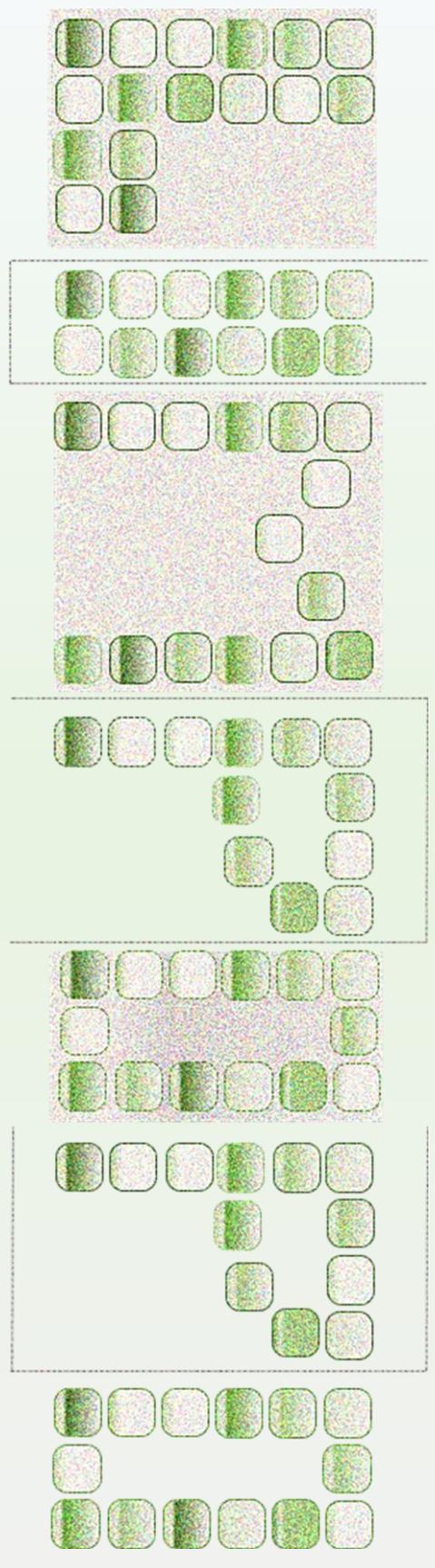
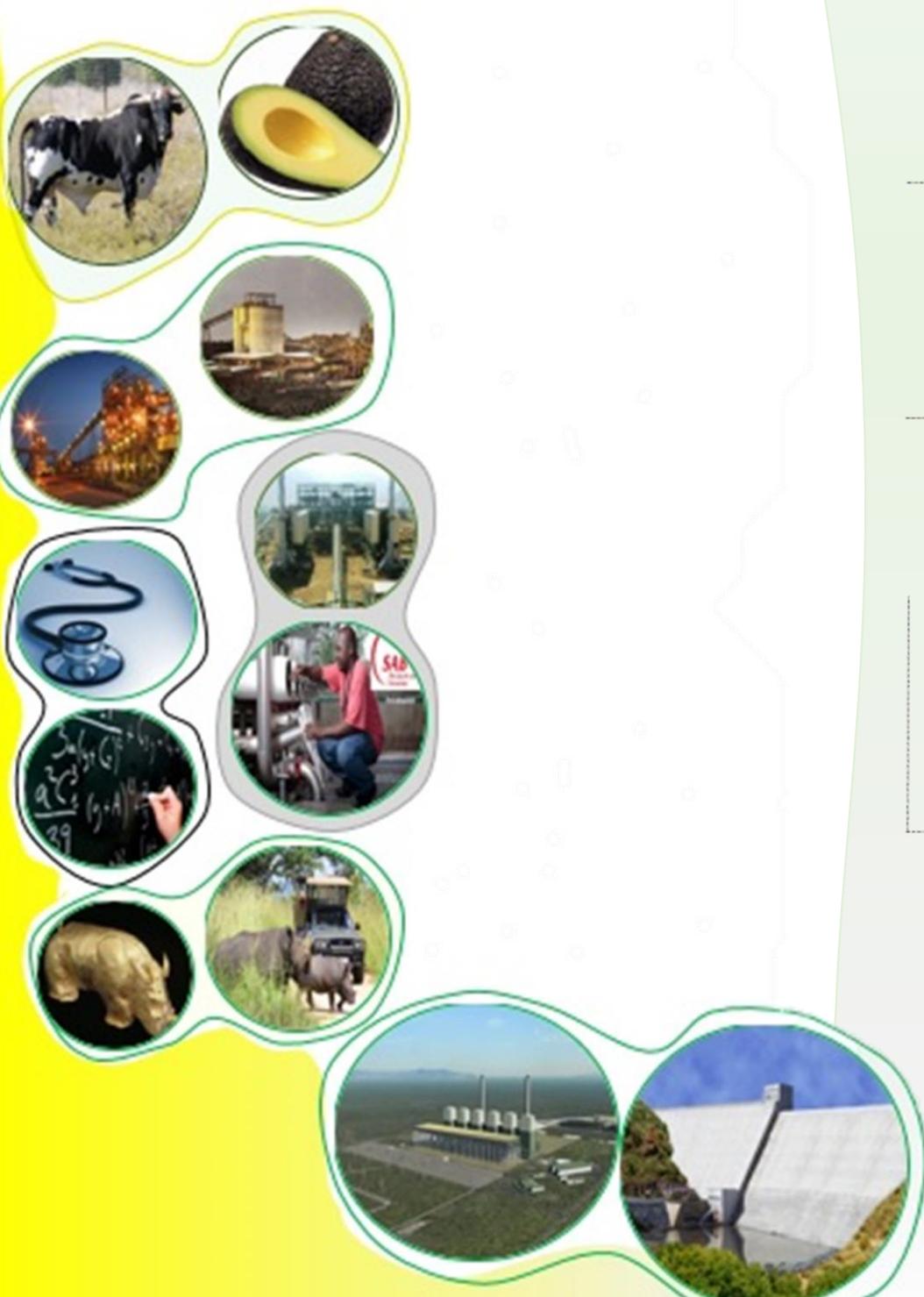




LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

LIMPOPO DEVELOPMENT PLAN (LDP)

2015-2019



DRAFT

November 2014



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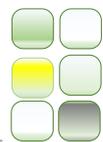
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FOREWORD BY THE PREMIER





OVERVIEW OF THE LIMPOPO DEVELOPMENT PLAN

INTRODUCTION

The purpose of the Limpopo Development Plan (LDP), 2015-2019, is to:

-  Outline the contribution from Limpopo Province to the national MTSF¹ for this period,
-  Provide a framework for the strategic plans of each provincial government department, as well as the IDP's and sector plans of district and local municipalities,
-  Create a structure for the constructive participation of private sector business and organised labour towards the achievement of provincial growth and development objectives
-  Encourage citizens to be active in promoting higher standards of living in their communities.

Development is defined as broad-based improvements in the standard and quality of living of people in Limpopo, to which all institutions, including government, business, organised labour and citizens contribute. Annual growth in job creation, production and income, access to good public services and environmental management are essential instruments to reach the goal of development.

This document is the culmination of workshops at different levels of government and with private sector stakeholders throughout Limpopo. The Limpopo Development Plan (2014 – 2019) is based on lessons learnt from previous Limpopo Strategies and Plans, on the National Development Plan (NDP), the MTSF Outcomes (National and Provincial), and the provincial Lekgotla of May 2014.

Development objectives are classified into two broad development themes and fourteen priority outcomes, each with its own targets and indicators. The two broad development themes are:

-  Economic Transformation (including infrastructure and workplace conflict reduction), and
-  Improving Service Delivery (access to and quality of services and local government capacity).

