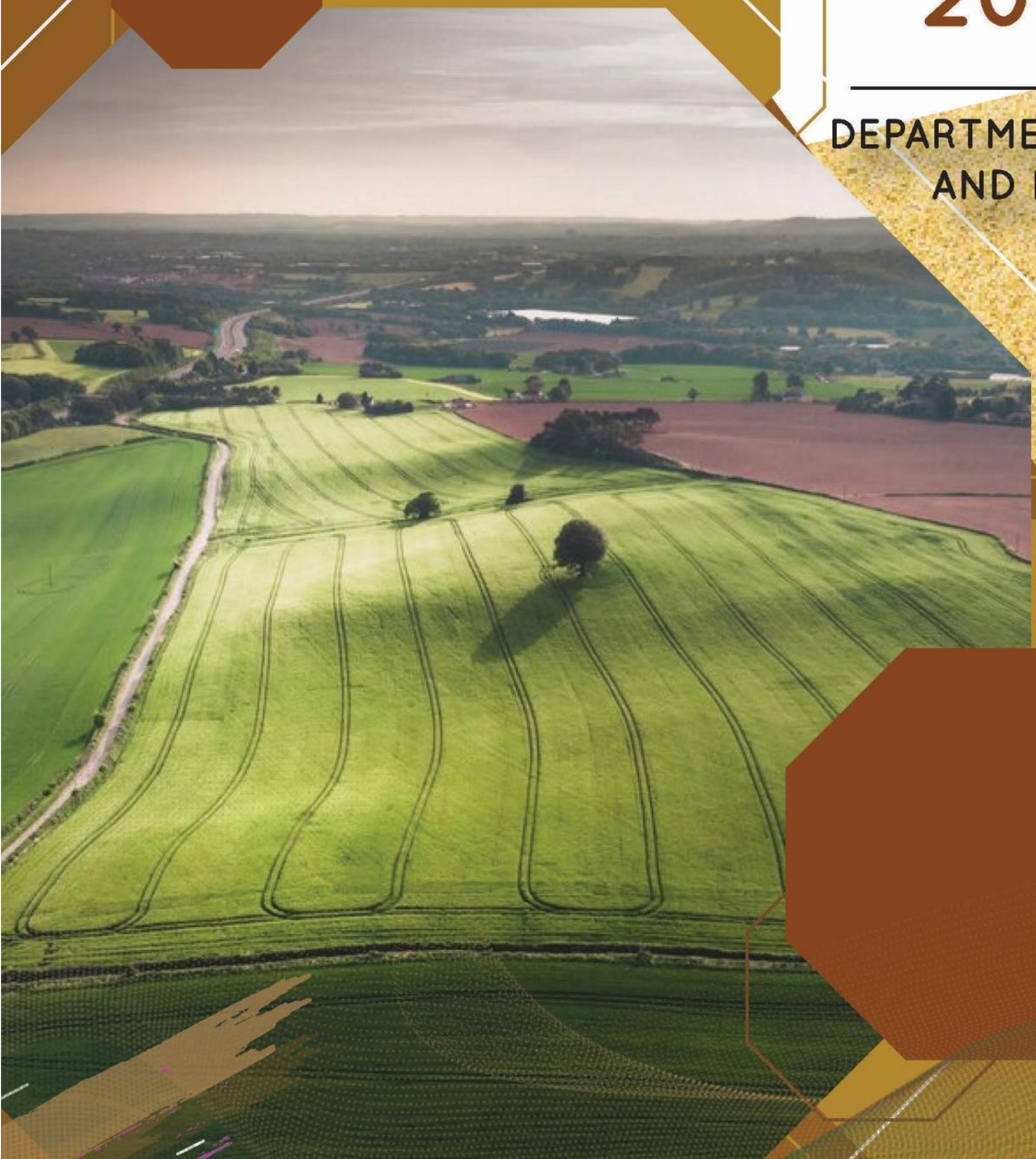
Revised ANNUAL PERFORMANCE PLAN 2025 - 2026

DEPARTMENT OF LAND REFORM AND RURAL DEVELOPMENT



land reform & rural development

Department:
Land Reform and Rural Development
REPUBLIC OF SOUTH AFRICA

2030 NDP

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ACRONYMS

AAMP	Agricultural and Agro-processing Master Plan
ADB	African Development Bank
AGSA	Auditor-General South Africa
AI	Artificial Intelligence
ALHA	Agricultural Land Holdings Account
APP	Annual Performance Plan
ARC	Agricultural Research Council
BAS	Basic Accounting System
BASA	Banking Association of South Africa
BSLAP	Beneficiary Selection and Land Allocation Policy
CDC	Coega Development Corporation
CIDB	Construction Industrial Development Board
CIPRO	Companies and Intellectual Property Registration Office
CIS	Cadastral Information System
CLCC	Chief Land Claim Commissioner
CLTP	Communal Land Tenure Policy
CoGTA	Cooperative Governance and Traditional Affairs
CORS	Continually operating reference stations
CPA	Communal property association
CRD	Chief Registrar of Deeds
CRDP	Comprehensive Rural Development Programme
CRLR	Commission on Restitution of Land Rights
CSI	Committee for Spatial Information
CSIR	Council for Scientific and Industrial Research
CSO	Civil Society Organisation
CSS	Corporate Support Services
DALRRD	Department of Agriculture, Land Reform and Rural Development
DBC	Departmental Bargaining Council
DBE	Department of Basic Education
DBSA	Development Bank of Southern Africa
DCDT	Department of Communications and Digital Technologies
DCoG	Department of Cooperative Governance
DDG	Deputy director-general
DDM	District Development Model
DEL	Department of Employment and Labour
DFFE	Department of Forestry, Fisheries and Environment
DG	Director-General
DHET	Department of Higher Education and Training
DHS	Department of Human Settlement
DIGGOV	DigitalGovernment
DLRRD	Department of Land Reform and Rural Development
DoA	Department of Agriculture
DOD	Department of Defence
DoJ	Department of Justice

DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
DRA	Deeds Registries Act
DRS	Deeds Registration System
DSBD	Department of Small Business and Development
DSD	Department of Social Development
DSTI	Department of Science Technology and Innovation
DTIC	Department of Trade, Industry and Competition
DWS	Department of Water and Sanitation
e-DRS	Electronic Deeds Registration System
EDRSA	Electronic Deeds Registration System Act
ESTA	Extension of Security of Tenure Act
EXCO	Executive Committee
FPSU	Farmer production support unit
GC	Government Component
GCIS	Government Communication and Information System
GIS	Geographic Information System
GISc	Geographic Information Science
GNSS	Global Navigation Satellite System
GNU	Government of National Unity
GP	Gauteng Province
GPSSBC	General Public Service Sector Bargaining Council
Ha	Hectares
HR	Human Resource
HRM	Human Resources Management
IAR	Immovable Assets Register
ICT	Information and Communications Technology
ID	Identity
IDC	Industrial Development Corporation
IDP	Integrated Development Plan
IDSS	Integrated Diagnostic Support System
IGR	Intergovernmental relations
IMC	Inter-Ministerial Committee
IoT	Internet of Things (IoT)
IRDSS	Integrated Rural Development Sector Strategy
ITB	Ingonyama Trust Board
JBA	Joint Business System
KIRM	Knowledge Information Records Management
LAW	Land Administration Web
LOGIS	Logistical Information System
LPC	Licensed Professional Counsellor
LRAD	Land Redistribution for Agricultural Development
LRTR	Land Redistribution and Tenure Reform
LTA	Labour Tenants Act
MINMEC	Minister and Members of Executive Council

MINTECH	Ministerial Technical Committee
MISA	Municipal Infrastructure Support Agent
ML	Machine learning
MoU	Memorandum of Understanding
MP	Member of Parliament
MTDP	Medium Term Development Plan
MTEF	Medium-Term Expenditure Framework
N/A	Not applicable
NARYSEC	National Rural Youth Services Corps
NDP	National Development Plan
NDT	National Department of Tourism
NGI	National Geo-spatial Information
NGMS	National Geomatics Management Services
NGOs	Non-governmental organisations
NLIS	National Land Information System
NMOG	National Macro-organising of Government
NSDF	National Spatial Development Framework
NSDO	National Spatial Data Observatory
NSG	National School of Governance
NSPDR	National Spatial Planning Data Repository
NSSAs	National Spatial Action Areas
NT	National Treasury
NYDA	National Youth development Agency
OCIO	Office of the Chief Information Officer
OPA	Opening of Parliament Address
PCC	Practical Completion Certificate
PDA	Provincial Department of Agriculture
PERSAL	Personnel Salary System
PETROSA	The Petroleum Oil and Gas Corporation of South Africa
PFMA	Public Finance Management Act
PLAP	Proactive Land Acquisition Policy
PLAS	Proactive Land Acquisition Strategy
PPA	Planning Profession Act
PPPs	Public-Private Partnerships
PSA	Public Service Act
PSCBC	Public Service Co-ordinating Bargaining Council
PSSC	Provincial shared services centre
PVA	Property Valuation Act
QCTO	Quality Council for Trades and Occupations
RDP	Reconstruction and Development Programme
RDSP	Rural Development Sector Plan
RSDF	Regional Spatial Development Framework
SACPLAN	South African Council for Planners
SALGA	South African Local Government Association
SANRAL	South African National Roads Agency
SARS	South Africa Revenue Services

SASDI	South African Spatial Data Infrastructure
SDF	Spatial Development Framework
SDG	Sustainable Development Goal
SDI	Spatial Data Infrastructure Act
SETA	Sector Education and Training Authority
SFO	Senior Financial Officer
SITA	State Information Technology Agency
SLAG	Settlement Land Acquisition Grant
SOE	State owned enterprise
SOI	Statement of Intent
SONA	State of the Nation Address
SOP	Standard operating procedure
SP	Strategic Plan
SPLUM	Spatial Planning and Land Use Management
SPLUMA	Spatial Planning and Land Use Management Act
STATSSA	Statistics South Africa
SWOT	Strengths, weakness, opportunities, and threats
TVET	Technical and Vocational Education and Training
UFS	University of Free State
UN-IGIF	United Nations Integrated Geospatial Information Framework
VAT	Value Added Tax

EXECUTIVE AUTHORITY STATEMENT

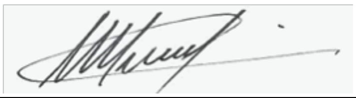
Our strategic development is grounded in the achievement of three key government priorities, namely: increasing employment, reducing inequality, and building a capable state. These priorities will be maximised through the strategic positioning of sectors, including land reform, land administration, and rural development. Sectoral growth will be measured from the citizens' perspective, ensuring alignment with our mandate to restore the nation's integrity.

To facilitate employment and equality, the department shall cultivate a conducive working environment for its employees. Recognising that the State's capability is influenced by the mental and emotional well-being of its personnel, a comprehensive change management programme will be implemented to reinforce that employees are the department's most valuable asset. This work environment will foster high performance and eradicate corruption. To optimise budget utilisation, coordination with stakeholders who share comparable mandates will be leveraged.

Ongoing challenges necessitate policy and legislative revisions. The prevalence of conflicts within community property associations and trusts mandates the implementation of psychosocial and reparations programmes. The financial requirements for land reform exceed the treasury's current capacity; therefore, legislative mechanisms to increase land availability and pursue international compensation will be introduced. Concurrently, the redesign of land development support will be finalised during this strategic cycle.

Legislation for the digitisation of land administration, passed in the preceding strategic cycle and enacted in this cycle, will be fully utilised. The department will maximise available geospatial data for development and commercial purposes. The digitalisation of land administration will unlock new services and industries, necessitating the development of new thinking and specialised skills to ensure national security and technological self-determination. A strategic re-evaluation of spatial planning in urban areas will be undertaken to align with the principles of a non-racial society.

There is a compelling rationale for rural development. Given that 65% of the population resides in urban areas encompassing less than 1% of the landmass, efforts to reverse migration through the provision of essential basic services and the stimulation of the rural economy are imperative. It is our intention to contribute to the District Development Model by developing value chains to capitalise on their unique natural strengths.



MZWANELE NYHONTSO, MP
MINISTER OF LAND REFORM AND RURAL DEVELOPMENT
DATE: 20 JUNE 2025

DEPUTY MINISTER STATEMENT

The Annual Performance Plan of the Department of Land Reform and Rural Development for the 2025/26 financial year is set against a defining moment in our national developmental trajectory. The separation of the Department of Agriculture, Land Reform and Rural Development into two departments, each with its specific mandate, reflects our government's commitment to sharpening institutional focus and ensuring the effective implementation of transformation and development policies in land reform and rural development. This realignment is a significant step towards building a capable and ethical developmental state, reinforcing the State's capacity to drive economic transformation, inclusive growth, and expand access to productive work through employment creation.

Land reform remains an apex priority in our pursuit of social justice, redress and economic empowerment, including building sustainable livelihoods. The need to accelerate land reform to redress the results of past racial discrimination, as our Constitution requires, necessitates bold interventions that place land redistribution, tenure security and sustainable rural development at the centre of our national economic and broader social transformation agenda. The department is steadfast in advancing equitable access to land and promoting integrated rural development to create resilient, self-sufficient communities.

Guided by its legislative mandate, the department will implement key policies and programmes aimed at accelerating land redistribution, ensuring secure land tenure and promoting transformation in the political economy of land. Strategic interventions outlined in this APP include the acceleration of land claims resolution, the implementation of the Beneficiary Selection and Land Allocation Policy, the expansion of rural infrastructure and the promotion of an integrated, multisectoral rural economic development. The department will also prioritise the finalisation of outstanding restitution claims guided by our Constitution and other laws of the republic. This APP will contribute to the work of the department to implement measures to enhance institutional capacity, support land administration reforms and strengthen spatial planning initiatives in alignment with the Spatial Planning and Land Use Management Act (SPLUMA).

This APP outlines critical targets that align with the broader objectives of government, including improving governance structures, modernising land administration systems and supporting emerging farmers through targeted interventions. Additionally, the department is committed to advancing an integrated multisectoral rural development strategy, ensuring a comprehensive approach to sustainable rural livelihoods. Strengthening partnerships with communities, broadly understood, including key stakeholders, to foster participatory democracy remains essential in ensuring that land reform and rural development contribute meaningfully to just and inclusive transformation and development.

This is a call to action for all who are committed to economic and social justice and shared national prosperity. Through dedication, collective effort and accountable governance, the department is repositioned to advance land reform and rural development as fundamental pillars of South Africa's transformation agenda.

CHUPU STANLEY MATHABATHA, MP
DEPUTY MINISTER OF LAND REFORM AND RURAL DEVELOPMENT
DATE: 20/06/2025

ACTING ACCOUNTING OFFICER STATEMENT

The Annual Performance Plan (APP) of the Department of Land Reform and Rural Development (DLRRD) for the 2025/26 fiscal year provides a clear, programmatic roadmap for implementing our strategic commitments. It is shaped by the Department's overarching mandate to ensure equitable access to land, secure tenure, spatial justice, and inclusive rural economic development.

This APP details the Department's deliverables across six core programmes: Administration, Land Reform, Rural Development, National Geomatics Management Services (NGMS), Spatial Planning and Land Use Management (SPLUM), and the Deeds Registration Programme. Each programme is designed to enhance implementation efficiency, improve service delivery, and address ongoing structural constraints in the land and rural sectors.

Key priorities for 2025/26 include:

- Advancing the Land Reform agenda by scaling up the Land Development Support (LDS) programme as the Department's principal post-settlement mechanism. LDS will be applied across restitution, redistribution, and tenure reform areas—particularly for PLAS beneficiaries—delivering integrated support packages that include infrastructure, inputs, technical assistance, enterprise support, and market access.
- Implementing targeted interventions to accelerate restitution and resolve outstanding land claims.
- Strengthening tenure reform through the implementation of the Communal Land Bill and amendments to the Extension of Security of Tenure Act (ESTA).
- Driving spatial governance improvements through ongoing SPLUMA reforms, the operationalisation of the National Spatial Development Framework (NSDF) in partnership with DPME and initiating the development of a National Spatial Data Observatory (NSDO) as a long-term institutional mechanism to embed geospatial innovation and integrated spatial intelligence in support of planning and monitoring systems.
- Initiating reforms to the Planning Profession Act to enhance regulatory oversight, improve the professional capacity required to support spatial planning and land use management, and elevate the quality of planning practice across all three spheres of government.

The Department will deepen its contribution to rural development by aligning programme implementation with the Integrated Rural Development Sector Strategy (IRDSS). The IRDSS outlines six strategic pillars—rural infrastructure and service delivery, rural enterprise development, institutional coordination, skills and capacity development, spatial targeting, and rural innovation systems—which collectively guide integrated and inclusive rural development. Operational implementation will be facilitated through the District Development Model (DDM) to ensure coherence across planning instruments and service delivery platforms at district level.
To modernise land administration, we will continue digitisation through the Electronic Deeds Registration System (eDRS) and roll out the Cadastral Information System – National Geomatics Management Service (CIS–NGMS).

Legislative reform remains a cornerstone of our strategy. The 2025/26 APP prioritises the processing and/or implementation of:

- The Equitable Access to Land Bill
- The Communal Land Bill
- The Rural Development Bill
- Amendments to SPLUMA and the Planning Profession Act

Each of these instruments is critical to ensuring spatial justice, legal certainty, and improved public sector delivery across the land reform and rural development domains.

In executing this APP, we will ensure disciplined performance tracking, sound financial governance, and full compliance with AGSA, Cabinet, and Parliamentary expectations. Our implementation approach prioritises collaboration with traditional leaders, local government, civil society, and the private sector to drive integrated development and build resilient rural economies. We present this APP with confidence that it provides a credible, focused, and executable basis for performance in the 2025/26 financial year. The Department extends its sincere appreciation to the Honourable Minister and Deputy Minister for their continued political oversight, guidance, and stewardship. Their leadership remains central in ensuring the Department's alignment with national priorities and responsiveness to the needs of our people. Toward the conclusion of this planning cycle, their guidance will remain vital in refining our delivery mechanisms and positioning the Department to lead with integrity, equity, and purpose.

MR CLINTON HEIMANN
(A) DIRECTOR-GENERAL: DEPARTMENT OF LAND REFORM AND RURAL DEVELOPMENT
DATE: 19/06/2025

OFFICIAL SIGN-OFF

It is hereby certified that this 2025/26 Annual Performance Plan:

- was developed by the management of the Department of Land Reform and Rural Development (DLRRD);
- takes into account all the relevant policies, legislation and other mandates for which DLRRD is responsible;
- accurately reflects the outcomes and outputs which the DLRRD will endeavour to achieve over the 2025/26 financial year.

