people, which results in increased income levels and job opportunities, productive land use and well planned human settlement.

**2. Our primary clients are:**

- Landless and tenure insecure individuals and communities
- Persons or communities dispossessed of land rights
- Aspirant / emerging black farmers
- All spheres of government
- Users of the Deeds Registries (land owners).

**3. Specific services of the Department of Land Affairs:**

Current Services	Standards
3.1 Provision of access to land	<ul style="list-style-type: none"> <li>• Disseminate information quarterly on the different land reform products, policies, systems and procedures to potential beneficiaries and implementers.</li> <li>• Land transferred between 5 and 10 months from date of application.</li> <li>• Monthly forum meetings with stakeholders and planned quarterly communication with existing beneficiaries utilizing the media.</li> </ul>
3.2 Provision of rights in land	<ul style="list-style-type: none"> <li>• Negotiated settlement: rights confirmed between 6 months and 10 months.</li> <li>• Court settlement: between 18 months and 24 months.</li> <li>• Conversion to ownership completed between 12 months and 36 months.</li> <li>• The rights of the first-time landowners will be protected over a period of 10 years.</li> </ul>
3.3 Settlement of land claims	<ul style="list-style-type: none"> <li>• All claims settled by the end of March 2008.</li> <li>• Monthly forum meetings with stakeholders and planned quarterly communication utilizing the media.</li> </ul>
3.4 Provision of settlement support to restitution claimants	<ul style="list-style-type: none"> <li>• Land use plans developed before signing the settlement agreement.</li> </ul>
3.5 Produce and supply maps (topographic, ortho-photos and aeronautic charts) aerial photographs and digital topographic information.	<ul style="list-style-type: none"> <li>• Maps and charts dispatched within 1 day of receipt of payment for product.</li> <li>• Aerial photographs and related products dispatched within 7 days of receipt of payment.</li> <li>• Digital spatial information dispatched within 5 days of receipt of payment.</li> </ul>
3.6 Maintain the National Control Survey Network (trigonometric stations and town survey marks).	<ul style="list-style-type: none"> <li>• Position and height of stations supplied within 1 day of receipt of payment.</li> </ul>

3.7 Registration of Deeds.	<ul style="list-style-type: none"> <li>• A Deed will be registered within 7 working days of lodgement.</li> <li>• Uniform compliance with law, practice and procedures.</li> </ul>
3.8 The supply of deeds registration information.	<ul style="list-style-type: none"> <li>• Registration information provided within 48 hours of receipt of request.</li> </ul>
3.9 Approve diagrams, general plans and sectional title plans for registration in a deeds registry.	<ul style="list-style-type: none"> <li>• Approval within 15 working days.</li> </ul>
3.10 Provide spatial planning services (e.g. spatial development frameworks).	<ul style="list-style-type: none"> <li>• Technical support to annual Integrated Development Plans (IDPs) at local and provincial level.</li> <li>• Produce an annual report on environmental implementation plan in accordance with relevant legislation.</li> </ul>
3.11 Provide support for land use management.	<ul style="list-style-type: none"> <li>• Reports on national land use produced once every two years.</li> </ul>
3.12 Provide spatial information services.	<ul style="list-style-type: none"> <li>• For municipalities, information will be updated annually.</li> <li>• For nodal points, information (core spatial datasets and geo-spatial), endorsed by the SABS, will be made available annually.</li> </ul>
3.13 Support the processes of managing the Department's budget	<ul style="list-style-type: none"> <li>• Ensure that submissions are in the correct format as per the PFMA and meet annual deadlines of the National Treasury.</li> </ul>
3.14 Rendering financial administration support and advice on the implementation of financial policies	<ul style="list-style-type: none"> <li>• If the matter has to be researched, feedback will be given within 4 days.</li> </ul>
3.15 To equip staff, through training and development, with the necessary skills and competencies	<ul style="list-style-type: none"> <li>• All employees will receive Departmental Training Programme by December of each year.</li> </ul>
3.16 Developing and maintaining corporate information systems	<ul style="list-style-type: none"> <li>• Management information strategy aligned to departmental strategic objectives annually.</li> </ul>
3.17 Render Management Advisory Services	<ul style="list-style-type: none"> <li>• Compilation and submission of establishment investigations within 45 days.</li> </ul>
3.18 Recruit, select and appoint staff	<ul style="list-style-type: none"> <li>• The interviews to take place within 14 days after short-listing.</li> </ul>
3.19 Develop communication strategies and campaigns in support of corporate policies.	<ul style="list-style-type: none"> <li>• Consult customers and provide draft proposals within 10 days of brief.</li> </ul>
3.20 Co-ordinate corporate / transformation projects	<ul style="list-style-type: none"> <li>• Organise meetings, determine project plans, provide secretariat support, follow up on issues and report progress at monthly project meetings.</li> </ul>
3.21 Manage legislative programme and assist in formulating, drafting and editing legislation	<ul style="list-style-type: none"> <li>• Draft programme for the following year submitted to Minister for approval by 30 November of each year.</li> </ul>