SITUATION ANALYSIS

Mining is the dominant sector in the provincial economy, contributing almost 29% to the value of total production. Many of the potential new projects in Limpopo are also related to mining. By contrast, the relative contributions of manufacturing, as well as trade and tourism have declined. The implication for the Limpopo Development Plan is that, in addition to the two SEZs, specific manufacturing clusters for appropriate industrial value-chains should be identified to enable the manufacturing sector in Limpopo to be more competitive nationally. Mining development presents valuable development opportunities, but it is important to promote diversification and multi-skilling to mitigate the risks of shocks associated with commodity price dips and mine closures.

The Limpopo economy grew at an average rate of 2, 9% from 2002 to 2012, which was on average one percentage point lower than the national average of 3, 9% over the same period.

The strict unemployment rate of 15.9% in Limpopo (Sept 2014) has been consistently below the national unemployment rate since 2012. This is the official definition of unemployment, but it must be noted that Limpopo has a high incidence of discouraged work seekers. When the expanded definition of unemployment is used, then unemployment in Limpopo (35%) is higher than the

¹ The National MTSF for 2015-2019 is the first five-year implementation plan of the National Development Plan, which has a longer horizon until 2030



national unemployment rate, which was 32.8% in September 2014. A related concern is the low labour force participation rate in Limpopo.

At the lowest level, it is evident that 55.6% of households have annual income levels below R19, 600 per year, which is R1, 633 per month. These households can be considered to be in absolute poverty (indigent) and will find it impossible to pay for services, such as water, electricity and school fees.

The population of Limpopo increased from 4.99 million in 2001 to 5.4 million in 2011, which is an average population growth rate of 0.82%. Limpopo was host to 10.44% of the national population. The share of the provincial population as a proportion of the national population is slowly declining due to out-migration, particularly of young people.

There has been a significant improvement in illiteracy levels among adults, from 20.1% in 2001 to 11.6% in 2011. Mortality rates are also dropping, which points towards improved health care. The crime rate in Limpopo at 13.2 cases per 100,000 people has consistently been the lowest of all provinces in SA, which is why Limpopo has earned the reputation of the Province of Peace. The national average is 32.2 cases per 100,000 people for 2013/14.

The total land area of Limpopo is 125 754 km² making it the 5th biggest in the country. The Limpopo Spatial Development Framework created a provincial spatial hierarchy that is based on clusters of settlements that function or (could function) as single entities, and that contain a substantial number of people. It identified nodal development points, which are those specific locations where development tends to be concentrated. The Province has almost 2,500 settlements, but only 12% of the population is urbanised. Many of the rural settlements have less than 1000 inhabitants, making municipal services and infrastructure difficult and costly to supply. Limpopo Provincial Government has identified ten growth points for co-ordinated development support. Priority attention is directed to Lephalale, Greater Tubatse and the Musina-Makhado Corridor.

The De Hoop Dam is complete, bulk water supply to Steelpoort area is well underway and augmentation is being provided for Lephalale from the Crocodile River. Despite these developments, a deficit of 123 million cubic meters is anticipated for 2025, which is a constraint on development prospects in Limpopo. Improved strategies for water resource management are therefore urgently required. The proposed Nwamitwa Dam in Greater Tzaneen, as well as the prospect of raising the Tzaneen Dam wall, are potential opportunities for further water augmentation in the Province. In 1996, just more than 75% of households in Limpopo had access to piped water. The situation has improved remarkably, with 86% of households having access to piped water in 2011.

Despite the considerable potential for electricity generation from fossil fuels, Limpopo should develop its potential for renewable energy generation as well.

The spine of the provincial road network is the N1 that bisects Limpopo from south to north, linking the rest of the country with its sea ports to Sub-Saharan Africa.

The Strategic Infrastructure Projects are part of National Infrastructure Plan approved by National Government in 2012 and co-ordinated through the Presidential Infrastructure Coordinating Commission (PICC). Eighteen Strategic Integrated Projects (SIPs) have been developed and approved to support economic development and address service delivery, of which 8 are relevant to Limpopo.



Limpopo is rich in biodiversity and has three national centres of endemism (Soutpansberg Centre, the Wolkberg Centre, and the Sekhukhune Centre). These systems are under pressure and require conservation to protect the provincial biodiversity and ecosystems.

There is concern about the increasing percentage of the provincial expenditure on Compensation of Employees (COE). Secondly, expenditure levels on conditional grants are disturbingly low, because unspent funds are returned to National Treasury.

Skills distribution in SA and Limpopo is disconcertingly low, with less than 18% of the formal sector workforce being highly skilled. It is anticipated that the digital revolution that is currently underway, will cause structural shifts in the labour market. Demand for skilled labour is likely to outgrow the demand for unskilled labour. Unskilled persons could be left vulnerable by this global trend. More than 88% of households in Limpopo have mobile phones, while 6% have fixed lines. The greatest threat to R&D in Limpopo is the low rate of passes in Mathematics and Science in high schools and the low proportion of Science, Engineering and Technology (SET) graduates from universities.

DEVELOPMENT STRATEGY

The protracted global economic recovery and tight national fiscal conditions will present challenges for new job creation, nationally and provincially. In addition, it is anticipated that the digital revolution will change the nature of work and place an increasing premium on technological skills.

The strategy outline is designed on the floor plan of the 14 development outcomes contained in the MTSF for 2015-2019. The outcomes approach that is reflected in the MTSF moves beyond the erstwhile focus on activities and outputs. It emphasises development improvements (outcomes and impacts) that are to be achieved and requires a change-management approach to business from all stakeholders, rather than merely a bureaucratic compliance approach.

The vision of the Province remains **to fulfil the potential for prosperity in a socially cohesive, sustainable and peaceful manner**. The vision will be attained by way of a **mission statement** that emphasises **participatory leadership aimed at promoting excellence and an entrepreneurial spirit, improved service delivery, facilitation of decent job creation and systematic poverty reduction**.

Outcome 1: Quality Basic Education

By 2030, Limpopo must have a basic education system with high-quality, universal early childhood education and quality school education, with globally competitive literacy and numeracy standards. Education is seen as an important instrument in equalising individuals' life chances, preparing next generations to be economically mobile and successful and critical to poverty reduction. Six sub-outcomes are described to improve education performance.

Outcome 2: Long and Healthy Life

Nine long-term health goals for national and provincial government range from primary health care to reduced mortality rates, filling of critical posts and health information systems. The Strategic and Annual Performance Plans of the Limpopo Department of Health will indicate how these goals will be pursued over the MTSF period, with assistance from other agencies where needed.



Outcome 3: All People are Safe

People living in Limpopo will feel safe at home, at school and at work, and enjoy a community life free of fear. There will be zero tolerance for corruption, citizens do not offer bribes and are confident that officials will be held accountable. Leaders have integrity and high ethical standards.

Outcome 4: Decent Employment through Inclusive Growth

A long term vision is provided towards dealing with the challenges of unemployment, inequality and creating a more inclusive society. Central to meeting the vision enshrined in the NDP is the implementation of the New Growth Path (NGP) the Industrial Policy Action Plan (IPAP) and the National Infrastructure Plan. These short and medium term plans provide a more detailed programme of action within the context of the NDP for the next five years. The strategy is based on the cluster value chain approach and specifically for potential cluster value chains that have been identified and investigated in recent years. Priority growth points will be promoted in the process.

Outcome 5: Skilled and Capable Workforce

By 2030, Limpopo should have access to education and training of the highest quality, leading to improved learning outcomes. The education, training and innovation system should cater for different needs and produce highly skilled individuals. The graduates of Limpopo's universities and colleges should have the skills and knowledge to meet the present and future needs of the economy and society. Research and development should be significantly expanded. Responsibility to achieve the 9 sub-outcomes in Limpopo rests with the Planning Branch in the Office of the Premier.