Mr T Ndove
Deputy Director-General: Land Redistribution and Tenure Reform

Ms N Ntloko
Chief Land Claims Commissioner

Ms N Moyo
Deputy Director-General: Rural Development

Mr S Mdubeki
Chief Surveyor-General

Ms C Knoesen
Chief Registrar of Deeds

Mr R Makan
(A)Deputy Director-General: Spatial Planning and Land Use Management

Mr D Lupungela
(A) Deputy Director-General: Corporate Support Services

Ms B Letompa
Deputy Director-General: Provincial Operations

Ms M Mokono
(A) Chief Financial Officer

Mr C Heimann
(A) Director-General: Department of Land Reform and Rural Development

Honourable CS Mathabatha (MP)
Deputy Minister of Land Reform and Rural Development

Honourable M Nyhontso (MP)
Minister of Land Reform and Rural Development

PART A: OUR MANDATE

1. Updates to relevant legislative and policy mandates

The Department of Land Reform and Rural Development (DLRRD) derives its mandate from sections 24, 25 and 27 of the Constitution, which can be summarised as follows:
Section 25 (property clause) establishes the framework for the implementation of land reform, and section 24 (environment clause). This mandate is articulated through key provisions:

- Section 25(5) compels the State to take reasonable legislative and other measures to foster conditions that enable citizens to gain access to land on an equitable basis.
- Section 25(6) provides for legally secure tenure for persons whose tenure is insecure due to past discriminatory laws or practices.
- Section 25(7) grants individuals or communities the right to restitution of land or equitable redress if they were dispossessed after 1913 due to racially discriminatory laws.
- Section 25(8) affirms that no provision of this section may impede the State from taking legislative measures to achieve land, water, and related reform to redress the results of past racial discrimination, provided such measures are in line with the Constitution.

Section 27 establishes the framework for the implementation of the Comprehensive Rural Development Programme (CRDP). This section enshrines critical socio-economic rights that are central to improving the quality of life in underdeveloped rural areas.

- Specifically: Section 27(1)(a–c) affirms the right of every person to have access to health care services, sufficient food, clean water, and social security, including appropriate social assistance for those unable to support themselves and their dependents.
- Section 27(2) places a positive obligation on the state to take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of these rights.

Legislative mandates

The department draws its legislative mandate from various pieces of legislation, which in turn inform the operations of the department. The pieces of legislation are indicated as follows:

Table 1: Legislation and purpose

Act number and year	Purpose
Abolition of Certain Title Conditions Act,1999 (Act No. 43 of 1999)	Provides for the abolition of certain conditions in terms of which the consent or permission of the holder of an office under the Republic, the former Union of South Africa or any dominant colony or republic which preceded the former Union of South Africa, is required for the alienation or transfer of immovable property from one person to another; and for matters connected therewith.
Abolition of Racially Based Land Measures Act, 1991 (Act No. 108 of 1991)	• Repeals or amends certain laws to abolish certain restrictions based on race or membership of a specific population group on the acquisition and utilisation of rights to land; • Provides for the rationalisation or phasing out of certain racially based institutions and statutory and regulatory systems for the regulation of norms and standards in residential environments; and

Act number and year	Purpose
	• Provides for the establishment of the Advisory Commission on Land Allocation; and for matters connected therewith.
Communal Property Associations Act, 1996 (Act No. 28 of 1996)	Intends to enable communities to form juristic persons, to be known as communal property associations to acquire, hold and manage property on a basis agreed to by members of a community in terms of a written constitution; and provide for matters connected therewith.
Communal Property Associations Amendment Act, 2018 (Act No. 20 of 2018)	To enable communities to form juristic persons, to be known as communal property associations to acquire, hold and manage property on a basis agreed to by members of a community in terms of a written constitution; to provide for the establishment of the Communal Property Associations Office, to provide for the appointment and functions of the Registrar; and to provide for matters connected therewith.
Deeds Registries Act, 1937 (Act No. 47 of 1937)	Provides for the provision for the administration of the land registration system and the registration of rights in land. Through the Office of the Chief Registrar of Deeds, the department is mandated to register title deeds and documents.
Distribution and Transfer of Certain State Land Act, 1993 (Act No. 119 of 1993)	Regulates the distribution and transfer of certain land belonging to the State and designated by the Minister as land to be dealt with in accordance with the provisions of this Act; and provides for matters connected therewith.
Electronic Deeds Registration Systems Act, 2019 (Act No. 19 of 2019)	Provides for electronic deeds registration, having regard to legislation regulating electronic communication and transactions; and for matters connected therewith.
Geomatics Profession Act, 2013 (Act No. 19 of 2013)	The Act makes provision for the establishment of the South African Geomatics Council; for different categories of registered persons and branches in the geomatics profession; for the identification of areas of work to be performed by the different categories of registered persons
Interim Protection of Informal Land Rights Act, 1996 (Act No. 31 of 1996)	Provides for the temporary protection of certain rights to and interests in land which are not otherwise adequately protected by-law; and for matters connected therewith.
Kimberley Leasehold Conversion to Freehold Act, 1961 (Act No. 40 of 1961)	Provides for the transfer of the ownership of certain erven in Kimberley to the lessees or licensees thereof; for the exemption from payment of certain duties and fees payable in connection with such transfer and the performance of certain acts in pursuance thereof, and for matters incidental thereto; and to amend the General Law Amendment Act,1957 (Act No. 68 of 1957).
Land Reform (Labour Tenants) Act, 1996 (Act No. 3 of 1996)	Provides for the provision of security of tenure for labour tenants and those persons occupying or using land because of their association with labour tenants. It also makes provision for the acquisition of land and rights in land by labour tenants.
Land Survey Act, 1997 (Act No. 8 of 1997)	Provides for the regulation of the surveying of land in South Africa. The department is responsible for surveying land throughout the country.
Planning Profession Act (PPA), 2002 (Act No. 36 of 2002)	• Provides the legislative framework for the regulation and governance of the urban and regional planning profession in South Africa;

Act number and year	Purpose
	• Establishes the South African Council for Planners (SACPLAN) as the statutory body responsible for regulating and guiding professional planners; and • Ensures that planning practices adhere to ethical, professional, and competency standards to promote responsible and sustainable spatial development.
Provision of Land and Assistance Amendment Act, 58 of 2008 (Act No. 126 of 1993)	Provides for the designation of certain land, the regulation of the subdivision of such land and the settlement of persons on it. Additionally, it provides for the acquisition, maintenance, planning, development, improvement and disposal of property and the provision of financial assistance for land reform purposes.
Land Reform (Labour Tenants) Act, 1996 (Act No. 3 of 1996)	Provides for the provision of security of tenure for labour tenants and those persons occupying or using land because of their association with labour tenants. It also makes provision for the acquisition of land and rights in land by labour tenants.
Land Survey Act, 1997 (Act No. 8 of 1997)	Provides for the regulation of the surveying of land in South Africa. The department is responsible for surveying land throughout the country.
Restitution of Land Rights Act, 1994 (Act No. 22 of 1994)	Provides for the restitution of rights in land to persons or communities dispossessed of such rights after 19 June 1913 because of past racially discriminatory laws or practices. To administer this task, the act provides for the establishment of a Commission on Restitution of Land Rights and a Land Claims Court, and for matters connected with land restitution.
Sectional Titles Act, 1986 (Act No. 95 of 1986)	Provides, among others, for the division of buildings into sections and common property and for the acquisition of separate ownership in sections coupled with joint ownership in common property; the transfer of ownership of sections and the registration of sectional mortgage bonds over, and real rights in sections; and the establishment of a Sectional Titles' Regulation Board.
Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003)	Provides for the establishment of the following: a. South African Spatial Data Infrastructure (SASDI), a national policy, and an institutional and technical framework aimed at improving accessibility of quality geospatial information through coordination and sharing of data across all organs of state and other stakeholders. b. The Committee for Spatial Information (CSI) to oversee the implementation of the SASDI. c. Standards to promote sharing and integration of data and interoperability of systems. d. The Electronic Metadata Catalogue to promote access to spatial data to support planning, monitoring, and decision-making in areas such as land reform, urban planning, transport, infrastructure development, disaster management, coastal and marine planning.
Communal Property Associations Act, 1996 (Act No. 28 of 1996)	Intends to: • enable communities to form juristic persons, to be known as communal property associations to acquire, hold and

Act number and year	Purpose
	manage property on a basis agreed to by members of a community in terms of a written constitution; and • provide for matters connected therewith.
Property Valuation Act, 2014 (Act No. 17 of 2014)	Provides for the establishment, functions and powers of the Office of the Valuer-General; for the appointment and responsibilities of the Valuer-General; for the regulation of the valuation of property that has been identified for land reform as well as property that has been identified for acquisition or disposal by a department; and for matters connected therewith.
Electronic Deeds Registration Systems Act, 2019 (Act No. 19 of 2019)	Provides for electronic deeds registration, having regard to legislation regulating electronic communication and transactions; and for matters connected therewith.
Provision of Land and Assistance Act, 1993 (Act No. 126 of 1993)	Provides for the designation of certain land, the regulation of the subdivision of such land and the settlement of persons on it. Additionally, it provides for the acquisition, maintenance, planning, development, improvement and disposal of property and the provision of financial assistance for land reform purposes.
Restitution of Land Rights Act, 1994 (Act No. 22 of 1994)	Provides for the restitution of rights in land to persons or communities dispossessed of such rights after 19 June 1913 because of past racially discriminatory laws or practices. To administer this task, the act provides for the establishment of a Commission on Restitution of Land Rights and a Land Claims Court, and for matters connected with land restitution.
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Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003)	Provides for the establishment of the following: a. South African Spatial Data Infrastructure (SASDI), a national policy, and an institutional and technical framework aimed at improving accessibility of quality geospatial information through coordination and sharing of data across all organs of state and other stakeholders. b. The Committee for Spatial Information (CSI) to oversee the implementation of the SASDI. c. Standards to promote sharing and integration of data and interoperability of systems. d. The Electronic Metadata Catalogue to promote access to spatial data to support planning, monitoring, and decision-making in areas such as land reform, urban planning, transport, infrastructure development, disaster management, coastal and marine planning.
Spatial Planning and Land Use Management Act (SPLUMA), 2013 (Act No. 16 of 2013)	Provides to bridge the racial divide in spatial terms and to enable transformation of the settlement patterns of this country in a manner that gives effect to the key constitutional provisions, by the introduction of a new approach to spatial planning and land use management, based on the following instruments:

Act number and year	Purpose
	a. Development of principles, norms and standards that will guide spatial planning, land use management and land development throughout the country by every sphere of government. b. Spatial development frameworks to be prepared by national, provincial and local government. c. Municipal wall-to-wall land use schemes to manage and facilitate land use and land development. d. Land development management procedures and structures.
Transformation of Certain Rural Areas Act, 1998 (Act No. 94 of 1998)	Provides for the transfer of certain land to municipalities and certain other legal entities; the removal of restrictions on the alienation of land; matters regarding minerals; the repeal of the Rural Areas Act, 1987 (Act No.9 of 1987) and related laws; and for matters connected therewith.

Table 2: Planned legislation

Planned legislation for approval
• Electronic Deeds Registration Systems Amendment Bill, 2025 • Land Survey Amendment Bill, 2025 • Equitable Access to Land Bill, 2025 • Communal Land Bill, 2026 • Rural Development Bill, 2026 • Integrated Geospatial Information Bill, 2026

2. Updates to institutional policies and strategies

Table 3: DLRRD approved policies

Name of policy	Aim/purpose
White Paper on South African Land Policy	To provide a framework guiding the development of land reform policies, legislation, systems, land use and land development.
State Land Lease Disposal Policy	To guide the leasing and disposing of immovable assets of the State vested in the department.
Land Donations Policy	To provide a framework to respond to the various forms and configurations in which land donations are made.
Beneficiary Selection and Land Allocation Policy	To provide for a uniform, fair, credible, and transparent process and criteria for the selection of beneficiaries for land allocation or leasing of state properties.
Strengthening of Relative Rights for People Working the Land Policy	To empower the people working the land to acquire shares in farming enterprises and bring about economic transformation of the agricultural sector.
Policy Framework for Recapitalisation Programme	To provide black emerging farmers with the social and economic infrastructure and basic resources to run successful businesses.
Policy for Proactive Land Acquisition Strategy	The approach is primarily pro-poor and is based on purchasing advantageous land for various land uses, i.e., settlement/housing, agriculture, commercial development, etc.
Communal Property Association Policy	To restore ownership of communal land to the communities themselves and clearly define the roles of executive committees, traditional authorities, communities, and the State.
Norms and Standards for Designated Groups	To provide the basis to measure the progress and impact of departmental programmes on designated groups, i.e., access to

Name of policy	Aim/purpose
	land, finance/credit, infrastructure, equipment, production inputs, information, training, and capacity development.
Agricultural Land Holding Account Policy (ALHA)	The trading entity account is established to implement and manage the Proactive Land Acquisition Strategy (PLAS) for the acquisition of strategically located land, development thereof, management and disposal of such properties at a later stage. The policy enables the trading account to manage and implement the strategy by developing accurate and implementable systems and processes, therefore enabling the farmer/beneficiary to farm in a productive manner.
The Comprehensive Rural Development Programme (CRDP), 2009	Aims to achieve social cohesion and develop rural areas by improving access to basic services, business development, and industrial development in villages and rural towns. The comprehensive and integrated multisectoral programme contributes to improving the social and economic lives of people living in rural areas.
The Integrated Rural Development Sector Strategy (IRDSS), 2023	The IRDSS provides a guiding framework and principles for executing the national government's vision and strategies relating to rural development and revitalisation of the rural economy. This will be executed through various sector programmes of government implemented through the: District Development Model (DDM) and Rural Development Sector Plans (RDSPs.
Revised National Rural Youth Service Corps (NARYSEC) Policy	It acts as a guide to how the department must implement the NARYSEC programme within the context of youth empowerment in rural development.
Infrastructure Development in Rural Areas Policy, 2023	Seeks to facilitate, coordinate, and provide oversight on the implementation of infrastructure development. The policy addresses the infrastructure challenges created by the colonial and apartheid governments and builds on the work of the Reconstruction and Development Programme (RDP) (1994) and other strategies such as the August 2009 Cabinet-approved Comprehensive Rural Development Programme (CRDP).
Standard Operating Procedures: on the Infrastructure Development in Rural Areas, 2023	The manual outlines operational policies and procedures that are necessary to implement and manage infrastructure procedures for the development of infrastructure in rural areas including new guidelines for the provision of infrastructure in support of the development of Farmer Production Support Units (FPSU).
Monitoring of Payments Policy	Aims to support the standardisation processes in the monitoring of payments and establish a practical and holistic approach that can be implemented across the offices of the Commission on Restitution of Land Rights (CRLR).
Options Workshop Policy	Seeks to support the settlement of claims for restoration purposes by providing direction and guidance on salient and paramount issues during on-the-ground implementation of the settlement process.
Payment of Minors Policy	Seeks to ensure that the interests of a child are paramount and that the precepts of the Constitution and Children's Act are adhered to.
Quality Assurance Policy	The policy will enable the CRLR to maintain consistent and transparent levels of service, while complying with the necessary legislative and regulatory requirements.
Recreation of Missing Files Policy	This policy seeks to ensure that the CRLR is acting in accordance with legislature that stipulates that public records must be classified

Name of policy	Aim/purpose
	and stored so that they are easily accessible, thereby facilitating transparency, accountability, and democracy.
Settlement of Land Claims Policy	To deal with the settlement of land claims through various available instruments and seek to support the settlement of claims for restoration purposes by providing direction and guidance.

Table 4: Planned policies

Name of policy
• Communal Land Tenure Policy 25/26
• Rural Development Policy, 2025/26

3. Relevant court rulings

There are currently no court rulings.

PART B: OUR STRATEGIC FOCUS

Vision

Equitable land access, security of tenure and sustainable development to drive economic growth and thriving rural communities.

Mission

To facilitate economic growth, focusing on integrated land administration, land reform, and rural development.

Values

- Diversity
- Leadership
- Respect
- Responsiveness
- Dedication

Outcomes

- Improved governance and modernised service delivery
- Inclusive, modernised and integrated land administration
- Redress and equitable access to land
- Integrated and inclusive rural economy

1. Situational analysis

1.1 External environment analysis

The newly established DLRRD focuses on three key strategic programmes, namely: Land Reform, Land Administration and Rural Development. Guided by inputs gathered from the external and internal environments, the situational analysis of these key strategic programmes seeks to respond to the priorities of government.

Land reform landscape

The democratic breakthrough introduced a constitution that entrenched land reform in sections 25(5), (6) and (7). Section 25(5) of the Constitution of the Republic of South Africa enjoins the State to take reasonable measures to ensure equitable access to land to redress the injustices of the past, as well as skewed land ownership patterns and provide security of tenure.

In 1997, government adopted the White Paper on Land Reform, which serves as the Land Reform Policy Framework to address equitable access to land, land security of tenure and redress. The white paper reflects on the interpretation of land-related clauses contained in the Constitution; how to respond appropriately to the widely differing needs and aspirations of people for land, in both urban and rural areas, in a manner that is both equitable and affordable, and at the same time contribute to poverty alleviation and national economic growth. To that extent, various pieces of legislation were promulgated:

- Restitution, effected through the Restitution of Land Rights Act, 1994 (Act No. 22 of 1994), provides redress to those who were dispossessed of land rights through racially discriminatory laws;
- The Provision of Land and Assistance Act, 1993 (Act No. 126 of 1993) (amended) provides the acquisition, planning, development, improvement and disposal of property and the provision of financial assistance for land reform purposes; to provide for the

maintenance of property for land reform purposes; and to provide for matters connected there with.

- Redistribution relies on the Land Reform: Provision of Land and Assistance Act, 1993 (Act No. 126 of 1993) and being implemented for the acquisition of land through various instruments such the Proactive Land Acquisition Policy (PLAP) for leasehold, and allocation of land through the Beneficiary Selection and Land Allocation Policy (BSLAP);
- The development of land redistribution and communal tenure policies and bills to enhance the redistribution of land to ensure equitable access to land and security of tenure as per the provisions of the Constitution;
- Land reform support: Coordination with various departments and state organs to address all land reform support informed by various land needs in the country;
- The White Paper describes "Land Development" as any procedure aimed at changing the use of land for the purpose of using the land mainly for residential, industrial, business, small-scale farming, community or similar purposes as outlined in the Development Facilitation Act, 1995 (Act No. 67 of 1995); and
- Tenure reform is implemented through various pieces of legislation such as the acquisition of land in terms of the Extension of Security of Tenure Act (ESTA), 1997 (Act No. 62 of 1997) as amended, Land Reform (Labour Tenants) Act (LTA), 1993 (Act No. 3 of 1996), Land Donations Policy, etc.