## HUMAN RESOURCES PLAN

### 1.1 Executive Summary

Public Service Regulations requires all Departments to audit their existing human resources on a continuous basis to ensure effective and efficient utilization of resources. An audit has been conducted and the results were used to develop a summarised human resource plan. The plan is intended to address the gaps and deficiencies between the current and future resources requirements of the Department.

The human resources of the Department have been steadily increasing over the past few years and it is foreseen that this trend will continue during the term of this strategic plan. The Human Resources Planning exercise has confirmed that the Department is under-staffed. The activities of Project Tsoseletso will, on a scientific basis, indicate the desired organisational structure of the Department and a detailed Human Resource Management Plan. The focused implementation and monitoring of Employment Equity is also a priority in the Department.

### 1.2 Employment Equity

The Department has met its Employment Equity targets; however there are functional areas in the Department where under-representiveness is a problem. These areas are in particular the surveying area and a number of other technical occupational classes. The department developed a strategy to deal with the skills shortages in these areas. The implementation of the Scarce Skills Framework as developed by the Department of Public Service and Administration will also assist in the recruitment and retention of employees from designated groups in these functional areas.

The Department has initiated a project to streamline the implementation of Employment Equity within the Department as a strategic business imperative.

CATEGORY	SALARY LEVEL	WHITE		BLACK					
		MALE	FEMALE	AFRICAN		INDIAN		COLOURED	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Management	13	16	6	13	5	1	1	0	2
Echelon	14 - 15	2	0	14	8	0	1	1	1
Middle	11 - 12	68	33	82	45	6	6	9	3
Management	9 - 10	66	69	166	124	8	12	23	13
Lower than	5 - 8	114	393	447	439	15	34	78	105
Assistant Director	1 - 4	20	29	264	296	3	6	54	69
<b>TOTAL</b>	<b>3170</b>	<b>286</b>	<b>530</b>	<b>986</b>	<b>917</b>	<b>33</b>	<b>60</b>	<b>165</b>	<b>193</b>

#### 1.4 Capacity Overview of the Department

The high level analysis of the human resource capacity in the Department indicates that 27, 29 % of the approved establishment of the Department is vacant. Although the staff turnover rate of the Department is normal (between 11% to 14%) and the recruitment process is adding 538 employees during the past year, the vacancy rate remains high. The Department has included in its strategic plan the filling of all vacancies during the 2006/07 financial year.

Approved establishment	4360
Staff complement (filled posts)	3170
Vacancies	1190

Projections indicate that the establishment will grow between 5% and 25% in certain functional areas of the Department. The projections however can not be scientifically supported as the analysis of the business processes of the Department, as part of Project Tsoseletso, is still ongoing. The finalisation of this project will ensure a completely reviewed structure of the Department and a detailed human resource management plan. The restitution of land rights will according to current indications be completed on 31 March 2008. The employees from the Commission on the Restitution of Land Rights, who have been converted to permanent, will be transferred to the Branch: Land and Tenure Reform and other functional areas of the Department. The Branch Land and Tenure Reform, will require additional human resource capacity to ensure the successful implementation of the Communal Land Rights Act. The resource analysis for the implementation of this Act indicates that additional 500 to 600 employees will be required to effectively implement.