Outcome 6: Competitive Economic Infrastructure

Limpopo needs to invest in a network of economic infrastructure designed to support medium- and long-term economic and social objectives. This is a precondition for providing basic services such as electricity, water, sanitation, telecommunications and public transport, and it needs to be robust and extensive enough to meet industrial, commercial and household needs.

Outcome 7: Comprehensive Rural Development

The 2030 vision is rural areas which are spatially, socially and economically integrated and where residents have economic growth, food security and jobs as a result of agrarian transformation and infrastructure development programmes, and have improved access to basic services, health care and quality education. By 2030 agriculture in Limpopo will create close to 100,000 new jobs.

Outcome 8: Human Settlement Development

There is a need to transform the functioning of human settlements so as to observe meaningful and measurable progress in creating more functionally integrated, balanced and vibrant urban settlements by 2030. This requires institutional capabilities for effective coordination and spatial investment decisions to effect spatial transformation across all geographic scales supported by policies, plans and instruments to reduce travel distances and costs, especially for poor households.



Outcome 9: Developmental Local Government

By 2030 Limpopo will have a developmental local state that is accountable, focused on citizen's priorities and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy. In this scenario, local government is at the forefront of participatory democracy involving citizens in meaningful deliberations regarding governance and development. It is responsive to citizens' priorities and enjoys high levels of trust and credibility amongst the public.

Outcome 10: Environmental Protection

By 2030 Limpopo's transition to an environmentally sustainable, climate-change resilient, low-carbon economy and just society will be well under way. The first phase focuses on a framework for implementing the transition to an environmentally sustainable, low-carbon economy. This phase will include unblocking regulatory constraints, data collection and establishment of baseline information, and indicators testing some of the concepts and ideas to determine if these can be scaled up.

Outcome 11: Regional Integration

The National Development Plan sets out a Vision for a future South Africa and Limpopo that are prosperous and stable, with full employment in a country that is fully integrated into the region, the continent and the global political economy.

Outcome 12: Developmental Public Service

An efficient, effective and development oriented public service is essential for a capable and developmental state. This LDP highlights the need for well-run and effectively coordinated provincial institutions with skilled public servants who are committed to the public good and capable of delivering high-quality services, while prioritizing the provincial developmental objectives.

Outcome 13: Inclusive Social Protection System

By 2030, everyone must enjoy an adequate standard of living. There must be basic social protection guarantees aimed at preventing or alleviating poverty and protecting against vulnerability. These guarantees should be easily accessible and available to those who need them the most.

Outcome 14: Social Cohesion

In 2030, residents of Limpopo will be more conscious of the things they have in common than their differences. Their lived experiences will progressively undermine and cut across the divisions of race, gender, space and class. The nation will be more accepting of peoples' multiple identities.

IMPLEMENTATION PLAN

The implementation plan specifies the role of the different provincial government departments in Limpopo as the convenors responsible to achieve the 14 development outcomes in the strategy outline. This will be done in conjunction with other primary stakeholders at different levels of government, as well as with business, organised labour and civil society. Targets from the MTSF are specified for each outcome. Finally, a framework for integrated development planning is provided, as well as a listing of important development sector plans.



1. INTRODUCTION

The purpose of the Limpopo Development Plan (LDP), 2015-2019, is to:

-  Outline the contribution from Limpopo Province to the national MTSF² for this period,
-  Provide a framework for the strategic plans of each provincial government department, as well as the IDP's and sector plans of district and local municipalities,
-  Create a structure for the constructive participation of private sector business and organised labour towards the achievement of provincial growth and development objectives
-  Encourage citizens to become active in promoting higher standards of living within their communities.

This LDP builds on the foundations of the Limpopo Economic Growth and Development Plan (LEGDP) 2009-2014 and the Limpopo Provincial Growth and Development Strategy (PGDS) 2004-2008. These strategies were reviewed in order to maintain positive momentum for development and to overcome shortcomings that were revealed during their implementation cycles.

Development is defined as broad-based improvements in the standard and quality of living of people throughout the Province, to which all institutions, including government, business, organised labour and citizens contribute. Annual growth in job creation, production and income, access to good public services and environmental management are the essential instruments or means to reach the goal of development.

Although employment is a means to the end of objective in this development context, it must be emphasised that employment in itself plays a crucial role in the self-esteem and self-actualisation of people, enabling them to reach their full potential as human beings. Meaningful employment in the context of career development is therefore a key consideration throughout this LDP.

This document is the culmination of workshops at different levels of government and with private sector stakeholders throughout Limpopo Province. Specialist inputs were provided by responsible departments and other organisations through a process that was facilitated by the Office of the Premier between July and October 2014. Support was provided to the Office of the Premier by a core interdepartmental team of officials. The Limpopo Planning Forum, the Premier's Advisory Council, the Mining Round Table, academia and civil society all made valuable contributions.

All the specialist inputs were aimed at achieving the outcomes of the National Medium Term Strategic Framework (MTSF) for 2015-2019, but with specific reference to Limpopo. Past performance indicators are provided as baseline information to ensure that new targets are achievable.

A Development Economist was engaged towards the end of the drafting process to review and edit the draft document in preparation for official adoption at the LDP Summit in early December 2014.

The format of the LDP document is briefly summarised below:

-  Legislative and policy context,

² The National MTSF for 2015-2019 is the first five-year implementation plan of the National Development Plan, which has a longer horizon until 2030



-  Situation assessment and trend analysis of the current state of development with regard to a comprehensive range of dimensions, from demographics to economics, social, infrastructure, spatial dynamics and the environment,
-  Strategy formulation with appropriate targets and approaches towards achieving national and provincial priorities as determined in the MTSF,
-  Action Plans to achieve the targets and the infrastructure, institutional and resource imperatives to implement the Action Plans. Suggestions are also made to monitor and evaluate the Action Plans that are proposed for each objective,
-  Finally, an integrated planning framework is described and critical sector development plans are listed.

The broad outline of this format is illustrated in the figure below.

A priority objective of the LDP is to ensure synchronisation and focus between the decision-making and resource allocation processes of the state towards achieving a shared vision.

Institutional and resource requirements, as well as a communication strategy and a monitoring and evaluation schedule, is provided in the Implementation Action Plan, which accompanies the LDP.

Upon adoption, by EXCO Cluster Committees and by the Executive Council, the LDP becomes the official directive for development policy throughout the province for the period 2015 - 2019. It is possible to make amendments before the LDP is officially reviewed at the end of 2019. Such amendments will have to be sanctioned by the Executive Council. A mid-term assessment is critical and will take place in the 2017/18 Financial Year.

The following five risks to the achievement of the LDP objectives have been identified:

- 1) The capability of provincial, district and local government in terms of skill and commitment levels could be inadequate in some key areas, such as entrepreneurial support and education,
- 2) Primary institutional formations in the Province, such as government, organised labour, business and civil society may be unable to co-operate due to conflicting objectives and mutual distrust,
- 3) Financial resources may be inadequate to finance priority projects,
- 4) Many citizens may not be motivated to actively participate in voluntary local development initiatives due to the negative emotional effects of prolonged conditions of poverty,
- 5) Unemployed persons may not have the skills required for new jobs that are created, and
- 6) A critical mass of officials may view the LDP as a compliance requirement rather than an instrument for accelerated development management.

Appropriate measures will be developed to mitigate these risks.



Figure 1.1: BROAD FORMAT OF THE LDP





2. LEGISLATIVE AND POLICY FRAMEWORK

The Limpopo Development Plan (2014 – 2019) is based on lessons learnt from previous Limpopo Strategies and Plans, on the National Development Plan (NDP), the MTSF Outcomes (National and Provincial), the State of the Nation Address (SONA), the State of the Province Address (SOPA) and the provincial Lekgotla that was held in May 2014. The National Human Resource Development Plan (2014 – 2018) guides appropriate Human Resource Development, which is key in building the economy and society in general. Recommendations from various provincial strategies and plans are also woven into the LDP. It is critical that the various national, provincial and local plans should be aligned towards a shared vision for Limpopo and towards the National Development Plan.