The South African democratic government set out a target to redistribute 30% (24,7 million ha) of agricultural land by 2014, and the target has been integrated into the NDP. The 2017 Land Audit Report depicted the reality and extent of continued inequality, albeit only from data drawn from land registered by individuals at the Deed's Registry (excluding those registered as trusts and companies). It clearly illustrated the inequality by showing that of the total 39% of agricultural land owned by individuals in the country, 72% is owned by Whites; 15% by Coloureds; 5% by Indians; 4% by Africans; 3% by non-specified owners; and 1% by co-owners. An added challenge was that women were found to own only 13% of the land.

The department has, to date, acquired over 9,2 million ha of land through various government-driven land reform programmes such as Land Redistribution and Tenure Reform (5,3 million ha) and Restitution (3,9 million ha) as they form the backbone of land reform.

White Paper on Land Reform introduced the first land redistribution programme of the democratic government called Settlement Land Acquisition Grant (SLAG) which was benchmarked on the Reconstruction and Development Programme (RDP) housing subsidy of R15,000.00 per individual. It focused mainly on individuals who needed land for human settlement, commonage and livelihoods. The limited amount of subsidy led to individuals grouping themselves to acquire farms for agricultural purposes. Large groups failed due to conflicts and varied interests.

Land Redistribution for Agricultural Development (LRAD), which was introduced to replace SLAG, was a blended finance scheme instrument in which the government grant would be supplemented with a matching contribution by beneficiaries, which could include loan funding from banks. LRAD was a move from the large group approach to a more individualistic or familial approach. Unfortunately, LRAD beneficiaries became indebted to banks and in some instances, government had to bail them out by recapitalising the farms and, in other instances, farms were lost to banks' foreclosure due to failure by beneficiaries to service their loans.

In 2007, the Proactive Land Acquisition Strategy (PLAS) was introduced to proactively identify, acquire, warehouse, develop and transfer strategically located land to beneficiaries. The Proactive Land Acquisition Policy (PLAP) was approved in 2009 and marked a major policy shift - in the main, moved away from freehold tenure to leasehold. To this extent, out of the 5,3 ha acquired by the department under land redistribution programme, 2,4 million ha of land was acquired through the PLAS programme.

The lesson learned is that one land redistribution instrument will not be able to effectively address the diverse land needs, therefore land redistribution programme must employ various land redistribution instruments with various secured tenure options to address diverse land needs.

The racial segregation of the previous dispensation in South Africa led to massive socio-economic disparities that adversely affected the majority of the Black population, leading to loss of security of tenure, assets, productivity and markets. The impacts of dispossession also included deprivation and alienation from cultural, sentimental, spiritual and symbolic connections to the land. The economic and psychological scars of racial segregation remain today, and the land restitution programme is a crucial step towards redress.

The functions of the commission are to receive claims, investigate and recommend an award, which includes an attempt to resolve land claims through negotiation and/or mediation, or otherwise refer the claims for adjudication to the Land Claims Court. From the claims lodged by 31 December 1998, 83,575 have been settled. As part of land restoration, 3,9 million ha of land were restored to beneficiaries at a cost of R26,6 billion. An additional R27,2 billion was used for financial compensation claims, i.e., claims involving financial compensation. Moreover, R5,5 billion earmarked for development grants was allocated to beneficiaries of land restitution, utilising section 42C of the Restitution of Land Rights Act, 1994 (Act No. 22 of 1994). These are made up of over 2,3 million individual beneficiaries who are members of the 467,651 households. Of those, 180,911 are female-headed households and 1,281 are households headed by persons living with disabilities. In 2014, a second lodgement period was launched, which was meant to start from 1 July 2014 to 30 June 2019. However, this lodgement was stopped on 28 July 2016 after the Constitutional Court ruled in favour of the amendment legislation that declared lodgement unconstitutional and subsequently interdicted both the processing of over 163,000 claims already lodged and any further lodgement of claims.

The CRLR has a total of 5,719 old order claims as of 30 September 2024. All these claims need to be processed for settlement. The 5,719 outstanding pre-1998 claims would cost approximately R46 billion, excluding the running costs of the commission. The budget allocation for each financial year has an impact on the number of claims to be settled and finalised. It is crucial that there is sufficient funding for the actual process of land restitution, which includes ring-fencing the commission's budget that is currently included in the DLRRD's budget.

Despite several measures, including policy development to deliver and fast-track land reform, the following challenges are faced:

- Resistance or reluctance to avail land for land reform purposes: Popularise and create awareness on land reform, its objectives and how the landowners can contribute (Land acquisition/purchase and land donations);
- Reduced budget: Prioritise land reform as a key programme of the department;
- Exorbitant land prices: Use just and equitable compensation as per the Property Valuation Act (PVA), 2014 (Act No. 17 of 2014) and Expropriation Act, 2024 (Act No.13 of 2024); and
- Land invasions on state land: Work with communities, other State organs, and the security cluster.

Land Administration Landscape

The department operates in a fragmented spatial planning environment where uncoordinated government programmes hinder the effectiveness of the National Spatial Development Framework (NSDF). This lack of integration across different spheres of government creates inefficiencies in land use management and resource allocation. Addressing these challenges requires stronger intergovernmental coordination and governance to ensure alignment with national spatial objectives and improve the overall planning landscape.

Implementation of the SPLUMA depends heavily on cooperation between all government levels, as directed by the Intergovernmental Relations Governance Framework Act, 2005 (Act No. 13 of 2005). However, current governance platforms such as MINMEC and MINTECH lack formal mechanisms to integrate spatial planning effectively, limiting the Act's impact. To enhance SPLUMA's effectiveness, formal structures need to be established within these forums to ensure better collaboration and integration.

At the municipal level, several challenges hinder effective spatial planning, including limited financial and human resources, insufficient planning tools, and governance issues. These challenges result in poor by-law enforcement and uncontrolled developments. The department aims to strengthen municipal capacity through targeted support, technical assistance, and capacity-building efforts, ensuring more consistent and effective implementation of spatial planning policies.

Beyond direct support to municipalities, the department plays a key role in shaping land use and spatial planning policies and legislations, including the development of tools like the NSDF, spatial development frameworks, and rural land use regulations. Through structured platforms such as the National SPLUM Forum and initiatives like the Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003), the department fosters coordination, improves data management, and promotes the use of technologies such as drones and spatial data tools. These efforts support informed decision-making, sustainability, and integrated development, contributing to an inclusive and resilient spatial planning system aligned with national growth goals.

Through the Deeds Registration Trading Entity, the department registers and maintains land records and is transitioning to a digital Electronic Deeds Registration System (eDRS). This will streamline processes while allowing manual and digital systems to operate concurrently during the transition. Section 2 of the Electronic Deeds Registration Systems Act (EDRSA), 2019 (Act No. 19 of 2019) authorises the Chief Registrar of Deeds (CRD) to establish, develop, and maintain an eDRS. The CRD is empowered to issue directives specifying the functional and technical requirements of the eDRS. This system facilitates the electronic preparation, lodgement, registration, execution, and storage of deeds and related documents, thereby modernising and streamlining the land registration process through information and communication technologies (ICT).

This introduction of the eDRS marks a significant advancement in South Africa's land registration, offering improved security, reduced turnaround times, enhanced accuracy, and nationwide access to registration services. It also supports electronic execution of deeds, eliminating the need for physical appearances before the Registrar of Deeds, thus increasing efficiency and reducing opportunities for corruption. In accordance with Section 7 and Regulation 84 of the Deeds Registries Act (DRA), 1937 (Act No. 47 of 1937), the department operates a trading account/entity that collects all revenue, from which operational costs and salaries are paid. All government departments are required to pay prescribed fees for services rendered through the deeds registration system.

Over the medium term, a significant legislative shift is anticipated, with the repeal of outdated legislation such as the DRA and the eDRSA. The department aims to implement a fully operational electronic deeds registration system (eDRS), in line with the mandates of these acts. Service expansion will include the establishment of a new Deeds Registry Office in Mahikeng, and legislative amendments to empower regional offices like South Gauteng. The department is also preparing for the implementation of the Communal Land Bill and the creation of sub-deeds registries.

To address operational challenges, the department has laid out a series of interventions. These include addressing language difficulties in deeds drafting, managing the economic downturn's impact on deed lodgements, and mitigating system performance issues. Furthermore, change management and staffing adaptations are being made to support the implementation of the eDRS and area alignment programmes. This includes filling critical vacancies within budget constraints and developing succession plans to retain institutional knowledge, especially as many experienced officials near retirement. In addition, the redesign of the Deeds Registration Trading Entity will align its structure with strategic goals and enhance public access to information. A dedicated communications unit will improve stakeholder engagement, while digital service channels will enable clients to access information and submit documentation via email. These initiatives collectively support the department's commitment to efficient, transparent, and user-focused service delivery in the deeds registration sector.

The National Geomatics Management Service (NGMS), under DLRRD, is mandated by the Land Survey Act, 1997 (Act No. 8 of 1997) to regulate land surveying in South Africa. Its key responsibilities include managing cadastral survey documents, providing cadastral data, and overseeing survey regulations to support land reform, secure land tenure, and drive economic development. NGMS also maintains the National Control Survey System, produces national maps, acquires aerial imagery, and provides essential geospatial information for planning and development. To support its geospatial infrastructure, NGMS is expanding and modernising the TrigNet network, which delivers Global Navigation Satellite System (GNSS) services through a nationwide system of Continuously Operating Reference Stations (CORS). This infrastructure supports public and private sector surveying, mapping, navigation, and scientific research. The department is also investing in the ongoing acquisition of high-resolution digital aerial imagery and accelerating the digitisation of historical aerial photography to improve data access and decision-making capabilities.

The department recognises the critical need for skilled personnel and has invested in capacity building through its Special Bursary Scheme, helping young professionals from disadvantaged backgrounds to enter the geomatics field. NGMS continues to update the national map series with most detailed surface records supported by the Map Aware outreach programme to educate and engage stakeholders and underserved communities. These resources, alongside cadastral spatial data and property diagrams, form the foundation for national spatial planning. To improve access to geospatial data, the department is enhancing its digital platforms and supporting municipalities in effective data usage. It is also modernising the Cadastral Survey System to ensure up-to-date, accurate, and integrated information across sectors. Looking ahead, the department aims to establish a Government Component (GC) as a digitally enabled land administration entity. This transformation is expected to improve service delivery, reduce duplication, and enable secure, efficient access to cadastral and geospatial information in support of sustainable development.

The land administration programme identified the following challenges and proposed mechanisms to address them over the planning period:

- Language Barriers: Issues with language in drafting deeds documents will be addressed through collaboration between Legal Support, Deeds Training, and Language Services;
- Economic Impact: The economic downturn has led to a decline in Deeds lodgements, which is beyond the department's control;
- System Downtime: Frequent system slowdowns are affecting turnaround times;
- Human Resources: Change management support has been initiated, including repurposing of vacant positions and recruitment within budget limits. Change management is needed due to the implementation of the eDRS and the alignment programme; and
- Succession Planning: The lack of a succession plan poses a risk due to impending retirements. The department will coordinate with Corporate Support Services to ensure continuity of service delivery.

Rural development landscape

The post-1994 democratic State "inherited a divided nation, with high poverty levels, inequalities, discriminatory practices and inequitable distribution of income"[1] and the triple challenges continue to have a persistent adverse impact despite many positive and successful trends in development.[2] However, in the last 30 years, the government has prioritised rural development through the NDP, 2030 (2012), Integrated Rural Development Sector Strategy (IRDSS) (2023) and CRDP (2009).

[1] Department of Planning, Monitoring and Evaluation (DPME), 2014, **20 Year Review 1994-2014**, Government of South Africa, Pretoria

[2] Department of Planning, Monitoring and Evaluation (DPME), 2016, **Phakisa on Agricultural Transformation, Land Reform and Rural Development Framework Document** [available online:http://www.dpme.gov.za/news/Documents/DEVELOPMENT%20INDICATORS1%202014%20FOR% 20WEB.pdf p. 1;]

Chapter 6 of the NDP (Inclusive Rural Economy) identifies four key guiding points for effective rural development:

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

According to the World Bank, South Africa's rural population for 2023 was 18,837,844, a decline of 0,67% from 2022. The rural population has been steadily declining by 15% since 1994, from 46% to 31% of the total population in 2023.[3] Rural areas are characterised by neglected ecological infrastructure and degraded natural resources. This is especially true in the rural areas where, notwithstanding the range of policy instruments, programmes and projects implemented by government, poverty, high unemployment, and inequality remain defining features. The 30-year Review Synthesis Report by the Presidency and the DPME laments at least 30 times that a key problem in all spheres of government is poor coordination of policies, programmes, planning, and budgeting.[4]

In the 2021 report, the United Nations Children's Fund[5] stated that rural areas had suffered the greatest, and this particularly intensified during the COVID-19 pandemic. This has shown in the statistical increase of stunting (one in three) and malnutrition among children under five years. Rural areas have significantly higher stunting rates (27%) than urban areas (24%).[6] Food and nutrition security are central to the achievement of the Sustainable Development Goals (SDGs) adopted by 193 countries around the world in 2015, including South Africa.

Local industrialisation has not been adequate in rural areas, whereas development has been blooming in urban and even peri-urban areas. Agriculture is often equated with primary production, and thus failure to link that to profitable linkages of input and output markets, financial services and value-adding sectors, such as tourism, hospitality, forestry, fisheries, environment, renewable energy, mining, and natural resource beneficiation enterprises can only serve to further perpetuate the status quo.

Infrastructure development in the rural areas must be geared to support the changing shape of all strategic sectors driving the rural economy and other sustainable industrial activities. The existing institutional rural infrastructure development framework also remains highly fragmented, with limited horizontal and vertical coordination of rural development funding, projects and services of government actors and non-government stakeholders. This results in gaps, duplication, overlaps, wastage, and other inefficiencies. Gaps in technology still exist,

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[3] World Bank, 2023, Agriculture and Rural Development data: South Africa, [available online: https://data.worldbank.org/topic/agriculture-and-rural-development?locations=ZA&view=chart]

[4] The Presidency and the Department of Planning, Monitoring and Evaluation, 2024: Towards a 30-year review of South Africa's Democracy: 1994-2024, Synthesis report on the implementation and impact of government programmes in South Africa, Government of South Africa, Pretoria

[5] UNICEF, 2021, Child Nutrition Report: Fed to Fail? UNICEF, New York

[6] StatsSA, 2022, [available online: https://www.statssa.gov.za/?page_id=739&id=5]

particularly technology aimed at improving the livelihoods of rural farming communities. The deployment of technologies to rural areas still has not been scaled up.

DLRRD is also mandated to lead and serve as a strategic nerve centre for coordination of implementation of multisectoral strategies, policies and programmes contributing to socio-economic development of rural communities through the six multi-sectoral priorities outlined in the IRDSS aligned to the CRDP for revitalisation of rural development and the economy as (i) infrastructure, (ii) enterprise development and industrialisation, (iii) skill development, (iv) provision of basic services, (v) tenure security, land and agrarian reform, and (vi) community and social services.

Furthermore, infrastructure development in the rural areas must be geared to support the changing shape of all strategic sectors driven by the rural economy and other sustainable industrial activities. The existing institutional rural infrastructure development framework also remains highly fragmented, with limited horizontal and vertical coordination of rural development funding, projects and services of government role players and non-government stakeholders. This results in gaps, duplication, overlaps, wastage, and other inefficiencies.[7] Gaps in technology still exist, particularly technology aimed at improving the livelihoods of rural farming communities. The deployment of technologies to rural areas still has not been scaled up.

The implementation of the rural development sector plans (RDSPs) has been challenging for the department, primarily due to the lack of spatial information on projects and programmes from sister departments. These plans were originally initiated to track the impact of all departmental projects across the CRDP sites and to identify new areas for intervention. A secondary purpose was to ensure alignment with provincial and district-level plans, promoting coherence across multiple levels of governance.

Department stakeholder analysis
DLRRD requires a multi-stakeholder approach across government, private sector, civil society, and academia. Effective coordination, collaboration, and integration are essential to overcome persistent rural challenges and to deliver sustainable, inclusive development. Stakeholders across various levels play a vital role in supporting DLRRD in achieving spatial planning, rural development, land reform, and deeds registration outcomes. Their collaboration ensures integrated planning, effective implementation, and better service delivery.

[7] South African Institute of Civil Engineering, 2022, SAICE Infrastructure Report Card, available online[https://saice.org.za/downloads/SAICE-2022-Infrastructure-Report-Card.pdf]

Below are some of the stakeholders the department collaborates with:

Table 5: DLRRD stakeholders

National Level Stakeholders	Provincial Level Stakeholders	Local Level Stakeholders	Academic and Research Institutions	Private Sector, Civil Society and SOEs
DPME; National Treasury (NT); Department of Cooperatives Governance (DCoG); Department of Human Settlement (DHS); Department of Agriculture; Department of Small Business Development (DSBD); Department of Defence (DOD); National Department of Tourism (NDT); National School of Government (NSG) Department of Public Works Departments of Water and Sanitation (DWS); National Department of Employment and Labour (DEL); Department of Higher Education and Training (DHET); Agricultural colleges; Department of Science Technology and Innovation (DSTI); Department of Basic Education (DBE) Conveyancers Department of Justice (DoJ) Statistics South Africa (Stats SA) Department of Forestry, Fisheries and the Environment (DFFE) Department of Social Development (DSD)	Provincial Departments of Economic Development and Tourism; Provincial Departments of Social Development Provincial CoGTA Traditional Leadership; Provincial Department of Agriculture (PDA)	Metropolitan and district municipalities; District Development Models (DDMs); National House of Traditional Leaders Local councils; Municipalities; Community organisations; and South African Local Government Association (SALGA) Farmers; Landowners; and Municipal Infrastructure Support Agent (MISA)	Universities Council of Scientific and industrial Research (CSIR); Development Bank of Southern Africa; Cities Network; and Agriculture; Research Council (ARC)	Organised business Civil Society Organisations (CSO) Professional bodies Non-Governmental Organisations (NGO); Banking Associations of South Africa (BASA); Public-Private Partnerships (PPP); Industrial Development Corporations (IDC); Companies and Intellectual Property Registration Office (CIPRO); SENTECH; Construction Industry Development Board (CIDB); Industrial Development Cooperation (IDC); African Development Bank (ADB); Sector Education and Training Authority (SETA); Quality Council for Trades and Occupations (QCTO); National Youth Development Agency (NYDA);

National Level Stakeholders	Provincial Level Stakeholders	Local Level Stakeholders	Academic and Research Institutions	Private Sector, Civil Society and SOEs
				Coega Development Corporation (CDC); Petroleum Oil and Gas Corporation of South Africa (PETROSA); South African Revenue Services (SARS); State Information Technology Agency (SITA); Technical and vocational education, Training (TVETs); Private sector (e.g., Bidvest, DEFY); South African National Roads Agency (SANRAL); and Master High Court.