#### 1.5 Performance Management and Development

The review of the Performance Management and Development System of the Department has been finalised and implementation will be concluded during the current period. This project ensures the consistent implementation of performance standards throughout the Department linked to the processes of Batho Pele and service delivery improvement. The reviewed system will enable the Department to monitor performance more efficiently.

#### 1.6 Conclusion

The Human Resources Planning exercise has confirmed that the Department is under-staffed. The activities of Project Tsoseletso will, on a scientific basis, indicate the desired organisational structure of the Department and a detailed Human Resource Management Plan.

The focused implementation and monitoring of Employment Equity is also a priority in the Department.



## ACRONYMS

AFREF -	African Reference Framework
!AUN -	KhoiSan word meaning land, earth or soil
BAS -	Basic Accounting System
CASP -	Comprehensive Agricultural Support Programme
CEC -	Committee for Environment Coordination
CIS -	Cadastral Information Special
CKO -	Chief Knowledge Officer
CODI -	Committee for Development Information
DFID (UK) -	Department for International Development (United Kingdom)
DLA -	Department of Land Affairs
DLD -	District Level Delivery
DPLG -	Department of Provincial and Local Government
DWAF -	Department of Water Affairs and Forestry
e-Cadastre-	Electronic Cadastre System
EE -	Employment Equity
EIMP -	Environmental and Implementation Management Plan
EPWP -	Extended Public Works Programme
ESTA -	Extension of Security of Tenure Act
FOSAD-	Forum for South African Director General's
GAAP -	Generally Accepted Accounting Principles
GITA -	Government Information Technology Architecture
GSDI -	Global Spatial Data Infrastructure
ICA -	International Cartographic Association
IDP -	Integrated Development Plans
ISO -	International Standards Organisation
ISRDP -	Integrated Sustainable Rural Development
ITAC -	Information Technology Acquisition Centre
ITC -	Information Technology Committee
IUGG -	International Union of Geodesy and Geophysics
LEC -	Local Economic Development
LISCO -	Land Information System Committee
LOGIS -	Logistical Services

LRAD	-	Land Redistribution for Agricultural Development
LTA	-	Labour Tenants Act
LUMB	-	Land Use Management Bill
LUS	-	Land Use Schemes
MISP	-	Master Information Systems Plan
MOU/A	-	Memorandum of Understanding/Agreement
MPCC	-	Multi Purpose Communication Centre
MTEF	-	Medium Term Expenditure Framework
MTT	-	Mutingati Task Team
M&E	-	Monitoring and Evaluation
NLTC	-	National Land Tenure Conference
NSDF	-	National Spatial Development Framework
NT	-	New Technologies
OS	-	Operating Systems
PGDS	-	Provincial Growth and Development Strategy
PIMSS	-	Planning Implementation Management and Support
PLATO	-	South African Council for Professional and Technical Surveyors
PLRO	-	Provincial Land Reform Office
PPA	-	Planning Profession Act
PPMDS-	-	Personnel Performance Management and Development System
PSDLC's-	-	Provincial State Land Development Committees
PTO	-	Permission to Occupy
SADC	-	Southern African Development Community
SDC	-	Swiss Development Corporation
SDF	-	Spatial Development Frameworks
SDDF	-	Spatial Data Discovery Facility
SG	-	Surveyor - General
SIQA	-	Systems Integration and Quality Assurance
SITA	-	Strategic Information Technology Agency
SLA	-	Service Level Agreement
SSC	-	Shared Service Centre
S&T	-	Subsistence and Travel
TTT	-	Transformation Task Team
USAID	-	United States Agency for International Development
URP	-	Urban Renewal Programme
URS	-	Use Requirements Specification



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Overall structure for Dept of Land Affairs - including

Managers, names