2.1 New Growth Path

The purpose of the New Growth Path (NGP) Framework³ is to provide effective strategies towards accelerated job creation through the development of an equitable economy and sustained growth. The target of the NGP is to create up to five million jobs by 2020. With economic growth and employment creation as the key indicators identified in the NGP, the framework seeks to identify key structural changes in the economy that can improve its performance in terms of labour absorption and the composition and rate of growth. To achieve this, the government will seek to, among other, identify key areas for large-scale employment creation as a result of changes in conditions in South Africa and globally; and to develop a policy package to facilitate employment creation in these areas.

The NGP is focused on targeting capital and capacity at activities that maximise the creation of decent work opportunities, by creating a conducive environment that will support labour absorbing activities. With job creation as the overriding theme for the NGP, the Framework identifies the following job drivers:

-  Public investment in infrastructure
-  Targeting more labour-absorbing activities across the main economic sectors
-  Taking advantage of new opportunities in the knowledge and green economies
-  Leveraging social capital in the social economy and the public services
-  Fostering rural development and regional integration.

The NGP sets out a package of interventions to address a range of challenges in the economy, consisting of macroeconomic strategies, microeconomic measures and stakeholder commitments.

This policy document is important to the Limpopo Development Plan in the sense that it provides a policy mandate for economic cluster and value chain development, particularly in the sectors of agriculture, mining, manufacturing and energy. It also seeks to promote the green economy and tourism.

³ This section was extracted from the Limpopo Industrial Master Plan, October 2012



2.2 National Development Plan

The National Development Plan seeks to create a South African economy⁴ that is more inclusive, more dynamic and in which the fruits of growth are shared more equitably. The plan envisages an economy that serves the needs of all South Africans - rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. In 2030, the economy should be close to full employment; equip people with the skills they need; ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets); and be able to grow rapidly, providing the resources to pay for investment in human and physical capital.

To eliminate poverty and reduce inequality, the economy must become more inclusive and grow faster. These are twin imperatives. Government's New Growth Path aims to create 5 million new jobs by 2020. It seeks to do so by providing a supporting environment for growth and development, while promoting a more labour-absorptive economy. Its proposals are intended to lower the cost of living for poor households and for businesses through targeted micro-economic reforms, especially in transport, public services, telecommunications and food. Lowering the cost of living is a necessary adjunct to raising the standard of living and encouraging investment.

The commission builds on this approach. The National Development Plan proposes to create 11 million jobs by 2030 by:

-  Realising an environment for sustainable employment and inclusive economic growth
-  Promoting employment in labour-absorbing industries
-  Raising exports and competitiveness
-  Strengthening government's capacity to give leadership to economic development
-  Mobilising all sectors of society around a national vision.

Meeting these objectives requires leadership to drive implementation, and to convince South Africans of the need to make mutual sacrifices for longer-term benefits. It will also require a change in the structure of the economy and the pace at which it grows.

The crisp question is how. The economy needs to meet a different set of objectives, beginning with job creation. It needs to become more nimble, responding quickly to opportunities and circumventing risks. Furthermore, patterns of ownership and control have to change. This will not be easy. It requires carefully sequenced actions that transform the economy without destroying its capacities.

The first step is to act on the fact that South Africa has millions of able-bodied people who want to work. In the short term, the economy needs to create jobs for millions of unemployed South Africans, many of whom are young and low-skilled, while upgrading skills and knowledge for a different economy in future. Raising employment levels will have benefits beyond the empowering experience of having a job. It will help people invest in their children's education, upgrade their homes and manage life's risks. Work and education will enable citizens to improve their own lives.

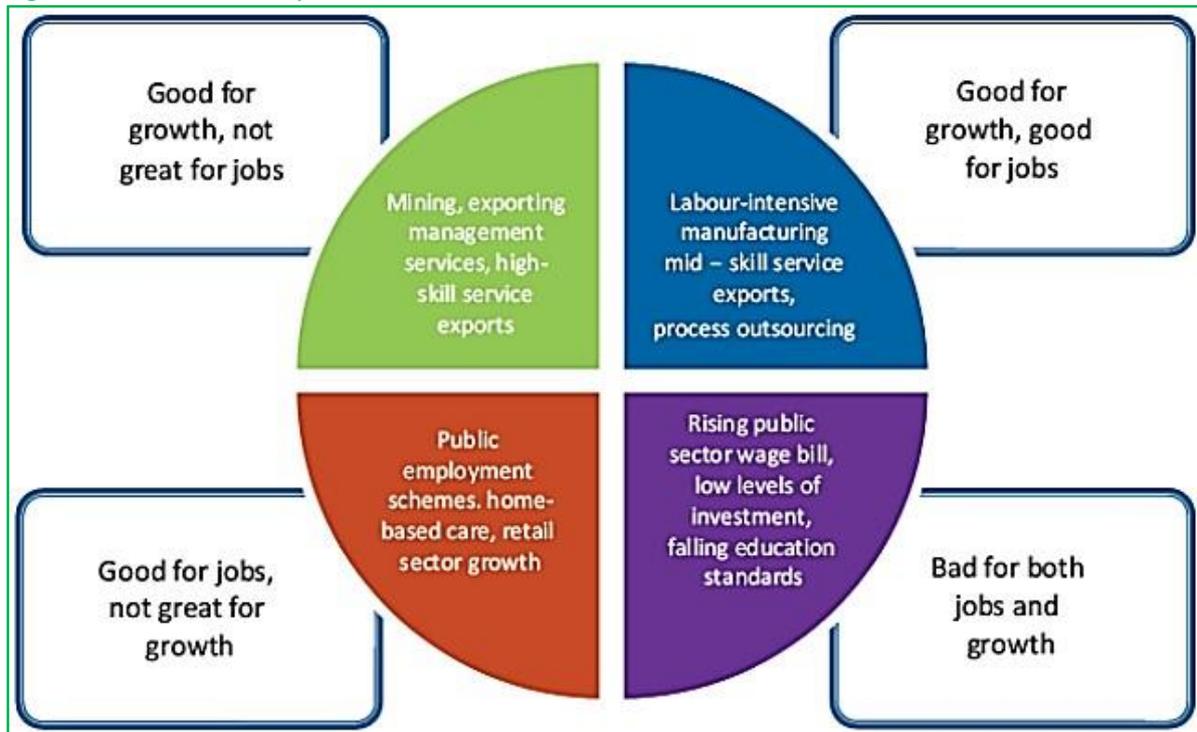
Sustainable growth and development will require higher savings, investment and export growth. Yet the country faces something of a quandary. The things that drive growth are not always the things

⁴ National Planning Commission, November 2011

that drive job creation - and the things that are good for job creation are not always good for growth. Because the economy needs both, efforts should focus on growing exports and building the linkages between export earnings and job creation, which often occur in domestically focused small- and medium-sized firms, most often in the services sector.

South Africa has to exploit its existing strengths to increase exports. This means using the country's advantages - its skills, technologies, firms, mineral wealth, underutilised labour and geography. If the economy is less competitive in one area, it will have to do better in others. A strategic focus area for development planning will be the north-east quadrant in the figure below, because those focus areas are good for job creation and for economic growth.

Figure 1.2: The Quandary of Growth and Job Creation



In the short term, the world economy is expected to grow at a relatively slow pace. In these circumstances, South African businesses need to think carefully about what they produce, for which markets, using what capabilities. As a small open economy, South Africa can develop niche products. Capturing a small share of global demand in areas where local firms can be competitive will have a big impact.