1.2 Internal environmental analysis

Background to the formation of the new DLRRD

Following the 2024 national and provincial elections, President Cyril Ramaphosa made certain changes to the national government portfolios to ensure that there is sufficient focus on key issues. The president appointed a new Cabinet, resulting in the separation of the former Ministry of Agriculture, Land Reform and Rural Development into two distinct ministries: (i) Agriculture and (ii) Land Reform and Rural Development. Considering the challenges that the country faces and the electoral mandate the government must implement, some ministries were changed. The change was formalised through Proclamation 188 of 2024, which necessitates that each department undertakes its own strategic planning to define its strategic and operational directions. The strategic and operational directions for the new DLRRD will be premised on the new mandate and the Statement of Intent (SOI) that lays the foundational principles in line with the 2024–2029 MTDP agreed upon by the Government of National Unity (GNU).

The key priorities of the Seventh Administration as highlighted in the Opening of Parliament Address (OPA) by the president are as follows:

- Strategic Priority 1: Drive inclusive growth and job creation;
- Strategic Priority 2: Reduce poverty and tackle the high cost of living; and
- Strategic Priority 3: A capable, ethical, and developmental state.

DLRRD conducted its strategic planning workshop to develop a new strategic plan for 2025–2030 and the session was a facilitated process.

The workshop reflected on the challenges and the current state of delivery in driving economic growth and ensuring access to land reform, sustainable rural development and effective land administration, and security of tenure. The other purpose was to contextualise the department's work and its external environment, including a deeper understanding of partnerships and collaborations, and agree on the strategic direction over the next five years. The primary objective of the workshop was to engage on the department's priorities in relation to the Seventh Administration's MTDP, which would lead to the development of a five-year strategic plan (2025–2030) and an annual performance plan (2025/26) aligned to the DPME Framework.

In that regard, the Department of Public Service and Administration (DPSA) led the NMOG process and was tasked to assist the department to separate Agriculture from Land Reform and Rural Development with identification of functions, resources, and budget that need to be transferred to DLRRD.

The NMOG programme was established in July 2024 and is expected to complete its work in current financial year. The purpose of the NMOG was to:

- establish ministries and departments;
- transfer of the administration of legislation by the president to ministers (proclamation);
- renaming, splitting, establishment, and disestablishment of departments;
- establishment of workstream members.

Five workstreams were established, namely:

Table 6: Workstreams

Workstream 1	Workstream 2	Workstream 3	Workstream 4	Workstream 5
Macro Organisation Support and HRM	Finance and Planning	Infrastructure and ICT	Legal Administrative Support	Change Management and Transversal Project (Communication, PSCBC Coordination, etc.)
Convener: DPSA	Convener: NT and DPME	Convener: DPWI and DPSA	Convener: DPSA and The Presidency	Convener: The Presidency, GCIS, and DPSA

The DALRRD developed its internal departmental NMOG process and identified members and responsibilities for each workstream.

Departmental workstream one: Human Resource Management, Organisational Design, and Labour Relations conducted the analysis of functions and content. The workstream transferred functions in terms of their mandates; and the proposed start-up macro-structure was compiled and signed off by the Minister. All former DALRRD employees have been transferred to either DLRRD or DoA.

The Human Resources (HR) Workstream has concluded its work with the exception of employee grievances which are still being resolved through the GPSSBC. To ensure a seamless transition of the DLRRD and DoA, the departments have signed a memorandum of understanding. This will enable continuity in operations after the split; address outstanding procedures; and finalise the mandatory reporting for the financial year 2024/25. DLRRD has also embarked on a review and realignment project to ensure that the human resource capacity is adequate and placed at the point where service delivery is required. This project will commence with a comprehensive situational analysis followed by an organisational design process. The project will be concluded within the current financial year.

Departmental workstream two: The workstream identified and reallocated budgets for both departments to ensure financial continuity and functionality of newly formed and restructured departments. This included the costing of transferred functions, including staff, assets, and operational needs. The workstream also aligned financial planning with the new departmental mandates and structures.

Departmental workstream three: The workstream analysed the asset register, building, and accommodation needs of the new departments, including auditing of ICT systems and those that should be ring-fenced for transfer. A detailed desktop analysis was successfully conducted for the infrastructure and ICT. Sufficient office accommodation was identified for both departments. The physical final split of the ICT environments into two functional and operational departmental ICT environments is estimated to be completed by the end of July.

Departmental workstream four: The workstream was established to focus on identifying a list of legislation that must be assigned to the ministers of Agriculture; and Land Reform and Rural Development for the proclamation purpose. The workstream also identified policies for both departments. The legal workstream has audited legal instruments guiding service delivery of the two department.

Departmental workstream five: Organised labour at the level of the PSCBC was engaged to establish a national implementation task team to oversee the NMOG process; followed by the engagement of the affected employees. The workstream developed a change management project plan after which the department appointed change champions who were trained by the DPME in February 2025. The workstream also developed the NMOG brief, an internal newsletter to keep the staff updated in the departmental NMOG process.

Despite several challenges experienced during the NMOG process; the DLRRD and DoA were positioned to operate as fully functional departments as of 1 April 2025. While the transition continues to require careful monitoring and support, the foundational work completed under the NMOG 2024 process provides a strong basis for institutional stability, service delivery improvement, and long-term organisational sustainability.

SWOT ANALYSIS

STRENGTHS

Strong legislative and policy framework;
Experienced and knowledgeable staff;
Political will and support;
Established land administration systems;
Resource availability;
Good governance structures;

WEAKNESSES

ICT and data challenges;
Fragmented and overlapping mandates;
Resource and budgetary constraints;
Leadership and governance issues;
Policy and implementation barriers;
Collaboration and coordination gaps.

OPPORTUNITIES

Departmental restructuring;
Enhanced collaboration and stakeholder engagement;
Leveraging technology and geospatial data;
Political will and support;
Availability of land and demand for rural development;
Renewed focus on rural development and youth employment;
Improved management and institutional efficiency;
Climate-smart and sustainable agriculture initiatives;
Increased public awareness and support.

THREATS

Financial constraints and budget cuts;
Corruption and political interference;
Leadership and skills deficiencies;
Policy uncertainty and governance issues;
Sectoral instability and social tensions;
ICT and infrastructure deficiencies;
Fragmented operations and lack of coordination;
External economic and geopolitical threats;
Social and racial tensions.

Figure 1: SWOT analysis

In addition to the SWOT analysis, a survey instrument was developed. The three most significant external challenges identified as factors that collectively contribute to operational difficulties are:

- Decision-making and role misunderstanding: The PSSCs have indicated challenges owing to the limited authority in influencing decisions, leading to intergovernmental friction. Additionally, some departments misunderstand or overlook the PSSCs' mandate, especially in land-related matters, which creates gaps in programme implementation;
- Stakeholder distrust and litigation: Stakeholders working with the department display a lack of trust and an undermining attitude towards government efforts, which can obstruct cooperation. Furthermore, there are frequent litigations against internal decisions, which complicates governance and delays progress; and
- Social and economic instabilities: The external social and economic challenges, including poverty, joblessness, and political interference. These issues hinder collaborative efforts and create instability, impacting long-term planning and implementation.

Furthermore, the responses from delegates on a broad range of issues and suggestions have been summarised as follows: delegations and accountability; decentralisation of functions; standard operating procedures; resource allocation and management; communication and coordination; performance management; and policy development.

Delegations and accountability

Delegations allocated to PSSCs should be revised to enhance accountability. This involves clearly defining the roles and responsibilities of PSSCs, to ensure accountability and robust implementation, and monitoring and evaluation mechanisms to track their performance.

Decentralisation of functions

Decentralising certain functions from the national department to provincial and local levels to reduce dependency on the national department. This can be achieved through the transfer of administrative decision-making powers to PSSCs, allowing them to manage resources and make decisions based on local needs and conditions.

Standard operating procedures

The PSSCs have indicated the need to improve SOPs to facilitate the enhancement of uniformity across operations. They need clear and consistent SOPs, particularly for implementing rural development programmes. In that regard, the existing SOPs should be reviewed to address any anomalies and ensure better accountability. This will help in standardising processes and reducing variability in service delivery.

Resource allocation and management

Adequate resources must be allocated to support the land reform programme and other mandates. This includes improving planning processes to consider baselines and available resources, ensuring that local governments have the necessary financial and human resources to carry out their functions. Effective resource management will help in achieving the objectives of decentralisation, such as improving the delivery of services and enhancing the citizens' quality of life.

Communication and coordination

Enhancing communication and coordination between national and provincial levels is essential for effective implementation. This involves moving beyond crisis management and engaging in proactive communication with provinces. Strengthening coordination will help in aligning national and local objectives, ensuring that local needs are integrated into national policies, and fostering a collaborative environment for service delivery.

Performance management

Implementing performance incentives for all staff can motivate and improve productivity. This includes setting clear performance indicators, providing training and development opportunities, and recognising and rewarding outstanding performance. Effective performance management will help in ensuring that staff members at all levels are committed to achieving the goals of the Delegation Framework.

Policy development

Developing comprehensive policies to guide the implementation of rural development initiatives is vital. These policies should be based on local needs and conditions, ensuring that they are relevant and effective. Policy development should involve stakeholder participation, including local communities, to ensure that the policies are responsive to their needs and expectations. By addressing these areas, operations can be significantly improved, leading to more efficient, accountable, and effective public service delivery.

Departmental priorities and interventions over next five years

Over the next five years, DLRRD will focus on developing and coordinating policies and programmes to accelerate land redistribution, strengthen tenure reform, and support spatial transformation. Central to this is the implementation of the Backlog Reduction Strategy, with a dedicated focus on resolving land claims lodged before 1998. In response to emerging opportunities and persistent challenges, the department has identified the following key priorities and interventions:

1. Strengthening political oversight and coordination for spatial planning

The department will establish a high-level political oversight structure to enhance coordination of SPLUM across all spheres of government. This structure will:

- foster alignment between national, provincial, and municipal spatial development priorities;
- improve accountability and transparency in spatial planning implementation;
- serve as a strategic platform for resolving bottlenecks, monitoring progress, and guiding the spatial transformation agenda;
- promote integration of spatial planning with broader national development objectives.

2. Expansion of the Land Planning Programme

The Land Planning Programme will be scaled up to support spatial integration in areas under traditional leadership. The department will:

- collaborate closely with traditional leadership institutions to incorporate these areas into Spatial Development Frameworks (SDFs);

- provide technical assistance and capacity building to traditional leaders;
- develop land use schemes that recognise customary land rights while aligning with national development plans;
- ensure these communities are included in infrastructure investment and economic development initiatives.

3. Implementation of the Drone Programme

To enhance land administration and spatial intelligence, the department will expand its Drone Programme to:

- improve spatial data collection, land use monitoring, and disaster response;
- enable rapid, cost-effective assessments using high-resolution aerial imagery;
- train municipal officials and traditional leaders in drone operations and data interpretation;
- integrate drone technology into spatial planning for improved decision-making and efficiency.

4. Establishment of the National Spatial Data Observatory

A National Spatial Data Observatory will be created to:

- centralise spatial data governance and facilitate evidence-based policymaking;
- enable collaboration between government, academia, and the private sector;
- offer tools for data analysis, trend monitoring, and policy impact evaluation;
- promote transparency, data sharing, and alignment of spatial planning efforts with national development goals.

5. Development of a National Geospatial Information Strategy

The department will develop a new Geospatial Information Strategy aligned with the United Nations Integrated Geospatial Information Framework (UN-IGIF). This strategy will:

- improve the quality, accessibility, and integration of geospatial data across sectors;
- support sustainable development through data-driven planning;
- promote the use of modern geospatial technologies, such as GIS and remote sensing;
- build capacity in geospatial sciences to support innovation and service delivery.

6. Modernisation and Expansion of National Geospatial Infrastructure

The department will prioritise the modernisation of the national geospatial infrastructure, including:

- Upgrading and expanding the Continuously Operating Reference Station (CORS) network, known as TrigNet, particularly into rural areas;
- Reducing system downtime to ensure continuous access to real-time GNSS services;
- Supporting accurate positioning and mapping services for government, private sector, and research communities; and
- Aligning geospatial data services with land reform and rural development needs.

7. Aerial Imagery and Archival Digitisation

The department will continue to:

- systematically acquire high-resolution (0.25m GSD) digital aerial imagery covering the entire country every four to five years;
- accelerate the digitisation of historical aerial photography (1926–2007) for preservation and public access; and
- improve turnaround times for processing and orthorectifying imagery and make this data available via web services to support spatial decision-making.

8. Transformation and modernisation of the Deeds Registration System

The department will focus on transforming and digitalising deeds registration to improve service delivery. Priorities include:

- Developing and implementing the Electronic Deeds Registration System (eDRS), including a portal for recording communal land rights;
- Drafting a new Deeds Registration Bill to replace outdated legislation and align with digital transformation objectives;
- Establishing new deeds registries and sub-registries to expand access, including a new registry in Mahikeng;
- Finalising jurisdictional realignment for provinces such as Gauteng, North West, and Northern Cape; and
- Ensuring that deeds and documents are registered and made available within seven working days, in line with legislative requirements.

Theory of Change

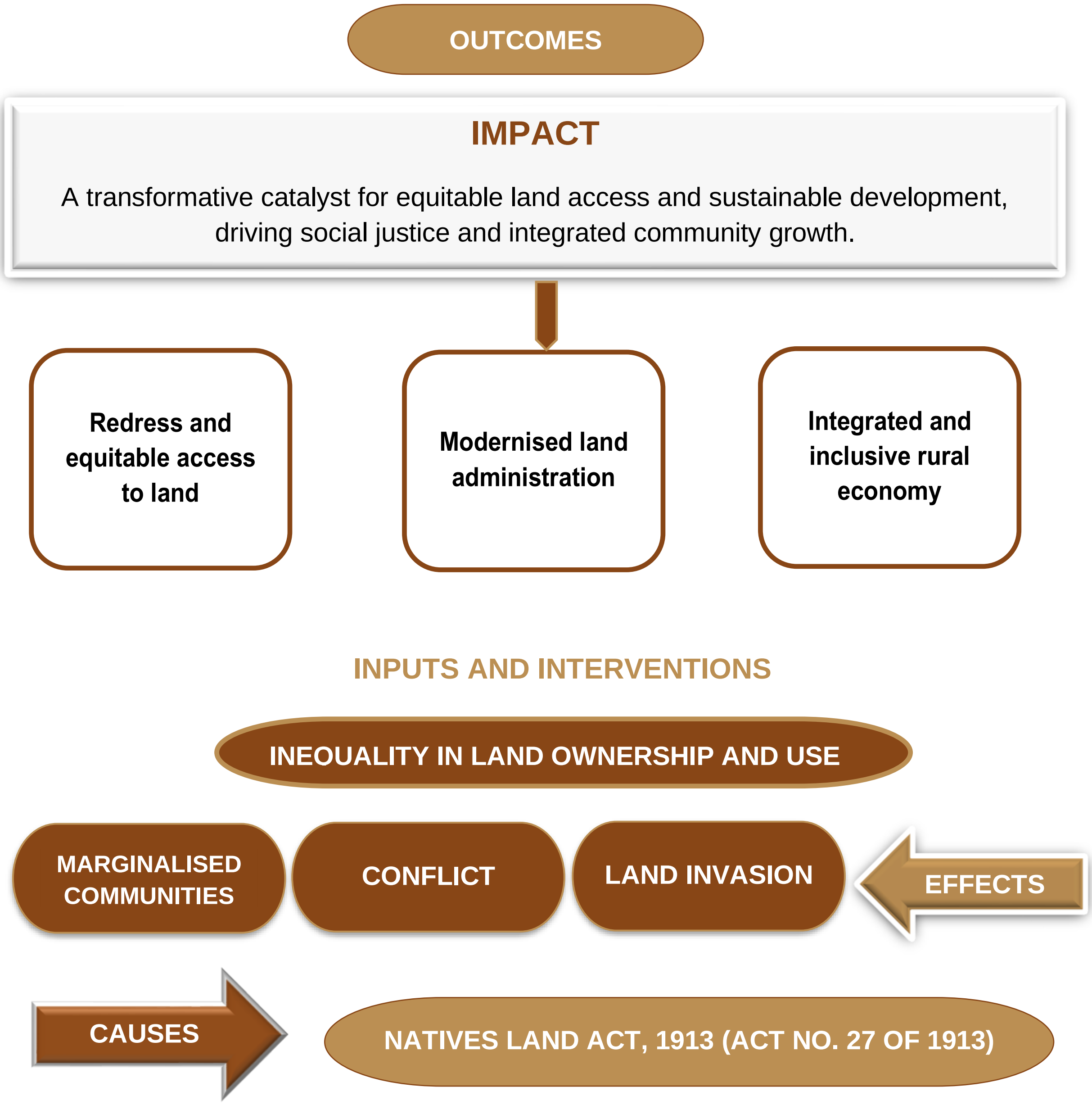
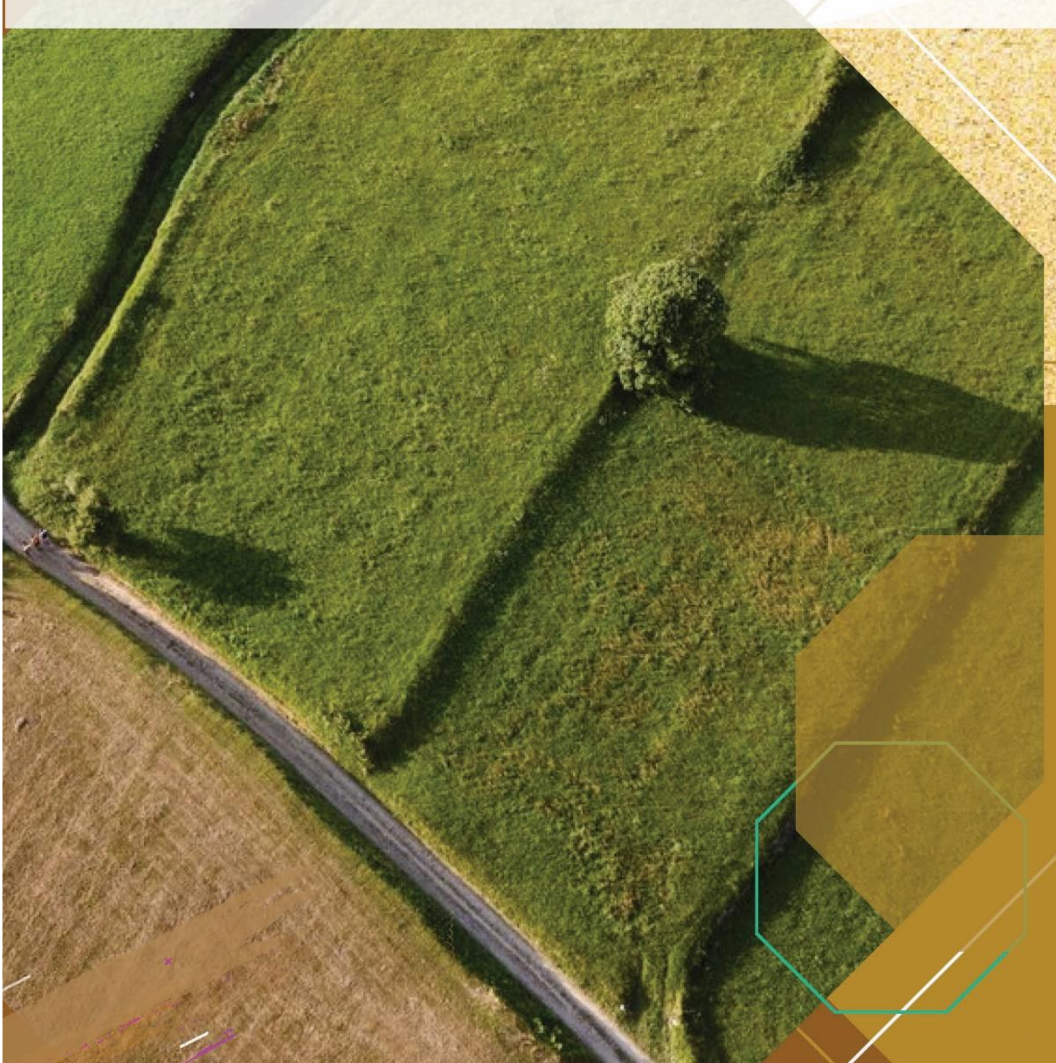


Figure 2: High level Theory of Change

PART C: MEASURING OUR PERFORMANCE



1. Institutional programme performance information

1.1. Programme 1: Administration

Table 7: Administration—institutional programme performance information

Programme name	Programme purpose	Subprogramme name	Subprogramme purpose
Administration	Provides strategic leadership, management, and support services to the department.	Ministry	Manages and renders a support service to the executive authority.
		Department Management	Manages and provides strategic direction to the department.
		Internal Audit	Evaluates the adequacy and effectiveness of internal controls, governance, and risk management of all business processes through specialised internal audit services.
		Financial Management Services	Provides the department with sound financial management.
		Corporate Support Services	Provides corporate support services.
		Provincial Operations	Oversees and coordinates provincial and district operations of the department.
		Office Administration	Provides office accommodation.

1.1.1. Outcomes, outputs, performance indicators and targets

Table 8: Administration—outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Outcome 1: Improved governance and modernised service delivered	1.1 Improved audit outcomes	1.1.1 Unqualified audit opinion	DAFF obtained a qualified and DRDLR unqualified audit opinion for	Qualified audit opinion on the 2021/22 annual financial statem	Unqualified audit opinion on the 2022/23 annual financial statements	Unqualified audit opinion on the 2023/24 annual financial statements	Unqualified audit opinion on the 2024/25 annual financial statements	Unqualified audit opinion on the 2025/26 annual financial statements	Unqualified audit opinion on the 2026/27 annual financial statements

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
			2019/20	ents was obtained					
	1.2 Compliance with government legislation and prescripts	1.2.1 Percentage of valid invoices paid within 30 days	95%	94%	95%	95%	100%	100%	100%
	1.3 Build institutional capacity	1.3.1 Departmental structure realigned	-	-	-	-	Realigned department structure approved by Minister	Implement Realigned department structure	Implement Realigned department structure
	1.4 Core departmental processes digitalised	1.4.1 Number of core departmental processes digitalised	-	-	-	-	1	1	1

1.1.2 Output indicators: annual and quarterly targets

Table 9: Administration—indicators, annual and quarterly targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
1.1.1 Unqualified audit opinion	Unqualified audit opinion on the 2024/25 annual financial statements	–	Unqualified audit opinion on the 2024/25 annual financial statements	–	–
1.2.1 Percentage of valid invoices paid within 30 days	100%	100%	100%	100%	100%
1.3.1 Departmental structure realigned	Realigned departmental structure approved by the minister	Project Plan Approved	Draft realigned Departmental structure developed	Realigned department structure approved by the minister	-
1.4.1 Number of core departmental processes digitalised	1	-	-	-	1

1.1.3 Explanation of planned performance over the medium-term period

The outputs listed in Programme 1 contribute to the departmental strategic plan outcome: strengthened governance and modernised service delivery. This outcome cuts across all outcomes and facilitates achievement of the impact statement through the planned outputs. The outputs provide for the interventions required to enable effective and well-run departments and to ensure good governance. The outputs in this programme will also contribute to the achievement of Priority 1 of the MTDP.

1.1.4 Programme resource considerations: Administration

Table 10: Budget allocation for programme and subprogrammes as per the Estimate of National Expenditure (ENE)

Subprogramme	Historic—Audited outcome			Current year	MTEF		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Ministry	26,944	31,481	33,505	54,427	46,337	48,494	50,689
Department Management	60,277	50,872	51,287	64,067	75,302	78,252	81,770
Internal Audit	22,893	34,308	33,286	38,544	44,241	45,930	47,993
Financial Management	191,686	177,173	190,425	177,114	186,251	193,683	202,382
Corporate Services	454,695	439,373	478,944	458,873	467,059	484,521	506,727
Provincial Operations	892,351	1,401,617	515,082	525,656	560,989	582,757	609,227
Office Accommodation	673,330	339,357	658,033	533,995	588,067	615,560	642,774
Total	**2,322,176**	**2,474,181**	**1,960,562**	**1,852,676**	**1,968,246**	**2,049,197**	**2,141,562**

Economic classification

Economic classification	Historic—Audited outcome			Current year	MTEF		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Compensation of employees	1,216,529	1,666,207	839,161	901,945	953,615	986,800	1,030,993
Goods and services	891,450	731,682	1,056,038	922,465	993,401	1,038,716	1,085,788
Interest and rent on land	8	7	–	–	–	–	–
Provinces and municipalities	48	80	83	89	99	104	109
Departmental agencies and accounts	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–
Public corporations and private enterprises	807	845	833	871	909	948	992
Non-profit institutions	–	–	–	–	–	–	–
Households	3,843	3,918	2,849	764	126	132	139
Buildings and other fixed structures	186,442	47,419	7,759	3,765	64	2,338	2,443
Machinery and equipment	22,350	22,527	51,118	22,375	19,557	20,051	20,982
Biological assets	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–
Software and other intangible assets	–	190	2,047	402	475	108	116
Payments for financial assets	699	1,306	674	–	–	–	–
Total	**2,322,176**	**2,474,181**	**1,960,562**	**1,852,676**	**1,968,246**	**2,049,197**	**2,141,562**

1.2 Programme 2: Land Administration

Table 11: Land Administration—institutional programme performance information

Programme name	Programme purpose	Subprogramme name	Subprogramme purpose
Land Administration	Provides and maintains an inclusive, effective, and comprehensive system of planning, geospatial information, cadastral surveys, legally secure tenure, and conduct land administration that promotes social, economic and environmental sustainability.	National Geomatics Management Services	Responsible for examines and approves all surveys of land and real rights intended to be registered in the deeds office; maintains records and data related to property boundaries; maintains and revises maps of property boundaries; provides cadastral advisory services to other government institutions; promotes and controls all matters related to geodetic and topographical surveying; establishes and maintains a network of national georeferencing stations; facilitates state surveys related to land reform; and provides cadastral and geospatial information services, including infrastructure for spatial data
		Spatial Planning and Land Use Management	For national land use management and spatial planning systems; develops spatial plans for rural areas in terms of the national spatial development framework; provides for the development of national technical tools, policies, standards and guidelines for geospatial information management; ensures compliance with the Spatial Planning and Land Use Management Act (2013) through the development of guidelines, norms, and standards; ensures compliance with the Planning Profession Act (2002) and supports the South African Council for Planners; and ensures compliance with the Spatial Data Infrastructure Act (2003) and supports the committee for spatial information. This subprogramme also provides spatial data infrastructure and professional

Programme name	Programme purpose	Subprogramme name	Subprogramme purpose
			and technical support to organs of state
		Deeds Registration	Provides a deeds registration system in which secure titles are registered and accurate information is provided.
		South African Council of Planners	Makes annual transfers to the South African Council for Planners, a non-profit organisation dealing with the registration and other activities of the planning profession.
		South African Geomatics Council	Regulates and promotes the transformation of the geomatics profession.
		Integrated Land Administration	Provides an overarching, coordinated and streamlined land administration system that underpins economic, social, institutional and environmentally sustainable development.
		South African Spatial Data Infrastructure	Provides a national technical institution and policy framework to facilitate the capturing, management, maintenance, integration, distribution and use of spatial information and data in South Africa.

1.2.1 Outcomes, outputs, performance indicators and targets

Table 12: Land Administration—outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Outcome 2: Inclusive, modernised and integrated land administration	2.1 Deeds registered in accordance with relevant legislation	2.1.1 % of deeds made available within seven days from lodgement for execution	–	–	–	95%	95%	95%	95%

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	2.2 Registered deeds captured, archived and delivered	2.2.1 % of registered deeds delivered within 10 days from the date of registration	–	–	–	95%	95%	95%	95%
	2.3 Policies and legislation developed to give effect to spatial transformation	2.3.2 Number of consultation sessions held, in accordance with the National Spatial Development Framework (NSDF) implementation framework	-	-	-	-	32 consultation sessions held	32	32
		2.3.3 Number of organs of state supported (Professionally and/or technically) to implement the Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003)	10 organs of state supported (Professionally and/or technically) to implement the Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003)	8 organs of state supported (Professionally and/or technically) to implement the Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003)	12 organs of state supported (Professionally and/or technically) to implement the Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003)	12 organs of state supported (Professionally and/or technically) to implement the Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003)	16 organs of state supported	20 organs of state supported	24 organs of state supported

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		2.3.4 % of National Spatial Data Observatory (NSDO) Developed	-	-	-	-	10%	50%	75%
	2.4 Registerable cadastral documents (Diagrams; general plans; and sectional plans)	2.4.1 Average number of working days taken to process cadastral documents for addition to the national dataset of Cadastre: Land parcel boundaries, from date of lodgement to date of dispatch	16	18	15	16	16	16	15
	2.5 Spatial Information dataset updated	2.5.1. The average number of working days taken to add new cadastral documents to the Cadastral Spatial Information dataset	–	8	6	10	9	8	8

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	2.6 TrigNet Continuously Operating Reference Stations (CORS) Global Navigation Satellite System (GNSS) data	2.6.1. The average percentage of time that every commissioned Trignet's Continuously Operating Reference Stations (CORS) Global Navigation Satellite System (GNSS) datasets are providing data to geospatial data users	–	89%	86%	85%	88%	88%	88%
	2.7 Maps of the national map series updated	2.7.1 Number of maps produced to maintain the currency of the National Map Series dataset	–	85 maps	85 maps	80 maps	80 maps	85 maps	90 maps

1.2.2 Output indicators: annual and quarterly targets

Table 13: Land Administration—indicators, annual and quarterly targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
2.1.1 % of deeds made available within seven days from lodgement for execution	95%	95%	95%	95%	95%
2.2.1 % of registered deeds delivered within 10 days from the date of registration	95%	95%	95%	95%	95%
2.3.2 Number of consultation sessions held, in accordance with the National Spatial Development Framework (NSDF) implementation framework	32 1 – National 9 – Provincial 22 – District	–	10 Provincial – 3 District – 7	11 National – 1 Provincial – 3 District – 7	11 Provincial – 3 District – 8
2.3.3 Number of organs of state supported (Professionally and/or technically) to implement the Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003)	16 organs of state supported	4 organs of state supported	4 organs of state supported	4 organs of state supported	4 organs of state supported
2.3.4 % of National Spatial Data Observatory (NSDO) Developed	10%	2.5% Draft NSDO concept developed	2.5% Consultation of the Draft NSDO Concept	2.5% Data Audit Report	2.5% NSDO Framework Developed
2.4.1. Average number of working days taken to process cadastral documents, for addition to the national dataset of Cadastre: Land parcel	16 days	16 days	16 days	16 days	16 days

Output indicators	Annual target	Q1	Q2	Q3	Q4
boundaries, from date of lodgement to date of dispatch					
2.5.1. The average number of working days taken to add new Cadastral documents to the Cadastral Spatial Information dataset	9 days	9 days	9 days	9 days	9 days
2.6.1. The average percentage of time that every commissioned Trignet's Continuously Operating Reference Stations (CORS) Global Navigation Satellite System (GNSS) datasets are providing data to geospatial data users	88%	88%	88%	88%	88%
2.7.1. Number of maps produced to maintain the currency of the National Map Series dataset	80	18 maps	19maps	22maps	21maps

1.2.3 Explanation of planned performance over the medium-term period

This programme is aligned to Outcome 2: "Spatial transformation and effective and efficient land administration". Outcome 2 contributes to the DLRRD's impact statement: "Equitable access to land". The outcome seeks to create and maintain an "inclusive, effective and comprehensive system" of planning and provision of a legally secured tenure and land administration that promotes social, economic and environmental sustainability. The rationale for the choice of the outcome indicators relevant to the respective outcomes is described in the Technical Indicator Description section. The contribution of outputs towards the achievement of priorities for women, children and persons with disabilities is also described in the Technical Indicator Description section.

1.2.4 Programme resource considerations: Land Administration

Table 14: Budget allocation for programme and subprogrammes as per the ENE

Subprogramme	Historic—audited outcome			Current year	MTEF		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
National Geomatics Management Services	498,742	524,471	531,205	539,201	572,080	595,242	622,156
Spatial Plan and Land Use	144,158	114,813	156,816	185,377	198,415	209,192	219,256
Deeds Registration	–	–	–	1	1	1	1
South African Council of Planners	4,140	4,263	8,335	8,530	8,733	9,133	9,546
South African Geomatics Council	4,000	4,000	4,000	3,752	3,049	3,173	3,312
Integrated Land Administration	–	–	–	1,725	1	1	1
South African Spatial Data Infrastructure	–	–	–	–	10,000	10,000	10,000
Total	**651,040**	**647,547**	**700,356**	**738,586**	**792,279**	**826,742**	**864,272**

Economic classification

Economic classification	Historic—audited outcome			Current year	MTEF		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Compensation of employees	476,514	440,078	510,588	542,726	591,502	615,279	643,247
Goods and services	107,058	121,548	120,816	141,374	144,745	152,806	159,714
Interest and rent on land	–	–	–	–	–	–	–
Provinces and municipalities	6	10	6	17	22	24	26
Departmental agencies and accounts	4,000	4,000	4,000	3,753	3,050	3,174	3,313
Foreign governments and international organisations	2,610	3,629	7,382	3,395	4,381	4,597	4,809
Public corporations and private enterprises	–	–	–	–	–	–	–
Non-profit institutions	4,140	4,263	8,335	8,530	8,733	9,133	9,546
Households	43,957	34,943	33,118	30,048	31,392	32,862	34,351
Buildings and other fixed structures	–	–	–	–	–	–	–
Machinery and equipment	12,333	38,648	16,073	8, 743	8,454	8,867	9,266
Biological assets	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–
Payments for financial assets	422	428	38	–	–	–	–
Total	**651,040**	**647,547**	**700,356**	**738,586**	**792,279**	**826,742**	**864,272**

1.3 Programme 3: Land Reform and Restitution

Table 15: Land Reform and Restitution—institutional programme performance information

Programme name	Programme purpose	Subprogramme name	Subprogramme purpose
Land Reform and Restitution	Acquire and redistribute land	Commission on Restitution of Land Rights	Investigates and negotiates land restitution claims and recommends settlements in terms of the Restitution of Land Rights Act (1994).
		Restitution	Settles land restitution claims under the Restitution of Land Rights Act (1994).
		Land Redistribution and Tenure Reform	Develops and coordinates policies and programmes in support of the implementation of land redistribution and tenure reform.
		Agricultural Land Holdings Account	Responsible for land acquisition, development support and rates and taxes on land in terms of the Provision of Land and Assistance Act (1993).
		Ingonyama Trust Board	Provides quarterly transfers for administering land owned by the Ingonyama Trust.
		Office of the Valuer-General	Responsible for providing land valuations on land earmarked for land reform and land restitution.

1.3.1 Outcomes, outputs, performance indicators and targets

Table 16: Land Reform and Restitution—outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Outcome 3: Redress and equitable access to land	3.1 Communal property associations compliant with the Act constituted	3.1.1 Number of Communal Property Associations (CPAs) Executive Committee members trained on governance	New indicator	3 064 communal property associations (CPAs) members were trained on governance	842 CPAs Executive Committee members were trained on governance	755	790	830	870

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	3.2 Acquired land allocated	3.2.1 Number of hectares allocated	New indicator	34,043	67,376	46,747	44,000	46,000	48,000
	3.3 Land reform farms supported through the Land Development Support Programme	3.3.1 Number of farms supported through the Land Development Support Programme	35	83	40	40	36	27	30
	3.4 Land claims settled and finalised	3.4.1 Number of land claims settled	262	355	361	319	281	307	332
		3.4.2 Number of land claims finalised	442	372	641	339	277	284	289

1.3.2 Output indicators: annual and quarterly targets

Table 17: Land Reform and Restitution—indicators, annual and quarterly targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
3.1.1 Number of Communal Property Associations (CPAs) Executive Committee members trained on governance	790	150	250	260	130
3.2.1 Number of hectares allocated	44,000	0	0	24,000	20,000
3.3.1 Number of farms supported through the Land Development Support Programme	36	0	19	17	0
3.4.1 Number of land claims settled	281	45	77	102	57
3.4.2 Number of land claims finalised	277	47	67	85	78

1.3.3 Explanation of planned performance over the medium-term period

The planned performance for Land Reform and Restitution over the medium term aims to accelerate the finalisation of outstanding land claims by prioritising land claims that have been unresolved for extended periods. This will be done by focusing on high impact-cases for redistribution. The outcome on redress and equitable access to land aims to promote equity in land ownership and strengthen CPA governance supported by transparent monitoring and annual progress reporting. The success of these outputs will rely heavily on sustained government funding, partnerships with private stakeholders and efficient administration.