The economy is well endowed with mineral resources, with large global shares in platinum group metals, gold, diamonds, manganese, coal, iron ore and uranium. Yet over the past decade the mining sector has failed to match the global growth trend in mineral exports due to poor infrastructure and regulatory and policy frameworks that hamper investment. South Africa can benefit greatly from Asia's growing demand for commodities. To do so means improving water, transport and energy infrastructure, and providing greater policy and regulatory certainty to investors. This will enable the mining sector to deploy the skills, resources, know-how and capital that are available, and for government to raise much more tax revenue than it does at present.



Proposals to increase employment and growth include the following:

-  Raise exports, focusing on those areas where South Africa already has the endowments and comparative advantage, such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, tourism and business services.
-  Increase the size and effectiveness of the innovation system, and ensure closer alignment with companies that operate in sectors consistent with the growth strategy.
-  Improve the functioning of the labour market to help the economy absorb more labour, through reforms and specific proposals concerning dispute resolution and discipline.
-  Support small businesses through better coordination of activities in small business agencies, development finance institutions, and public and private incubators.
-  Improve the skills base through better education and vocational training.
-  Increase investment in social and economic infrastructure to lower costs, raise productivity and bring more people into the mainstream of the economy.
-  Reduce the regulatory burden in sectors where the private sector is the main investor, such as broadband Internet connectivity, to achieve greater capacity and lower prices.
-  Improve the capacity of the state to effectively implement economic policy.

Long-term growth and investment requires trust and cooperation between business, labour and government. In South Africa, levels of trust are low. Similarly, the labour relations environment has become unduly tense and sometimes violent. Promoting more rapid, job-creating growth means tackling these tensions in an honest and open manner.

To grow faster and in a more inclusive manner, the country needs a higher level of capital spending in general and public investment in particular. Gross fixed capital formation needs to reach about 30 percent of GDP by 2030 to see a sustained impact on growth and household services.

The National Planning Commission believes that the following capital investments that are relevant to Limpopo, should be prioritised:

-  The upgrading of informal settlements.
-  Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by station and facilities upgrades to enhance links with road-based services.
-  The construction of a new coal line to unlock coal deposits in the Waterberg,
-  Development of a number of key new water schemes to supply urban and industrial centres,
-  Procuring about 20 000 MW of renewable electricity by 2030, importing electricity from the region, decommissioning 11 000MW of aging coal-fired power stations and accelerated investments in demand-side savings, including technologies such as solar water heating.

The first five-year action plan to achieve these and other NDP priorities is captured in the Medium Term Strategic Framework. This is discussed in some detail in the section that follows, with specific reference to Limpopo.

2.3 Medium Term Strategic Framework

The Medium Terms Strategic Framework for 2015-19 reflects the action plan for the NDP and the New Growth Path for this first five-year implementation period. Development objectives are



classified into two broad development themes and fourteen priority outcomes as indicated below, each with its own targets and indicators. The two broad development themes are:

-  Economic Transformation (including infrastructure and workplace conflict reduction), and
-  Improving Service Delivery (access to and quality of services and local government capacity).

Outcome 1: Improved quality of basic education

Outcome 2: A long and healthy life for all South Africans

Outcome 3: All people in South Africa are and feel safe

Outcome 4: Decent employment through inclusive economic growth

Outcome 5: Skilled and capable workforce to support an inclusive growth path

Outcome 6: An efficient, competitive and responsive economic infrastructure network

Outcome 7: Vibrant equitable and sustainable rural communities with food security for all

Outcome 8: Sustainable human settlements and improved quality of household life

Outcome 9: A responsive, accountable and efficient local government system

Outcome 10: Environmental assets and natural resources are well protected and continually enhanced

Outcome 11: Create a better South Africa and contribute to a better Africa and world

Outcome 12: An efficient, effective and development oriented public service and an empowered citizenship

Outcome 13: An inclusive and responsive Social Protection System, and

Outcome 14: Nation Building

National targets for Outcome 4 on employment and economic growth, as an example, are:

-  An increase in the GDP growth rate from 2.5% in 2012 to 5% in 2019
-  An increase in the rate of investment to 25% in 2019
-  The share in household income of the poorest 60% of households rising from 5.6% in 2011/12 to 10% in 2019
-  A decrease in the official unemployment rate from 25% in quarter one of 2013 to 14% in 2020.

Specific actions and indicators (with baselines of past performance) are associated with each target.

All spheres of government and state-owned companies are expected to focus their strategic plans on achieving the MTSF outcomes. This will achieve policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes.

2.4 Other

The Constitution of the Country remains a primary reference for policy formulation, with due consideration to the values, the bill of rights and the prescriptions for co-operative governance that it provides. Other important policy references include the finance management acts at different levels of government, the Municipal Systems Act and several sector plans of national and provincial government.



3. CURRENT SITUATION AND TREND ANALYSIS

3.1 Economic Situation and Trend Analysis

This section will consider the current situation and trends in Limpopo Province with regard to:

-  The economic production structure
-  Economic growth
-  Employment, unemployment and discouraged work seekers, and
-  Income distribution and Poverty.

3.1.1 Economic Production

The regional Gross Domestic Product for Limpopo Province amounted to R223.1 billion in 2012. This represented 7.1% of the national GDP. The sectoral composition of production is reflected below.

Table 3.1: GDP-R for Limpopo for Selected Years

Sector	2000	2004	2008	2012
Agric & Forestry	2.5	3.2	3	2.7
Mining	20.8	21.7	28.3	28.7
Manufacturing	3.8	3.6	3.3	2.1
Electricity & Water	2.9	2.6	2.4	3.1
Construction	2	1.5	2	2.5
Trade, Accom & Catering	12.7	11.7	10.5	11
Tpt, Storage & Communication	7.7	8.5	6.7	5.4
Fin, Real Estate & Biz Serv	14.4	14.4	14.5	13.9
Personal Services	4.8	4.7	4.1	3.9
General government	19.2	17.7	15.6	16.5
All Industries-basic prices	90.8	89.8	90.3	89.7
Taxes less subsidies	9.2	10.2	9.7	10.3
GDP at market prices	100	100	100	100

Source: Statistics South Africa, Gross Domestic Product, Third Quarter 2013

Mining is the dominant sector in the provincial economy, contributing almost 29% to the value of total production. It has become considerably more significant during the past 12 years, mainly due to new platinum mining developments.

Many of the potential new projects in Limpopo are related to mining, such as the expansion of Venetia Diamond Mine in Musina LM that is currently underway, the platinum project pipeline in Sekhukhune District and the coal project pipeline in Lephalale. There are also several potential mining projects in Mogalakwena LM. The implication is that the mining sector could become even more dominant in the production structure of the Limpopo provincial economy in the foreseeable future.

By contrast, the relative contributions of manufacturing, as well as trade and tourism have declined. Manufacturing, in particular, is expected to be a major potential contributor to the national economy and to job-creation. According to the New Growth Path (2011:33) the aim in IPAP2 is to create 350 000 jobs in value-adding, labour intensive manufacturing activities in South Africa. The Quarterly Labour Force Survey of December 2013, indicates that the sector employed 1,147,000 in South Africa. Of this total, only 79 000 or 6, 8% of the manufacturing jobs were found in Limpopo.



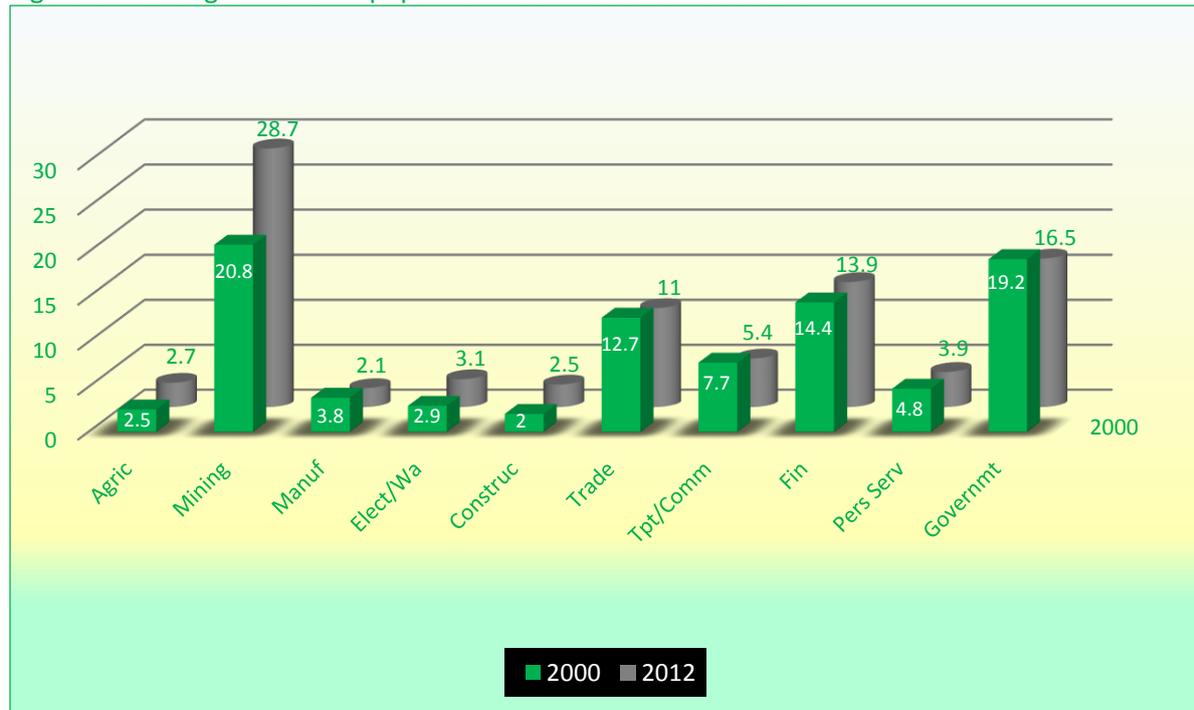
One possible explanation for the relatively poor performance of manufacturing in Limpopo is the absence of agglomeration advantages.

The implication for the Limpopo Development Plan is that, in addition to the two SEZs, specific manufacturing clusters for appropriate industrial value-chains should be identified to enable the manufacturing sector in Limpopo to be more competitive nationally. Limpopo’s close proximity to SADC and Gauteng as major markets is a competitive advantage that should be capitalised upon. The manufacturing activities in the provinces will also be enhanced if it can focus on local demand e.g. producing inputs for the mining, agricultural industries and for government.

Agriculture fluctuates with weather conditions, but its average contribution to the value of production in Limpopo has stagnated.

Although the mining development potential presents valuable growth, cluster promotion and employment opportunities within the Province, it is just as important to promote diversification and multi-skilling of the workforce in order to mitigate the risks of shocks associated with commodity price dips and mine closures. Changes in the production structure are illustrated below.

Figure 3.1: Changes in the Limpopo Provincial Production Structure



3.1.2 Economic Growth

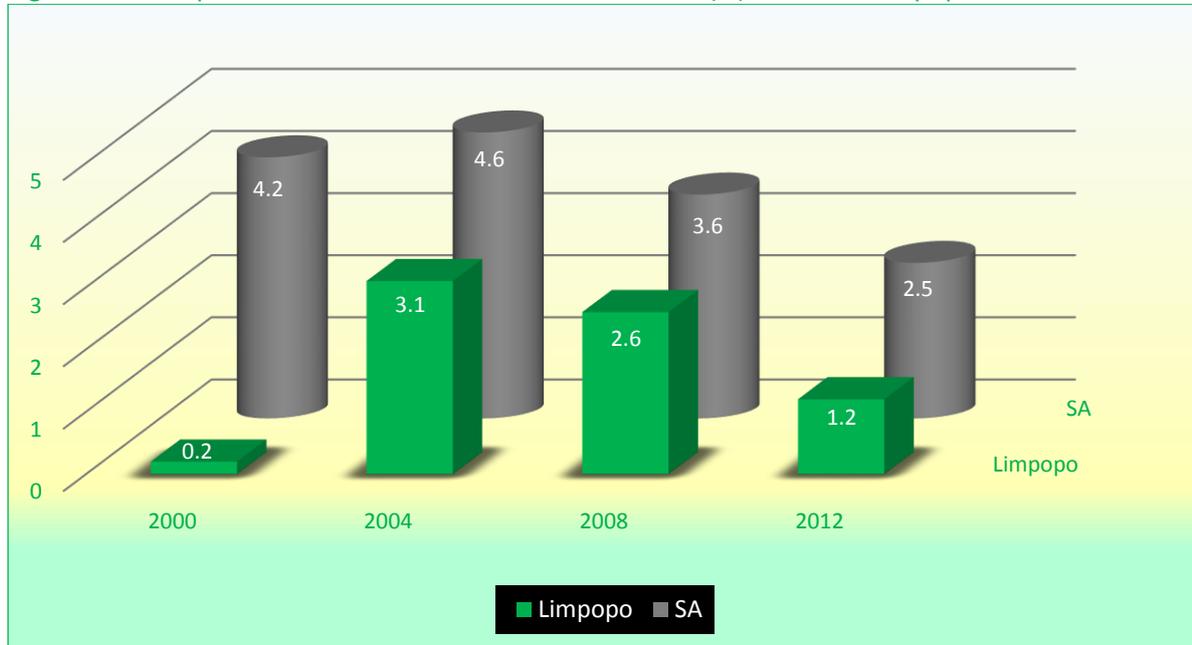
The GDP growth target that is set in the National Development Plan is for the national economy to reach 5% by 2019. The Premier of Limpopo made a commitment to the same target in SOPA, 2014. The target is to be achieved on an incremental basis.

The historical growth performance of the Limpopo economy between 2002 and 2012 has been significantly lower and is indicated in the figure below. The Limpopo economy grew at an average rate of 2, 9% during this period, which was on average one percentage point lower than the national average of 3, 9% over the same period.



Limpopo achieved an average annual economic growth rate of 3.8% between 1996 and 2006, but has not been able to exceed that since then. In fact, the average annual growth rate has dropped to 2.1% from 2006 to 2011. The 5% growth target by 2019 is there for challenging and will require substantial as well as effective interventions in order to improve on current trends. The Province will also benefit from the implementation of the various SIPs, such as SIP1⁵ in particular.

Figure 2.2: Comparison of Annual Economic Growth Rates (%) in SA and Limpopo



High economic growth is a necessary but not sufficient condition to address the triple challenge of unemployment, inequality and poverty. The Limpopo Development Plan will thus have to pay special attention to addressing the current constraints to job-creation and poverty reduction in Limpopo.

3.1.3 Employment

Comparative employment and unemployment statistics for Limpopo Province and for South Africa are provided in the table below. It appears at first glance that the strict unemployment rate of 15.9% in Limpopo has been consistently and significantly below the national unemployment rate since 2012.

Although this is the official definition of unemployment, it must be taken into consideration for development planning purposes that Limpopo has a very high incidence of discouraged work seekers. These people have given up on trying to find work and are therefore not included in the official definition of unemployment. However, the implication of discouraged work seekers for poverty, income distribution and the dependency ratio is the same as that of unemployed people. When the expanded definition of unemployment is used, as it should for development planning purposes, then the rate of unemployment in Limpopo (35% in September 2014) is higher than the national unemployment rate, which was 32.8% in September 2014.