1.3.4 Programme resource considerations: Land Reform and Restitution

Table 18: Budget allocation for programme and subprogrammes as per the ENE

Subprogramme	Historic—Audited outcome			Current year	MTEF		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Commission on the Restitution of Land Rights	–	15,157	3,837	82,392	92,851	96,332	97,173
Restitution	3,078,686	3,903,116	3,903,229	3,482,206	3,634,480	3,885,038	4,064,018
Land Redistribution and Tenure Reform	871,108	716,935	1,375,443	1,116,315	1,322,765	1,376,855	1,439,191
Agricultural Land Holding Account	937,986	596,760	734,942	855,674	946,248	989,600	1,034,350
Ingonyama Trust Board	23,517	24,391	23,781	21,867	22,847	23,893	24,973
Office of the Valuer-General	131,844	107,172	140,271	142,775	149,171	156,006	163,061
Total	**5,043,141**	**5,363,531**	**6,181,503**	**5,701,229**	**6,168,362**	**6,527,724**	**6,822,766**

Economic classification

Economic classification	Historic—Audited outcome			Current year	MTEF		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Compensation of employees	605,373	498,926	1,268,702	964,551	1,031,226	1,068,805	1,116,666
Goods and services	536,524	465,016	466,117	624,362	708,002	721,069	755,158
Interest and rent on land	–	18	29	–	–	–	–
Provinces and municipalities	223,816	310,691	300,714	93,678	123,675	131,142	130,528
Departmental agencies and accounts	1,093,347	728,323	898,994	1,020,316	1,118,266	1,169,499	1,222,384
Foreign governments and international organisations	–	–	–	–	–	–	–
Public corporations and private enterprises	3	–	–	1	1	1	1
Non–profit institutions	–	–	–	–	–	–	–
Households	1,858,514	2,011,639	2,802,091	2 464 036	2,685,572	2,864,125	2,959,042
Buildings and other fixed structures	90,919	17,515	11,916	99,500	77,599	78,290	81,830
Machinery and equipment	17,665	26,673	21,713	19,751	16,603	17,598	18,508
Biological assets	–	–	–	–	–	–	–
Land and sub-soil assets	616,500	1,302,808	410,127	415,034	407,418	477,195	538,649
Software and other intangible assets	–	–	–	–	–	–	–
Payments for financial assets	480	1,922	1,100	–	–	–	–
Total	**5,043,141**	**5,363,531**	**6,181,503**	**5,701,229**	**6,168,362**	**6,527,724**	**6,822,766**

1.4 Programme 4: Rural Development

Table 19: Rural Development—institutional programme performance information

Programme name	Programme purpose	Subprogramme name	Subprogramme purpose
Rural Development	The branch's mandate is to facilitate, coordinate and serve as a catalyst for the implementation of the Integrated Rural Development Sector Strategy and the Comprehensive Rural Development Programme.	National Rural Youth Service Corps (NARYSEC) and Rural Skills Development	Capacitates unemployed rural youth in various skills and facilitates economic opportunities for contribution towards vibrant, equitable and sustainable rural economies.
		Rural Infrastructure Development	Plays a strategic role to facilitate and implement provision of socio-economic rural infrastructure projects.
		Technology Research and Development	Facilitates and promotes the generation of knowledge and technologies through participatory research contribution. It also facilitates community mobilisation to reduce household poverty in accordance with the CRDP.
		Rural Development Coordination and Disaster Mitigation Services	Coordinates the implementation of the IRDSS and disaster mitigation services in rural areas.
		Service Delivery Co-Ordination	Facilitates the development of rural enterprises and industries.

1.4.1 Outcomes, outputs, performance indicators and targets

Table 20: Rural Development—outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Outcome 4: Integrated and inclusive rural economy	4.1 Integrated Rural Development Sector Strategy (IRDSS) implemented	4.1.1 Reports on implementation of the Integrated Rural Development Sector Strategy (IRDSS)	–	–	–	–	2	2	2
	4.2 NARYSEC youth trained	4.2.1 Number of young people trained through the National Rural Youth Service Corps Programme (NARYSEC)	1,679	1,079	913	1,751	681	1,500	1,500
	4.3 Jobs created in rural development initiatives	4.3.1 Number of jobs created through rural development initiatives	–	–	–	–	450	600	600
	4.4 Infrastructure development to support rural economic transformation	4.4.1 Number of infrastructure projects completed	76	197	174	63	33	35	35

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	4.5 Investment in local economies in rural areas through enterprise development and cooperatives	4.5.1 Number of districts supported with Investment in Rural Industrial Development through Enterprise Development and Cooperatives	–	–	–	–	10	10	10

1.4.2 Output indicators: annual and quarterly targets

Table 21: Rural Development—indicators, annual and quarterly targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
4.1.1 Reports on implementation of the Integrated Rural Development Sector Strategy (IRDSS)	2	–	1	–	1
4.2.1 Number of young people trained through the National Rural Youth Service Corps Programme (NARYSEC)	681	589	42	0	50
4.3.1 Number of jobs created through Rural Development Initiatives	450	112	112	112	114
4.4.1 Number of infrastructure projects completed	33	2	6	8	17
4.5.1 Number of districts supported with Investment in Rural Industrial Development through Enterprise Development and Cooperatives	10	0	3	3	4

1.4.3 Explanation of planned performance over the medium-term period

The outputs listed under the Programme: Rural Development relate to Outcome 3: Integrated and inclusive rural economy, which also informed the interventions in the programme that contribute to improving the social and economic lives of people living in rural areas. Output indicators in the APP will contribute towards the achievement of the above-mentioned outcome. In the Medium-Term Development Plan (MTDP) under review, the department has planned for outputs that intend to increase job opportunities, multi-sectoral enterprises and cooperatives, skills development, and provision of infrastructure development to support rural economic transformation. The outputs and outcome further contribute to Priority 1: Drive inclusive growth and job creation aligned to Chapter 6 of the National Development Plan on "An integrated and inclusive rural economy".

The rationale for the choice of outcome and contribution of outputs towards the achievement of priorities for women, children and persons with disabilities are described in the *Technical Indicator Description* section. The outputs in this programme will also contribute to the achievement of the MTDP Priority 2: Reduce poverty and tackle the high cost of living.

1.4.4 Programme resource considerations: Rural Development

Table 22: Budget allocation for programme and subprogramme as per the ENE

Subprogramme	Historic—Audited outcome			Current year	MTEF		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
National Rural Youth Service Corps	223,567	156,945	352,207	199,711	182,135	189,571	198,101
Rural Infrastructure Development	677,715	403,402	469,305	562,840	672,040	704,360	727,537
Technology Research and Development	18,270	19,167	19,186	23,081	32,930	34,296	35,842
Rural Development Co-ordination	1,156	2,120	2,993	4,080	4,575	4,760	4,974
Total	**920,708**	**581,634**	**843,691**	**789,712**	**891,680**	**932,987**	**966,454**

Economic classification

Economic classification	Historic—Audited outcome			Current year	MTEF		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Compensation of employees	127,719	48,562	154,042	156,529	167,053	172,972	180,718
Goods and services	136,711	140,055	276,438	278,676	684,816	716,891	740,805
Interest and rent on land	–	–	–	–	–	–	–
Provinces and municipalities	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–
Public corporations and private enterprises	–	9,254	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–
Households	28,983	6,762	27,629	35,547	33,922	36,520	38,106
Buildings and other fixed structures	623,394	373,159	382,411	293,268	45	–	–
Machinery and equipment	3,736	3,290	2,952	5,692	5,844	6,604	6,825
Heritage assets	–	–	–	20 000	–	–	–
Biological assets	–	–	–	–	–	–	–
Land and sub–soil assets	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–
Payments for financial assets	165	552	219	–	–	–	–
Total	**920,708**	**581,634**	**843,691**	**789,712**	**891,680**	**932,987**	**966,454**

2. Key risks and mitigation from the SP

Table 23: Updated key risks and mitigation from the SP

No	Outcomes	Risk description	Planned risk mitigation measures
1	Outcome 1: Improved governance and modernised service delivery	Inability to leverage newer technologies to position DLRRD as an organisation of the future, optimising service delivery (with technology).	• Finalising the DLRRD Enterprise (Business) Architecture Plan; • Revising the DLRRD ICT and KIRM strategies and support with new resource (structure) requirements; and • Continuing with the implementation of the DLRRD Digitisation Strategy.
2		Misalignment of the approved organisational structure to the mandate and strategy of the department.	• Developing a strategically aligned organisational structure to address service delivery model, skills, and business processes; • Conducting a skills audit; and • Developing a Talent Management Strategy.
3		Unethical conduct and non-compliance to public sector regulatory frameworks.	• Improving labour relations capacity to increase adherence to regulatory timeframes (train internal personnel and outsource); • Finalising the remaining HR policies; • Enforcing policies and procedures for non-compliance; and • Creating awareness on HR policies.
4	Outcome 2: Inclusive, modernised and integrated land administration	Inability to create a comprehensive spatial planning process that promotes sustainability.	• Facilitating the coordination of relevant stakeholders across all sectors to deal with fragmentation in the implementation of spatial planning and land use management, including NSDF; and • Consultation with institutions of traditional leaders on the SPLUMA amendment to address the concerns raised. Participation in the task teams or existing intergovernmental forums to oversee matters pertaining to planning and land use management in areas under traditional leaders. SPLUM presents plans as identified by the National House of Traditional and Khoi-San Leadership.
5		Failure to digitally transform the deeds registration business	• Fast-tracking the development and completion of eDRS (as soon as the solution developer partner is on board), such that it is fully completed within the planned three years; and • Implementing other eDRS supporting projects (i.e., Mainframe conversion,

No	Outcomes	Risk description	Planned risk mitigation measures
			Paperback scanning and Microsoft digitisation).
6		Lack of continuity on the strategic approach to land reform, leading to slow pace of land reform.	• Developing a process (with clear criteria) of introducing new programmes in the department; and • Reporting on further progress on the National Policy Review Committee by the policy unit, which is situated in the DG's office.
7	Outcome 3: Redress and equitable access to land	Inability to settle and finalise claims within the anticipated time.	• Improving operating models so that processing of claims is done concurrently with post settlement; • Developing a process map (end-to-end process), including other branches/units' involvement in the value chain of claims settlements and finalisation; • Developing a post-settlement strategy; and • Developing and obtaining approval of the new financial model to finance the settlement of claims.
8		Inability to acquire strategically located land to enable redress and access to land to address diverse needs (e.g., social, economic, agricultural, industrial, residential, etc.).	• Negotiating with landowners to release strategic land for land reform purpose.
8		Highly inflated land prices to enable redress and access to land to address the diverse land needs (e.g., social, economic, agricultural, industrial, residential, etc., for land reform purposes).	• Negotiating with landowners to deliver land reform; and • Referring labour tenants' rejected cases to court to obtain declaratory orders.
9		Failure to settle the labour tenants' applications as per the implementation plan.	• Expediting the referral of rejected cases to Land Claims Court for declaratory orders.
10	Outcome 4: Integrated and inclusive rural economy	Failure to effectively implement the approved Integrated Rural Development Sector Strategy aligned to the CRDP.	• Develop a legislative plan of action for the development of a rural development programme to enable enforcement of integrated planning, resourcing, implementation and reporting of programmes and projects aimed at improving socio-economic lives of rural communities. • Support provincial departments of agriculture and rural development to

No	Outcomes	Risk description	Planned risk mitigation measures
			develop and implement the IRDSS in line with the strategy. • Cooperation from national departments responsible to develop and implement their programmes and projects in rural areas in line with the strategy
11	All outcomes	Inability to coordinate and facilitate economic opportunities for women and persons with disabilities within DLRRD.	• Communicating the transformation targets to relevant management and stakeholders to ensure inclusivity of the targeted groups when the department is providing support.

3. Public entities

Table 24: Public entities

Name of public entity	Mandate	Outcomes	Current annual budget (R'000)
ALHA	The ALHA was established in terms of the Provision of Land and Assistance Act, 1993 (Act No. 126 of 1993) Section 10(1)(a) that gives legal effect to the proactive acquisition of land, where the minister may, from funds appropriated by Parliament for this purpose, acquire land for the purposes of this Act. Therefore, the State will proactively target land and match this with the demand or need for land.	Acquisition of strategically located land for agricultural productivity.	R946,248
KZN Ingonyama Trust Board (ITB)	The ITB was established in terms of the provisions of the KZN Ingonyama Trust Act, 1994 (Act No. 3 of 1994). Its core business is to manage land for the material benefit and social well-being of the individual members of the tribes.	▪ Improved governance and service excellence; ▪ Improved stakeholder relations; ▪ Improved security of land tenure; and ▪ Improved coordination of human settlement on communal land.	R22,847
Registration of Deeds Trading Account	The Registration of Deeds Trading Account is a trading entity established in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999). It generates revenue by selling information and levying fees in accordance with the schedule of fees prescribed by Regulation 84 of the Act; and it registers rights in land and therefore provides security of title. It also maintains public registers of land.	Registration of title deeds.	R65,8
OVG	Furthermore, it supports land reform by providing impartial, efficient, just and equitable valuation services for all land reform-related matters in the country.	Ensuring that the land and properties are valued in line with the Property Valuation Act, 2014 (Act No. 17 of 2014).	R149,171

4. Public-private partnerships

Table 25: Departmental public-private partnerships (PPP)

PPP name	Purpose	Outputs	Current value of agreement	End-date of agreement
New PPP Building	Construction of Pretoria campus offices	Finalised construction of offices	R1,885 billion	2048

PART D:

TECHNICAL INDICATOR DESCRIPTIONS

Programme 1: Administration

Indicator title	1.1.1 Unqualified audit opinion
Definition	This indicator shows that the department has an effective and efficient system of internal controls in place and the financial statements are a fair representation of the financial position, financial performance, and cash flows of the department.
Source of data	AGSA management letter and AGSA final audit report.
Method of calculation/assessment	Assessment: Unqualified audit opinion on the DALRRD 2024/25 annual financial statements.
Means of verification	Dated and signed unqualified AGSA Audit Report on the 2024/25 annual financial statements.
Assumptions	• Accurate financial statements; and • Compliance with laws and regulations.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non - Cumulative
Reporting cycle	Annually
Desired performance	Unqualified audit opinion on the 2024/25 annual financial statements.
Indicator responsibility	Chief Financial Officer

Indicator title	1.2.1 Percentage of valid invoices paid within 30 days
Definition	This indicator refers to the percentage of payment of valid invoices to creditors within 30 days, unless there is a payment plan as per the contractual agreement or in the case of a civil claim from the date of settlement or court judgement. A valid invoice includes the following: • Invoice meets the full requirements as per the VAT Act, 1991 (Act No. 89 of 1991); • Services being fully rendered; and • Correct and validated banking details.
Source of data	• Procurement system (LOGIS); • Payment system (BAS); • Monthly payment reports; and • Payment register
Method of calculation/assessment	Total number of valid invoices received and paid within 30 days divided by the total number of valid invoices received multiplied by 100.
Means of verification	• Detailed procurement reports (LOGIS) dated and signed by the Chief Director: Supply Chain Management; • Breakdown statistics of a summary report presented on the letterhead of the department; • These reports must be dated within the period under review; and • Register of all valid invoices.
Assumptions	• The department receives the invoices on time; and • Submitted invoices are valid and captured correctly.

Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	100% valid invoices paid within 30 days.
Indicator responsibility	Chief Financial Officer

Indicator title	1.3.1 Departmental structure realigned
Definition	Realigned departmental structure refers to a human resource structure designed to effectively align with organisational needs, ensuring optimal functionality and purpose-driven workforce management. Realigned departmental structure refers to a departmental organisational structure which is aligned to the new departmental mandate.
Source of data	• Legislative mandate; Strategic Plan; and • Start-up structure
Method of calculation/assessment	Assessment: Realigned departmental structure approved
Means of verification	• Q1: Project plan approved by DDG: CSS • Q2: Draft realigned structure signed • Q3: Realigned structure approved by the minister
Assumptions	• A service provider will be appointed on time; • Relevant stakeholders' buy-in; and • Budget availability. • The approval of the structure is dependent on the Minister signing within stipulated period.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Higher performance desired: Realigned departmental structure approved
Indicator responsibility	Deputy Director-General: Corporate Support Services

Indicator title	1.4.1 Number of core departmental processes digitalised
Definition	The indicator measures the digitalisation of five core departmental business processes. “Core Departmental processes” refers to a series of structured functions carried out within the department to achieve a defined outcome or deliver a service. "Digitalised" refers to the transformation of manual processes (such as paper-based files) into a digital, computerized environment, including the procurement or development of new technology.
Source/collection of data	DALRRD Digital Transformation Strategy Project plans Operational Plans
Method of calculation/assessment	Simple count of core departmental processes digitalised
Means of verification	• Signed and dated project close out report (Project Sponsor) • User acceptance sign-off (Process Use) • Printout of Dashboard
Assumptions	• EXCO support and buy-in • OCIO and line functions/branches will provide all the resources for the project. • Availability of funding
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	1
Indicator responsibility	Deputy Director-General: Corporate Support Services

Programme 2: Land Administration

Indicator title	2.1.1 % of Deeds made available within seven days from lodgement for execution
Definition	• The indicator measures the volume of deeds' compliance, with legislation made available for execution within seven days after conveyancers lodge deeds in deeds registries; • *Made available* means that after examination, legally compliant deeds are ready for conveyancers to do their financial arrangements and request registration. If the request is not made within five working days, the deeds will be rejected due to the risk of new interdicts or court orders against the property.
Source/collection of data	Deeds Registration System (DRS)
Method of calculation/assessment	• Number of deeds made available within seven working days from lodgement for execution/total number of deeds made available from lodgement for execution x100; and • The seven working days excludes weekends and public holidays. The first day is the first 24 hours after the deeds were lodged.
Means of verification	Detailed, dated and signed monthly Deeds Registration System reports are presented on the departmental letterhead (The report includes a list outlining statistics of registered deeds and documents).
Assumptions	Network and systems are up; no loadshedding/water outages/strikes; enough human resources for number of deeds available and compliant with legislation to be registered.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	95% deeds made available within seven days from lodgement for execution.
Indicator responsibility	Chief Registrar of Deeds

Indicator title	2.2.1 % of registered deeds delivered within 10 days from the date of registration
Definition	The indicator measures the volume of deeds delivered to firms within 10 days after deeds were registered in the deeds registries.
Source of data	Deeds Registration System (DRS)
Method of calculation/assessment	• Number of deeds delivered within 10 working days from numbering to delivery/total number of deeds delivered from numbering to delivery X 100; and • The 10 working days excludes weekends and public holidays. The first day is the first 24 hours after the deeds were registered.
Means of verification	Detailed, dated and signed monthly Deeds Registration System reports presented on the departmental letterhead (The report includes a list outlining the statistics of registered deeds and documents).
Assumptions	Network and systems are up; no loadshedding/water outages/strikes; enough human resources for the number of deeds registered.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	95% registered deeds delivered within 10 days from the date of registration.
Indicator responsibility	Chief Registrar of Deeds

Indicator title	2.3.2 Number of consultation sessions held, in accordance with the National Spatial Development Framework (NSDF) implementation framework
Short definition	The indicator refers to the consultation sessions held by the department with National, Provinces, Districts and National House of Traditional and Khoi-San leaders, in accordance with the NSDF implementation framework
Source of data	Provincial and Regional Development Priorities (Priorities identified in the National Spatial Action Areas) Intergovernmental Spatial Planning Commitments. This includes regional development priorities as indicated on the NSSAs.
Method of calculation/assessment	Simple count of consultation sessions held
Means of verification	• Attendance register • Agenda • Dated and signed Consultation Reports (The report will be signed by the DDG: SPLUM)
Assumptions	Approval of governance arrangements for NSDF; and The NSDF function remains with DLRRD.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	32 1 – National 9 – Provincial 22 – District
Indicator responsibility	Deputy Director-General: Spatial Planning and Land Use Management

Indicator title	2.3.3 Number of organs of state supported (Professionally and/or technically) to implement the Spatial Data Infrastructure Act, 2003 (Act No. 54, 2003)
Definition	• This indicator refers to the number of organs of state supported and to be able to implement the Spatial Data Infrastructure Act. Professional support includes advisory services to implement regulations, policies, conduct audits and compliance assessments; • Technical support includes training on metadata, standards and data custodianship; and • Organ of state refers to: ○ any department of the State or administration in the national, provincial or local sphere of government; and ○ any other functionary or institution exercising a power or performing a duty in terms of the Constitution or a provincial constitution.
Source/collection of data	Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003); Regulations (2017); policies (2015); standards (latest edition).