Table 3.2: Employment and Unemployment Indicators in Limpopo, Sep 2012-Sept 201

⁵ This refers to national strategic investment support to promote mineral development in Limpopo



Indicator '000	Sep-12	Sep-13	Sep-14
Economically Active Pop (15-64 Years)	3427	3450	3513
Employed	1084	1159	1206
Unemployed	310	240	229
Labour Force	1394	1399	1434
Strict Unemployment Rate %	22.3	17.2	15.9
Discouraged Work Seekers	357	401	419
Expanded Labour Force	1751	1800	1853
Expanded Unemployment Rate %	38.1	35.6	35.0
Labour Force Participation Rate %	40.7	40.5	40.8
SA Labour Force Participation Rate %	55.5	57.1	57.1
SA Strict Unemployment Rate %	24.7	24.5	25.4
SA Expanded Unemployment Rate %	33.4	32.3	32.8

Source: Statistics South Africa, QLFS Oct 2013 and 2014

A related concern is the low labour force participation rate in Limpopo, which is largely the result of discouraged work seekers not being counted as unemployed. It means that the proportion of people of working age who are actually working or trying to find work is much lower in Limpopo (40.8% in September 2014) than in the country as a whole (57.1%) for the same period. The labour force participation rate and the level of competitiveness of any country or province are directly related to each other. The entry level for a globally competitive labour force participation rate is approximately 60%. In Gauteng Province, the labour force participation rate is almost 70%. The Limpopo Development Plan has important contributions to make, both in terms of facilitating new job creation and in terms of encouraging constructive attitudes towards work among all stakeholder groupings.

Figure 3.3: Employment Indicators in Limpopo and SA, Sept 2014



3.1.4 Income Distribution

Household income distribution statistics for Limpopo from the 2011 Census are reflected in the table below. The information is grouped into three income categories. At the lowest level, it is evident



that 55.6% of households have annual income levels below R19, 600 per year, which is R1, 633 per month. These households can be considered to be in absolute poverty (indigent) and will find it impossible to pay for services, such as water, electricity and school fees.

Table 3.3: Household Income Distribution in Limpopo, 2011

Annual household income	2011	2011%	Group %
No income	195296	13.8	55.6
R 1 - R 4800	91777	6.5	
R 4801 - R 9600	171487	12.1	
R 9601 - R 19 600	328536	23.2	30.7
R 19 601 - R 38 200	297196	21.0	
R 38 201 - R 76 400	137237	9.7	13.7
R 76 401 - R 153 800	88403	6.2	
R 153 801 - R 307 600	63779	4.5	
R 307 601 - R 614 400	31733	2.2	
R 614 001 - R 1 228 800	7942	0.6	
R 1 228 801 - R 2 457 600	2550	0.2	
R 2 457 601 or more	2141	0.2	
Unspecified	24	0.0	
Total	1418102	100	100

Source: Statistics South Africa, Census 2011

Almost 31% of households are in the intermediate category, with maximum annual household income of R76, 400 per year or R6, 367 per month. Many of these households will be unable to pay the full cost of housing and other services, but should be in a position to make substantial contributions to the cost of their consumption.

Less than 14% of households are in a position to pay for the full costs of services that they consume. This information has important implications for the sustainability of infrastructure services and for the design of alternative ways in which households may be able to contribute towards their consumption of public goods. Higher levels of job creation and more constructive attitudes towards work will also improve this situation.

By comparison, the proportion of households in absolute poverty in the country as a whole is considerably less at 44% and the high-income proportion that is able to afford the full cost of public services, is substantially more at almost 24%.

There has been considerable progress in improving the household income situation in Limpopo during the past ten years, specifically in terms of the reduction in the proportion of households with no income, from 28% in 2001 to less than 14% in 2011. However, much is yet to be done to reduce the current incidence of poverty that has almost 56% of households in Limpopo within its grip.

Despite the prevailing high levels of poverty, progress is also being made in terms of reducing income inequality in Limpopo. The Gini Co-efficient measures income inequality on an index, where 1 reflects perfect inequality and 0 reflects perfect equality. The index in Limpopo has steadily improved from a high of 0.64 in 2003 to 0.57 in 2013. This is illustrated in the figure below.



Figure 3.4: Figure Gini Co-efficient in Limpopo, 1996 to 2013



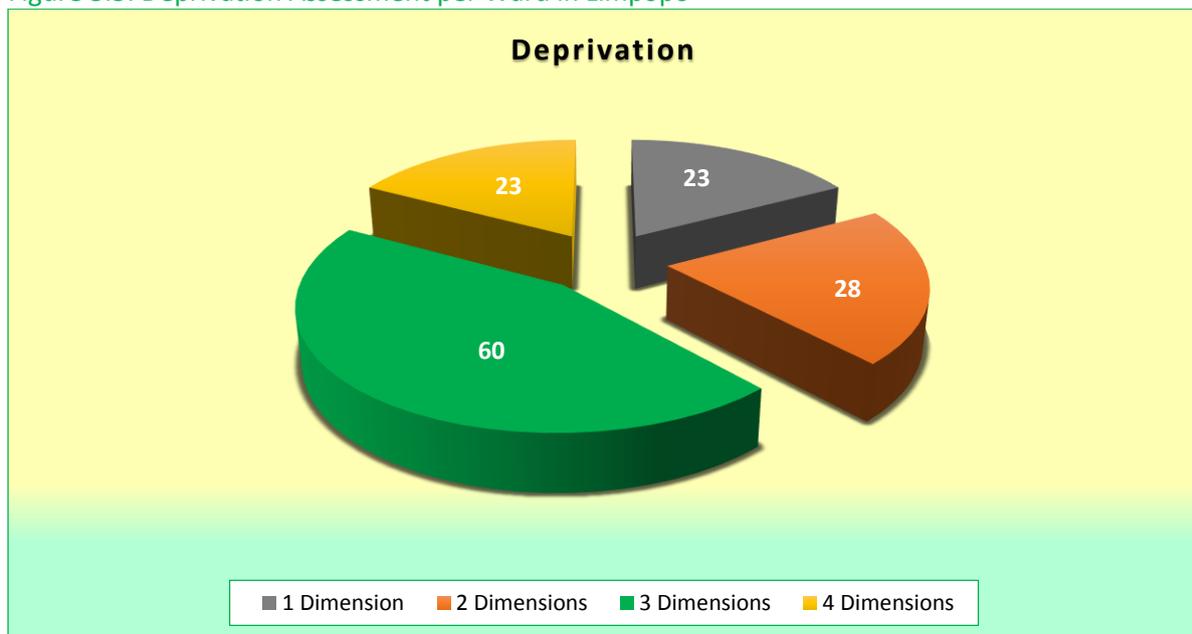
Source: IHS Global Insight Regional explorer

A recent study by Statistics South Africa on multiple deprivation at the ward level in Limpopo makes it possible to spatially locate the most acute pockets of poverty in the Province. The following four dimensions of poverty were used to analyse the results of Census 2011 per ward:

- Household income,
- Unemployment
- Level of education, and
- Access to households services, such as water.

It was found that 134 wards in Limpopo (60 or 45% of this group) were deprived in terms of three of the dimensions listed above. As many as 23 wards (17%) were deprived in all four dimensions.

Figure 3.5: Deprivation Assessment per Ward in Limpopo



Sekhukhune District has 11 (48%) of the 23 wards with four dimension poverty and Mopani District has 7. There are 543 wards in Limpopo, which means that 25% of all the wards are deprived in at least one dimension of poverty.



3.2 Social Situation and Trend Analysis

3.2.1 Demographics

The population of Limpopo increased from 4.99 million in 2001 to 5.4 million in 2011, which is an average population growth rate of 0.82%. Limpopo was host to 10.44% of the national population. Statistics South Africa indicate that the mid-year population estimate for Limpopo for 2014 was 5.631 million people. The share of the provincial population as a proportion of the national population is slowly declining due to out-migration, particularly of young people.