	Signed quarterly reports on support provided to Organ of States.
Method of calculation/assessment	Simple count of the number of organs that are state supported (technically and/or professionally) to implement the Spatial Data Infrastructure Act.
Means of verification	• Q1: Four organs of state supported, dated and signed quarterly report on support provided to organs of state, including presentation, attendance register and agenda; • Q2: Four organs of state supported, dated and signed quarterly report on support provided to organs of state, including presentation, attendance register and agenda; • Q3: Four organs of state supported, dated and signed quarterly report on support provided to organs of state, including presentation, attendance register and agenda; and • Q4: Four organs of state supported, dated and signed quarterly report on support provided to organs of state, including presentation, attendance register and agenda. • Reports will be signed by the DDG: SPLUM
Assumptions	The current human and financial resources stay the same or increase.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	16 organs of state supported (Professionally and/or technically) to implement the Spatial Data Infrastructure Act
Indicator responsibility	Deputy Director-General: Spatial Planning and Land Use Management

Indicator title	2.3.4 % of National Spatial Data Observatory (NSDO) Developed
Definition	This indicator measures the proportion of the National Spatial Data Observatory (NSDO) platform that has been successfully developed and operationalised, including the establishment of core data infrastructure, functional modules, analytics capabilities, and user access systems. The NSDO is intended to serve as a centralised, integrated platform for spatial data to inform planning, monitoring, and decision-making across government and development stakeholders. The NSDO framework is intended to focus on readiness and road map for the establishment of a centralised integrated platform for spatial data to inform planning, monitoring, and decision-making across government. This framework will include concept note, Data Audit Report and a consultation report.
Source of data	• Draft concept documents • Terms of Reference of NSDO Governance structure • NSDF spatial action areas

	• National Spatial Planning Data Repository (NSPDR)
Method of calculation/assessment	The percentage of the NSDO developed is calculated as the cumulative total of milestone weightings successfully achieved per quarter. Each milestone is assigned a fixed percentage contribution based on its strategic value and complexity, as outlined in the implementation schedule. Only deliverables with approved PoE (Proof of Evidence), signed by the designated authority (CD: SDP or DDG: SPLUM), are considered valid for inclusion in the annual cumulative percentage. For example: • 2025/26 consists of four deliverables worth 2.5% each, totalling 10%. • 2026/27 includes four milestones weighted from 5% to 15%, totalling 40%. • Cumulative performance is assessed against the full set of 16 quarterly milestones, which together equal 100% by 2028/29. **Formula**: Sum of verified milestone percentages achieved = 100% over 5-year period.
Means of Verification	Each quarterly milestone is verified through signed documentation and approved Proof of Evidence (PoE), with clear responsibility assigned per deliverable. Evidence is archived in the NSDO programme record. • **Q1**: Final Concept Note (signed by CD: SDP) • **Q2**: Consultation Report with signed attendance register (CD: SDF) • **Q3**: Data Audit Report (CD: SDP) • **Q4**: Approved NSDO Framework Document (DDG: SPLUM)
Assumptions	• Multi-year funding commitments, skilled personnel, and secure ICT infrastructure are sustained across the entire NSDO development lifecycle • Intergovernmental data-sharing agreements are finalised, implemented, and remain operational across all custodians • Participating departments align with the Spatial Data Infrastructure Act (Act No. 54 of 2003) regarding data standards, metadata, and custodianship roles • There is high-level institutional support for platform maintenance, cloud hosting, licensing, and upgrades • Critical stakeholders across national, provincial, and municipal levels remain engaged throughout design, testing, and rollout phases • Strategic buy-in is secured from both data producers and users to ensure relevance, trust, and uptake of the NSDO platform
Disaggregation of beneficiaries (where applicable)	Not directly applicable at the indicator level, as the NSDO is a technical platform for spatial data governance.
Spatial transformation (where applicable)	The NSDO contributes to spatial transformation by providing a centrally managed spatial data platform that supports evidence-based planning, land governance, and service delivery alignment. Through access to integrated, periodically updated geospatial datasets, the platform enhances visibility

	into spatial disparities—such as uneven infrastructure access, land use patterns, and development backlogs. This enables targeted interventions that support the objectives of SPLUMA and help redress historical spatial inequities across regions and settlements.
Calculation type	Cumulative progress is calculated based on the aggregation of verified, signed quarterly deliverables.
Reporting Cycle	Quarterly
Desired performance	10% (NSDO Framework Approved)
Indicator responsibility	Deputy Director-General: Spatial Planning and Land Use Management

Indicator title	2.4.1 Average number of working days taken to process cadastral documents, for addition to the national dataset of Cadastre: Land parcel boundaries, from date of lodgement to date of dispatch
Short definition	Refers to the number of days taken to process the majority of registerable cadastral documents (Diagrams, sectional plans and general plans) to ensure that they comply with all legislative requirements. The diagram is the fundamental registerable document prepared by the land surveyor.
Source of data	Cadastral Information System Launcher (CIS Launcher) inputs into the system of the actual document; the system tracks the movement of the document from the date of lodgement to the date of dispatch and/or manual tracking spreadsheet.
Method of calculation/assessment	System calculates the average number of days taken for the movement of documents from the date of lodgement to the date of dispatch. Manual: • Add up all the number of days for all documents (X); • Divide by the number of documents processed (Y) = average number of days taken to process (Z), therefore X/Y = Z. The first day of count for the average number of working days taken to process cadastral documents, is the day after the lodgement date. A standard programmed template that excludes weekends and public holidays from the calculation is used.
Means of verification	• Detailed, dated and signed quarterly reports and a listing of all documents processed per office reflecting the number of days taken to process each document presented on the departmental letterhead; and • The reports will be reviewed and signed by the Chief Surveyor-General.
Assumptions	• Human error does not result in inaccurate calculation; • System downtimes are minimal: ○ Availability of archived cadastral documents, scanned images and other data sources;

	○ Availability of hardware, processing machinery, reproduction machinery, software, reproduction materials; ○ Sufficient human and financial resources to process data requests; ○ Quality of work submitted to the office is of an acceptable standard; ○ Health and safety matters that affect the production in the offices and of individuals performing allocated functions can be adequately mitigated; and ○ Permanent supply of essential services such as electricity and water.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable	The availability of registerable cadastral documents throughout South Africa underpins land rights and land ownership, which enables transformation from the historic legacy.
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	16 working days
Indicator responsibility	Chief Surveyor-General

Indicator title	2.5.1 The average number of working days taken to add new cadastral documents to the cadastral spatial information dataset
Short definition	The indicator refers to the continuous improvement of the quality, accuracy and completeness of the national cadastral spatial information dataset, which includes: • a spatial representation of the positions of all Cadastre: Land parcel boundaries, in relation to every other recorded and parcel; and • land administration boundaries, such as low-water mark (seaward limits of the terrestrial cadastre), high-water mark (landward limits of marine jurisdictions and usually the seaward limits of coastal land parcels), international boundaries and registration divisions.
Source of data	• Individual records of data capturing by officials operating in the cadastral spatial information maintenance components of the offices of the surveyors-general; and • Manual tracking of movement of documents from date of approval to the date of spatial capture.
Method of calculation/assessment	Add up the number of days taken to add all newly approved documents (X) divide by the number of all newly approved documents added (Y) = average number of days taken to process (Z), therefore X/Y = Z. The first day of count for the average number of working days to add new cadastral documents to the cadastral spatial information dataset, is the day after the approval date.

	The first day of count for the average number of working days taken to process cadastral documents, is the day after the lodgement date. A standard programmed template that excludes weekends and public holidays from the calculation is used.
Means of verification	Detailed and signed quarterly reports and listings of all newly approved documents added to the cadastral spatial information dataset per office reflecting the number of days taken to add each document presented on the departmental letterhead. The reports will be reviewed and signed by the chief surveyor-general.
Assumptions	Availability of hardware, processing machinery, reproduction machinery, software, reproduction materials: • Sufficient human and financial resources to process data supplied; • Automated system functionality maintained; and • Health and safety matters that affect production in the offices and of individuals performing allocated functions can be adequately mitigated.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable	• The cadastral spatial information covers the whole country. Currently, this dataset only contains spatial information from the records approved in the offices of the surveyor-general and excludes less secure forms of land tenure; and • The system makes the cadastral spatial information available throughout South Africa, which assists in spatial planning and development, enabling and facilitating spatial transformation from its historic legacy.
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	9 working days
Indicator responsibility	Chief Surveyor-General

Indicator title	2.6.1 The average percentage of time that every commissioned Trignet's Continuously Operating Reference Stations (CORS) Global Navigation Satellite System (GNSS) datasets are providing data to geospatial data users
Short definition	This indicator tracts the availability of the National Control Survey Systems CORS datasets that are made available to geospatial data users (including geomatics practitioners and engineers to enable accurate positioning of cadastral (land parcel boundary), engineering, topographic and other geomatics operations, e.g., Google maps for navigation services.
Source of data	The TrigNet stations are located at remote sites throughout South Africa and comprise GNSS receivers and GNSS antennas that record the GNSS observables. The GNSS observables are transmitted from the TrigNet stations to the Mowbray Control Centre (CD: NGI) through internet data lines, where they are processed and made available to users through the TrigNet website.
Method of calculation/assessment	Control monitoring of the ratio of actually transmitted (received) CORS daily 30 second L1, L2 data compared with the maximum possible (anticipated) data from the TrigNet system: % available data (Z) equals stored datasets (X) divided by expected datasets (Y) multiply by 100% (Z = X/Y multiply by 100%).
Means of verification	• Detailed, dated and signed quarterly reports; and • A summary of all datasets determined from the count of stored datasets per reference station. The reports will be reviewed and signed at the chief surveyor-general level.
Assumptions	• Stations are not vandalised; • There is continuous power supply; • Continuous radio communication is available; • Sufficient human and financial resources to maintain and replace geodetic systems; and • Health and safety matters that affect the production in the offices and of individuals performing allocated functions.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable	The active system covers the whole country, although reference stations are denser where population densities are greatest. The system contributes to positioning and referencing of spatial information in South Africa, which assists in spatial planning and development, enabling and facilitating spatial transformation from its historic legacy.
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	88%
Indicator responsibility	Chief Surveyor-General

Indicator title	2.7.1 Number of maps produced to maintain the currency of the National Map Series dataset
Short definition	This indicator tracks the production and maintenance of 1: 50,000, 1: 250,000 and 1: 500,000 scale map series that are used as the basis for planning for engineers, town and regional planners, and geomatics practitioners, as well as other professions in the built environment.
Source of data	Updated topographic data, ITIS database, Gothics lamps, OpenText and safe software (Feature Manipulation Engine) at the CD: NGI.
Method of calculation/assessment	Simple count of the number of 1: 50,000, 1: 250,000 and 1: 500,000 scale maps series produced per reporting cycle
Means of verification	Detailed and dated report accompanied by a listing of the actual maps produced that comply with the relevant standard by the specified reporting date. Copies of the actual maps produced/revised are provide by means of Tagged Image File Format.
Assumptions	• Availability of imagery; • Availability of topographic data and ancillary geo-spatial data; • Availability of budget and SCM structures as per PFMA; • Availability of hardware, processing machinery, reproduction machinery, software, reproduction materials; • Sufficient human and financial resources to process data supplied; and • Health and safety matters that affect production in the offices and of individuals performing allocated functions can be adequately mitigated.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable	The National Mapping Series datasets cover the whole country, although updating of maps that cover areas where population densities are greatest is more frequent. The system makes spatial information available throughout South Africa, which assists in spatial planning and development, enabling and facilitating spatial transformation from its historic legacy.
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	80 maps
Indicator responsibility	Chief Surveyor-General

Programme 3: Land Reform and Restitution

Indicator title	3.1.1 Number of Communal Property Associations (CPAs) Executive Committee members trained on governance
Definition	This indicator refers to the number of CPAs Executive Committee members trained on understanding their roles and responsibilities in ensuring that CPAs comply with the Act.
Source/collection of data	• CPAs register and CPAs files; • CPA annual report.
Method of calculation/assessment	A simple count of all CPAs Executive Committee members trained on governance.
Means of verification	• Memo or letter with a list of executive members; • Training manual; • ID Copies/drivers licence; • Attendance register.
Assumptions	CPAs Executive Committee members requiring training on governance.
Disaggregation of beneficiaries (where applicable)	Target for women: No disaggregation (Dependent on attendance) Target for youth: No disaggregation (Dependent on attendance) Target for persons with disabilities: No disaggregation (Dependent on attendance)
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	790 EXCO members
Indicator responsibility	Deputy Director-General: Land Redistribution and Tenure Reform

Indicator title	3.2.1 Number of hectares allocated
Definition	This indicator refers to the allocation of land to beneficiaries in hectares. Allocation of land in hectares is done through the delegated approval authority, and it focuses on land acquired by the state for leasehold, disposal, donations, and direct transfer to farm dwellers and labour tenants. Allocation and signing of the approval memorandum outlining the kind of allocation of, i.e., leasehold, direct transfer, disposals, donations through relevant policies and legislation.
Source/collection of data	• Project file; • Immovable assets register (IAR); • Land Administration Web (LAW); • Land Disposal Database; • DeedsWeb.
Method of calculation/assessment	Simple sum of hectares allocated
Means of verification	• Approved memorandum dated and signed; and/or • Deeds property enquiry report; or • Conveyancer’s confirmation of transfer.

Assumptions	Availability of the compliant, qualifying, and suitable applicants for land allocation and availability of land for allocation.
Disaggregation of beneficiaries (where applicable)	Target for women: 21,293 ha Target for youth: 14,620 ha Target for persons with disabilities: 1,912 ha
Spatial transformation (where applicable)	Allocation is informed by AAMP, and other spatial development frameworks with the prioritisation of the designated groups.
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	44,000 ha
Indicator responsibility	Deputy Director-General: Land Redistribution and Tenure Reform

Indicator title	3.3.1 Number of farms supported through the Land Development Support Programme
Definition	This indicator refers to the provision of farm development support with production inputs, on-farm infrastructure, machinery and equipment, and operational cost to land reform farms.
Source/collection of data	• Project files/on-farm visits/production monitoring tool; and • List of farms or portion(s) of farms, erfs, plots, lots, agricultural holdings, etc.) receiving departmental support/intervention through the Land Development Support Programme.
Method of calculation/assessment	• Simple count of supported farms or portion(s) of farms, erfs, plots, lots and agricultural holdings; and • Farms or portion(s) of farms, erfs, plots, lots and agricultural holdings that are counted once in a financial year, regardless of the number of interventions/supports provided being multi-year.
Means of verification	• Signed and dated delivery note signed by the development partner/departmental official and the farmer or certificate of compliance or practical completion certificate or final completion certificate as per the professional body. (The certificates will only be signed by professionals). All above-mentioned documents linked to the reporting period; • Signed and dated invoices linked to the reporting period signed by the farmer for expenditures/transactions taking place within the Joint Business Account (JBA), e.g., veterinary services, purchasing of fuel, etc; and • Payment of wages and salaries for farm workers – signed time sheet by worker and farmer (timesheet includes name, surname, ID number, amount paid) or a payroll for permanent workers.
Assumptions	Budget availability, no conflict to deter the support to be provided, no force majeure, disaster, market forces, etc. (Any other incident outside the control of the project team).
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for persons with disabilities: N/A

Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	36 farms supported through the Land Development Support Programme.
Indicator responsibility	Deputy Director-General: Land Redistribution and Tenure Reform

Indicator title	3.4.1 Number of land claims settled
Definition	• The indicator refers to the total number of claims lodged that have been settled either by the minister or as per delegations at the time or through court directives; • The indicator also includes full and final settlements for missing or untraceable or uncooperative beneficiaries where the settlements were not previously counted; and • A claim is settled once the minister (or the duly delegated official(s) has approved an award for the restoration of a right, alternative land or financial compensation.
Source of data	Signed Section 42(d) or Section 42(e) or court order making an award of financial compensation, land or alternative redress.
Method of calculation/assessment	Simple count: Claims are counted as settled when signed by the minister or as per delegation by the CLCC or court directive is received.
Means of verification	Signed section 42D or Section 42E or court order (Signed by the minister or CLCC as delegated by the minister)
Assumptions	Effective processing of claims
Disaggregation of beneficiaries	N/A
Spatial transformation	• Equitable redress to victims of racially motivated land dispossession; and • Integration of segregated communities.
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	281 claims settled
Indicator responsibility	Chief Land Claims Commissioner as delegated by the minister.

Indicator title	3.4.2 Number of land claims finalised
Definition	• The indicator refers to land claims that have already been settled and have now been finalised. Finalised means full financial compensation being disbursed, or that the land purchase price has been disbursed; and/or land has been transferred, or a combination thereof; • The indicator includes the number of claims that have been dismissed or deemed non-compliant;

	• The indicator also includes declarations for the commitment register to clear the commitment register and deferred claims and/or untraceable claims; • A claim is finalised when the settlement, as contained in Section 42(d), or a court order has been effected, i.e., the property has been transferred to the beneficiary or the financial compensation has been paid.
Source of data	Includes one or a combination of: • signed-off provincial reports; • Basic Accounting System (BAS) reports; • project summaries; • non-compliant or dismissal letter to claimant signed by the RLCC; • approved declaration or reconciliations to clear funds from the commitment register; • DeedsWeb report to confirm transfer to claimants; and • deferral memo signed by the RLCC that claim and/or untraceable claims to be referred.
Method of calculation/assessment	Simple count of the number of claims that were finalised within the period under review.
Means of verification	• Detailed dated and signed register of land claims finalised and proof of payment/financials provided on the departmental letterhead dated within the period under review, and either of the following; o Dated and signed non-compliant/dismissal letter on approved letterhead, signed by the RLCC where the minimum period of 30 days has lapsed at the time of the RLCC's signature; or o DeedsWeb printout confirming transfer details; or o Dated and signed declaration or reconciliation submission to clear funds from the commitment register; or o Dated and signed deferral memo on approved letterhead, signed by the RLCC.
Assumptions	Claims settled
Disaggregation of beneficiaries	N/A
Spatial transformation	• Equitable redress to victims of racially motivated land dispossession; and • Integration of segregated communities.
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	277 claims finalised
Indicator responsibility	Head of Branch: Restitution and Chief Land Claims Commissioner as delegated by the minister.

Programme 4: Rural Development

Indicator title	4.1.1 Reports on implementation of the Integrated Rural Development Sector Strategy (IRDSS)
Definition	Rural development is a concurrent function between national and provincial government. The indicator measures the number of reports detailing progress on implementation of all the six (6) pillars of the strategy: Pillar 1: Infrastructure Development, Maintenance and Investment; Pillar 2: Economic Development Industrialisation and Job Creation; Pillar 3: Education and Skills Development; Pillar 4: Provision of Basic Municipal Services; Pillar 5: Land, Agrarian Reform and Tenure Security; and Pillar 6: Social and Community Development; by both provincial and national sector department.
Source of data	Reports from provincial and national governments
Method of calculation/assessment	Simple count of reports
Means of verification	• Signed reports by the DDG: Rural Development on the implementation of IRDSS; • IGR Rural Development sectoral meeting agenda, minutes, and attendance register.
Assumptions	Cooperation from national sector departments and provincial government departments to submit progress reports based on key performance indicators relating to improvement of socio-economic lives of people living in rural areas.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative
Reporting cycle	Bi-annually
Desired performance	Two reports
Indicator responsibility	Deputy Director-General: Rural Development

Indicator title	4.2.1 Number of young people trained through the National Rural Youth Service Corps Programme (NARYSEC)
Definition	The indicator tracks the number of NARYSEC youth who are offered credit- or non-credit-bearing training at various training institutions with the intention of providing the required skills to transition them into employment or business development opportunities. Youth should be between the ages of 18 and 35 years upon recruitment into the NARYSEC programme.
Source of data	Detailed electronic list (Excel spreadsheet/database)
Method of calculation/assessment	A headcount of each person who has been trained in a specific learning programme within the current financial year. A person will be counted once in a financial year, even if they received a different type of training.
Means of verification	• Written confirmation, from the training provider, of the youth who were trained in the specific learning programme. The written confirmation must be on the letterhead of the training provider, and duly signed and dated by a representative of the training provider. The written confirmation must reflect

	the first names, surnames, ID numbers and signatures of the youth who were trained; • Detailed electronic list (Excel spreadsheet/database); and • NARYSEC appointment letters or PERSAL printouts.
Assumptions	Through the provision of skills development interventions, the youth will be empowered to transition into employment or business development opportunities.
Disaggregation of beneficiaries	Youth
Spatial transformation	N/A
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	681 young people trained
Indicator responsibility	Deputy Director-General: Rural Development

Indicator title	4.3.1 Number of jobs created through rural development initiatives
Definition	The indicator refers to the number of job opportunities created (permanent, temporary, and seasonal) through various rural development initiatives. The contribution of the department to the improved employment opportunities may also be through the development/ establishment of business opportunities by programme participants. A job is any activity (paid in terms of a monetary value or non-monetary value) within rural development initiatives implemented to promote rural development and job creation. • It relates to a paid job/salary earning wages. • It relates to self-employment, division of revenue by a cooperative in a financial year (normally once a year to the members, if there are dividends to pay out. • It relates to daily/weekly job activities by enterprises and industries without financial payment of wages but rather payment of produce that relates to the cooperative and will benefit the member. A permanent job means the employment arrangement does not have a set end date. It's a long-term commitment between the employer and the employee. Temporary job means the employment is only created for a specific, limited period of time due to a project ending. A seasonal job is a temporary position that exists for a specific period of time, often related to a particular season or holiday. In the NARYSEC Programme these employment opportunities may be realised upon completion of the participant's accredited training whereby they will either secure employment either formal or informal or even be self-employed through establishing a business. These opportunities are possible through the support provided by partnerships with public and private sector stakeholders.

Source of data	Payroll or payment schedules. Dividend shares certificate, non-monetary compensation schedule in terms of jobs performed. OR Placement data from partner organizations; or Employment verification documents (e.g., contracts or appointment letters or letters from stakeholder confirming appointment of the NARYSEC participants or business registrations); or Business registration and/or financial records; or Proof of Allocation of Land; or PERSAL printouts.
Method of calculation/assessment	Each person will be counted once in a financial year no matter where the person is employed. Each person that is self-employed will be counted once in a financial year no matter where the person is working. Each person that receives remuneration/compensation for non-monetary job activities in the same enterprise or industry will be counted once during the financial year.
Means of verification	Detailed dated and signed list (soft copy) and work time-sheet/ register of jobs created or business development supported through rural development initiatives with specific type of job created provided on the letterhead of the relevant institution/ company and signed by all employees. OR Signed beneficiary register with specific type of jobs created by public and private enterprises. OR Proof of payments. OR Signed remuneration/reward (non-monetary) schedule for the job done by the member and co-signed by the chair. OR Employment confirmation letter (from stakeholder) on the letterhead /stamp or signature of the relevant stakeholder or employment contract (between the participant and the stakeholder) signed between the relevant stakeholder and the participant. OR On business development support: The type of business development support will be highlighted and can include any of the following: Business registration documents, linkages to Incubation programmes or mentorship, access to markets, provision of start-up tool kits, business development training, Financial and Non-Financial Support. OR Employment records (contract and or letter of appointment) or job placement tracking provided by NARYSEC's partners. OR Signed off letter by partner providing business development support in a form of financial support and non-financial support.

Assumptions	Through rural infrastructure development, economic opportunities will be created, and the standard of living will improve. Active partnerships with employers and business development organizations are in place. Graduates have access to necessary resources and support for employment or business initiation. External economic factors support the creation of employment opportunities and business viability.
Disaggregation of beneficiaries	60% women 40% men 2% Persons with Disability 18 – 35 Years: NARYSEC
Spatial transformation	Within prioritised districts
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	450 employment opportunities in the rural development programme.
Indicator responsibility	Deputy Director-General: Rural Development

Indicator title	4.4.1 Number of infrastructure projects completed
Definition	This indicator tracks the number of individual infrastructures facilitated, delivered and completed to support the development for the intended purpose. This is an initiative identified by the department to ensure improved provision of infrastructure as a catalyst to bring about inclusive rural economic development and growth in the rural areas targeting the 44 district municipalities and eight metropolitan municipalities in line with the DDM. Completed and delivered in this context means at practicality completion stage (When the infrastructure project is completed for its intended purpose).
Source of data	Project database
Method of calculation/assessment	Simple count of infrastructure delivered and completed

Means of verification	• A dated and signed practical completion certificate (PCC);
	• The PCC must be signed by the following stakeholders:
	  o Departmental official;
	  o Service provider; and
	  o Beneficiary (community representative and/or an organ of state).
	• These must be provided on the departmental letterhead (template provided) and dated within the period under review.

Assumptions	Through rural infrastructure, economic opportunities will be created, and the standard of living will improve.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Within prioritised rural districts

Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	33 infrastructure projects completed
Indicator responsibility	Deputy Director-General: Rural Development

Indicator title	4.5.1 Number of districts supported with Investment in Rural Industrial Development through Enterprise Development and Cooperatives
Definition	Rural Industrial Development measures the number of district municipalities supported with investments in rural industrial development through enterprise development and cooperatives. Support includes providing economic development opportunities, maximising the potential of the local industry, jobs created and investment in enterprises and cooperatives working in partnership with Department of Trade Industry and Competition (DTIC), Department of Small Business Development and Provincial Departments of Economic Development and provincial departments responsible for Rural Development.
Source of data	Information gathered from districts and from provincial and national government departments
Method of calculation/assessment	Simple count of the reports (1 per district)
Means of verification	Reports signed by Branch DDG on the investments in Rural Industrial Development in 10 of the 44 districts through enterprise development and cooperatives. Supporting Documents will include: • Minutes of meetings with districts; and with provincial or national departments; • Signed reports collected from relevant stakeholders.
Assumptions	Through rural industrial development, economic opportunities will be created, and the standard of living in the rural areas will improve.
Disaggregation of beneficiaries	N/A
Spatial transformation	Within prioritised rural districts
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	10 districts
Indicator responsibility	Deputy Director-General: Rural Development

ANNEXURE A: INFRASTUCTURE PROJECTS

LOCATION					PROJECT NAME	PROJECT VALUE
Province	District	Local	Village	GPS Coordinates		
Eastern Cape	Chris Hani DM	Enoch Mginjima Local Municipality	Gwatyu	S32°01.381 E27°12.639	Rehabilitation and re-graveling of 8km access road to Gwatyu farms. (multi-year project)	R16,642,140,73
Eastern Cape	Sarah Baartman DM	Sundays River Local Municipality	Zuurberg	S33°21.05 E25°44.33	Construction of capital works for Zuurberg Memorial Centre and Doringnek Youth Centre in Zuurberg	R43,735,662,22
Eastern Cape	OR Tambo DM	Nyandeni Local Municipality	Gosshill / Libode	S31°31.722 E29°06.023	Construction of Community Hall at Zwelihle Traditional Council in Goss Hill Village	R23,809,504,00
Eastern Cape	OR Tambo DM	King Sabata Dalindyebo Local Municipality	Gqubeni	S31°36.89466' E29°051346'	Construction of 12 km access road at Gqubeni Village	R33,444,473,56
Free State	Mangaung Metropolitan	Mangaung Metropolitan	Sediba Village	S29°01'45.5" E26°56'35.8"	Upgrading of Sediba Village road and culvert crossing	R18,650,401,00
Free State	Thabo Mofutsanyane DM	Dihlabeng Local Municipality	Clarens	S28°31'41.2" E28°25'16.5"	Construction of 22 km 8 strand barbed wire fence at Clarens Commonage	R2,837,625,00

LOCATION					PROJECT NAME	PROJECT VALUE
Province	District	Local	Village	GPS Coordinates		
Free State	Fezile Dabi DM	Moqhaka Local Municipality	Maokeng	S27°36'55.31" E27°12'26.76”	Regravelling of 4,2 km road at Riversdale and Pitso Commonage in Maokeng	R4,200,000,00
Free State	Thabo Mofutsanyane DM	Maluti-a-Phofung Local Municipality	Makholokoeng	S28°17'18.9" E28°56'48.6"	Construction of two new silos and one entrance gate at the Makholokoeng FPSU in the Maluti-a-Phofung Local Municipality	R4,200,000,00
Free State	Fezile Dabi DM	Moqhaka Local Municipality	Maokeng	S27°36'55.31" E27° 12'26.76”	Construction of two new silos and a weighbridge at Kroonstad FPSU in the Moqhaka Local Municipality	R5,200,000,00
Free State	Mangaung Metropolitan	Mangaung Metropolitan	Thaba Nchu	S29°13'22.1" E26°51'14.7"	Upgrading of the Thaba Nchu Abattoir and Rendering Plant in the Mangaung Metropolitan Municipality	R41,042,203,00
Gauteng	West Rand DM	Mogale City Local Municipality	Tswelopele	S25°55'51.2" E27°30'06.4"	Tswelopele CPA Village access road regravelling	R5,500,000,00
Gauteng	City of Tshwane Metropolitan	City of Tshwane Metropolitan	Sokhulumi, Bronkhorstspruit and Hammanskraal	S25°36'01.8" E28°53'34.0"	Equipping of 5 boreholes in Sokhulumi,	R1,874,860,01

LOCATION					PROJECT NAME	PROJECT VALUE
Province	District	Local	Village	GPS Coordinates		
				S25°33'13.9" E29°00'54.3" S25°19'46.8" E28°11'53.6" S25°20'02.3" E28°11'55.4" S25°55'56.6" E28°31'17.2"	Bronkhorstspruit and Hammanskraal in the Tshwane Metropoltan District	
Gauteng	City of Tshwane Metropolitan	City of Tshwane Metropolitan	Rust De Winter	S25°15'28.4" E28°40'04.4" S25°15'10.2" E28°40'15.7"	Construction of Rust de Winter Bridges	R27,900,000,00
Gauteng	Sedibeng DM	Midvaal Local Municipality	Bantu Bonke	S26°43'07.3" E28°01'11.7"	Bantu Bonke Village Access Road Rehabilitation	R14,667,002,97
Gauteng	City of Tshwane Metropolitan	City of Tshwane Metropolitan	Rethabiseng	S25°43'23.3" E28°42'36.0"	Equipping of a borehole and connection to the water supply system at Sinehlanhla School	R500,000,00
Gauteng	West Rand DM	Mogale City Local Municipality	Tarlton	S26°03'19.2" E27°40'04.4"	Construction of mechanisation centre & external services for Tarlton FPSU	R21,600,000,00

LOCATION					PROJECT NAME	PROJECT VALUE
Province	District	Local	Village	GPS Coordinates		
KwaZulu-Natal	Umkhanyakude DM	Various	Qwabe	S29.286892.31 E31.103750	Construction of Qwabe FPSU	R37,455,014,37
KwaZulu-Natal	Umkhanyakude DM	Various	Macekane	S28,8041370 E31,7942908	Construction of Macekane FPSU/ Felixton FPSU	R37,455,014,37
KwaZulu-Natal	Umkhanyakude DM	Various	Sezela	S29 30 10.5 E30 41 45.8	Construction of Sezela FPSU	R37,455,014,37
KwaZulu-Natal	Umkhanyakude DM	Various	Matikulu	S28.983748 E31.615859	Construction of Matikhulu FPSU	R37,455,014,37
Limpopo	Mopani DM	Ba-Phalaborwa Local Municipality	Priska Village	S-23,7005083 E30,7879056	Construction of Masalal access road	R20,363,682,54
Limpopo	Mopani DM	Ba-Phalaborwa Local Municipality	Dingamanzi Village	S-30,7171750 E23,3574444	Professional service provider for the design and monitoring of Dingamanzi Road: Paving of Dingamanzi 2,3 km road in Dingamanzi	R1,210,690,60
Limpopo	Vhembe DM	Thulamela Local Municipality	Tshivhazwaulu	S-23.085955 E30.391151	Reconstruction and extension of Ndivheni Primary School in Makhado	R28,975,984,31
Limpopo	Waterberg DM	Lephalale Local Municipality	Witpoort	S-23.326819 E28.0007059	Construction of Witpoort farmers production at Lephalale Local Municipality: Auction facility, warehouse, training	R36,542,020,77

LOCATION					PROJECT NAME	PROJECT VALUE
Province	District	Local	Village	GPS Coordinates		
					hall, Cattle handling facility, and access road	
Mpumalanga	Gert Sibande DM	Mkhondo Local Municipality	Donkerhoek	S25˚ 43’ 16’’ E 31˚50’ 48’’	Upgrade of culverts, bridges, existing paved road and farm access roads at Donkerhoek Village within Mkhondo Local Municipality; Phase 1: Re-Gravelling of 7,3 km and construction of 3 box culverts to connect Emoyeni Combined School to existing paved road	R43,000,000,00
Mpumalanga	Ehlanzeni DM	Bushbuckridge Local Municipality	Huttington	S24°57'60.00" E31°15'58.18"	Construction of Huttington 1,4 km paved access road.	R13,351,337,93
Mpumalanga	Ehlanzeni DM	Bushbuckridge Local Municipality	Various villages	S24°57'60.0" E31°15'58.17	The construction and rehabilitation of 15 dip tanks in various regions of Mpumalanga	R2,579,079,50
Mpumalanga	Gert Sibande DM	Chief Albert Luthuli Local Municipality	Dundonald	S26˚ 13’ 55.7’’ E30˚49’ 10.9’’	Construction of a tractor shed, supply and installation of	R9,000,000,00

LOCATION					PROJECT NAME	PROJECT VALUE
Province	District	Local	Village	GPS Coordinates		
					milling equipment at Dundonald FPSU	
Mpumalanga	Nkangala DM	Emakhazeni Local Municipality	Paardedeplaas	E30.00939° S25.74187°	Development of ecd and community hall at Paardeplaas	R15,000,000,00
Mpumalanga	Ehlanzeni DM	Nkomazi Local Municipality	Mzinti	S25˚41’35.7” E31˚45'31.9	Construction of Mzinti packhouse external works: paving	R1,000,000,00
North West	Bojanala DM	Moses Kotane Local Municipality	Makweleng	S25,100895 E26,442712	Paving of Makweleng access road ±0,8 km	R20,000,000,00
North West	Ngaka Modiri Molema DM	Ditsobotla Local Municipality	Springbokpan	S26°06'01.5" E25°50'33.9"	Supply, delivery and installation of 2300 litres of diesel tank at Springbokpan Agripark	R803,000,00
North West	Ngaka Modiri Molema DM	Tswaing Local Municipality	Mareetsane	S26°12'20.8" E25°28'54.8"	Mareetsane rehabilitation of the access road	R4,426,829,55
North West	Bojanala DM	Madibeng Local Municipality	Jericho	S25°19'34.2" E27°49'53.7"	Jericho FPSU: upgrading of access road	R8,466,203,52
North West	Ngaka Modiri Molema DM	Mahikeng Local Municipality	Magogoe	S25°52'42" E25°36'36"	Letlamoreng ICT: Constructio of Multi-purpose Centre	R27,864,569,92
North West	Bojanala DM	Moses Kotane Local Municipality	Makweleng	S25°10'08" E26°44'19"	Makweleng FPSU new storage shed and Admin block	R27,340,177,07

LOCATION					PROJECT NAME	PROJECT VALUE
Province	District	Local	Village	GPS Coordinates		
North West	Ngaka Modiri Molema DM	Tswaing Local Municipality	Ganalaagte	S26 46321 E25 52859	Ganalaagte (phase 2) 15km village access road	R114,899,500,00
Northern Cape	Pixley Ka Seme DM	Renosterberg Local Municipality	Plessis Vlakte	S30º 39' 04" E24º 29' 29"	Access road to Plessis Vlakte FPSU	R3,000,000,00
Northern Cape	Namakwa DM	Khai Ma Local Municipality	Pella	S29°01'57" E19°08'44"	Construction of storage shed, boardroom, offices, houses, retail facility, fencing and water supply.	R13,714,386,27
Western Cape	Cape Winelands DM	Witzenberg Local Municipality	Nduli	S33°21'14.7" E19°20'55.8"	Construction of Nduli pig sewer upgrade	R12,000,000,00
Western Cape	Overberg DM	Overstrand Local Municipality	Pearly Beach	S34°39'12.3" E19°29'15.8"	Appointment of a contractor for the construction of an early childhood development centre in Eluxolweni.	R3,500,000,00
						R822,661,391,95