Vhembe is the district with the highest population in Limpopo, with 1.294 million people, followed by Capricorn District with 1.261 people. Polokwane Local Municipality is host to the largest number of residents, almost 630,000 people, followed by Thulamela with 619,000. Sekhukhune has the fastest population growth rate at the district level (1.13% per year) and Musina has the fastest growth rate at the municipal level (7.4% per year) albeit off a low base.

Table 3. 4: Population per Municipality in Limpopo Province, 2011 and 2001

Geography	Pop 2011	Pop 2001	Municipal Growth p/a %
LIM331: Greater Giyani	244 180	237 432	0.284
LIM332: Greater Letaba	212 675	220 119	-0.338
LIM333: Greater Tzaneen	390 072	375 580	0.386
LIM334: Ba-Phalaborwa	150 616	131 091	1.489
LIM335: Maruleng	94 841	94376	0.049
DC33: Mopani	1 092 384	1 058 598	0.319
LIM342: Mutale	91 807	78 918	1.633
LIM343: Thulamela	618 337	584 565	0.578
LIM341: Musina	68 355	39 311	7.388
LIM344: Makhado	515 966	497 087	0.380
DC34: Vhembe	1 294 465	1 199 881	0.788
LIM351: Blouberg	162 599	161 335	0.078
LIM352: Aganang	131 133	147 687	-1.121
LIM353: Molemole	108 306	109 441	-0.104
LIM354: Polokwane	628 866	508 275	2.373
LIM355: Lepele-Nkumpi	230 325	227 966	0.103
DC35: Capricorn	1 261 229	1 154 704	0.923
LIM361: Thabazimbi	85 223	63 917	3.333
LIM362: Lephallale	115 761	96 099	2.046
LIM364: Mookgopong	35 639	30 760	1.586
LIM365: Modimolle	68 507	72 810	-0.591
LIM366: Bela-Bela	66 477	52 124	2.754
LIM367: Mogalakwena	307 663	298 443	0.309
DC36: Waterberg	679 270	614 153	1.060
LIM471: Ephraim Mogale	123 628	121 326	0.190
LIM472: Elias Motsoaledi	249 330	220 741	1.295
LIM473: Makhuduthamaga	274 308	262 907	0.434
LIM474: Fetakgomo	93 771	92 080	0.184
LIM475: Greater Tubatse	335 648	270 124	2.426
DC47: Greater Sekhukhune	1 076 686	967 178	1.132
Total Limpopo	5 404 034	4994514	0.82
South Africa	51 770 560	44 819 778	1.55
Limpopo % of SA	10.44	11.14	

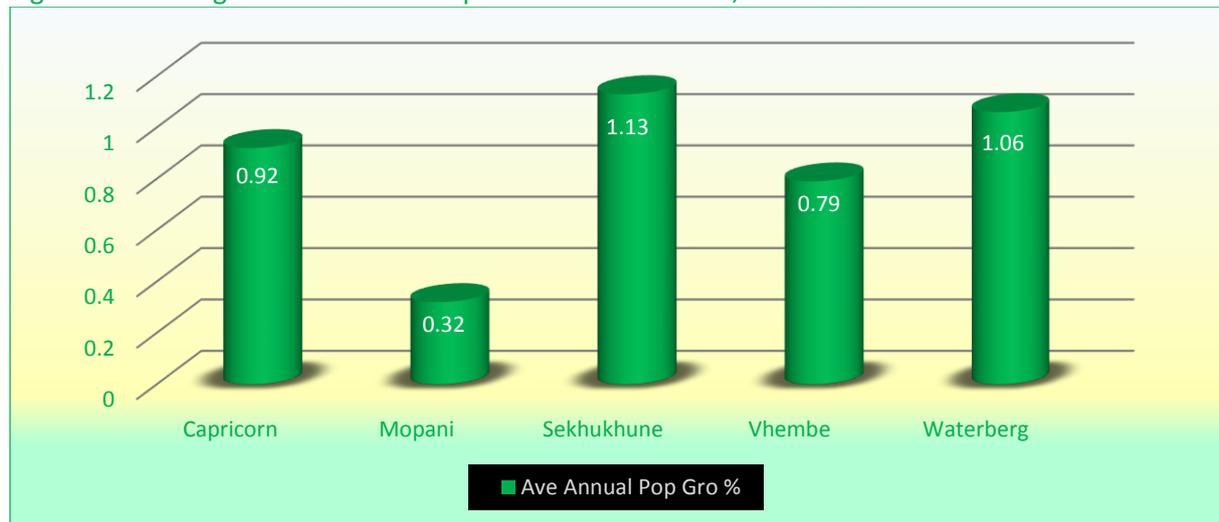
Source: Statistics South Africa, 2011 and 2001



The next five local municipalities with the fastest population growth rates after Musina are:

-  Thabazimbi (3.3)
-  Bela Bela (2.8%)
-  Greater Tubatse (2.4%)
-  Polokwane (2.4%) and
-  Lephalale (2%)

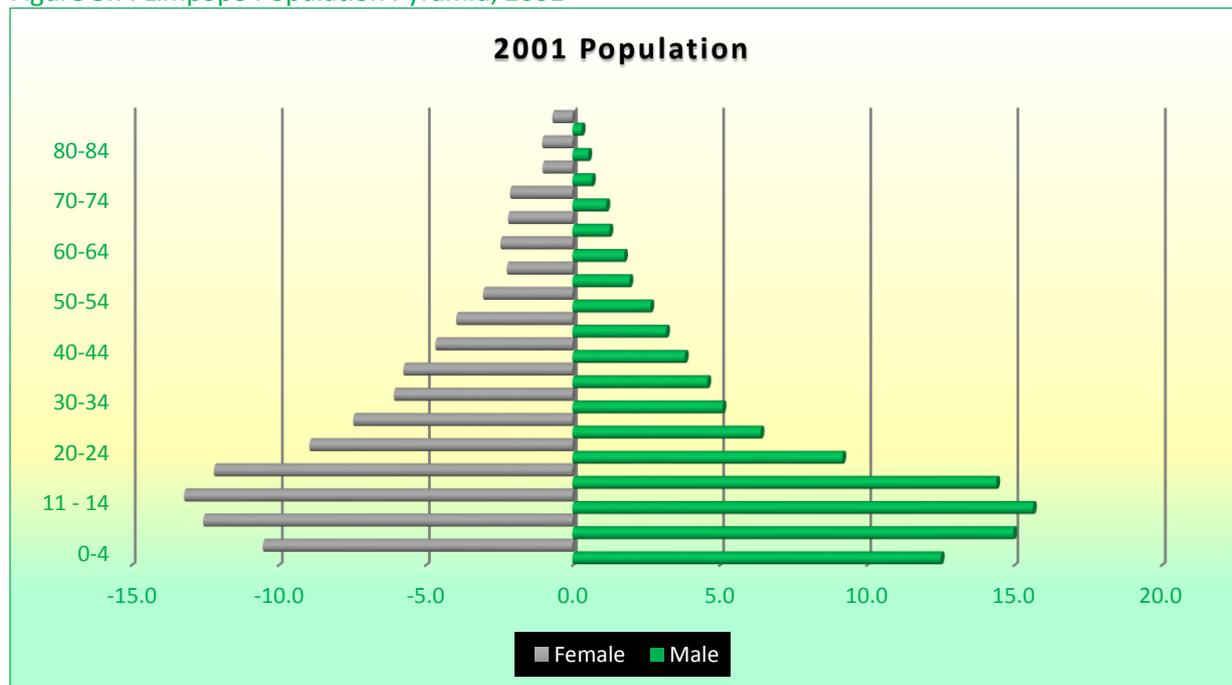
Figure 3.6: Average Annual District Population Growth Rates, 2001-2011



Low population growth rates are largely a reflection of out-migration.

There are more women (53.3%) than men in Limpopo, which points to the lower life expectancy of men and to the high incidence of men from Limpopo who work in other provinces. For the country as a whole, women comprise 51.3% of the population.

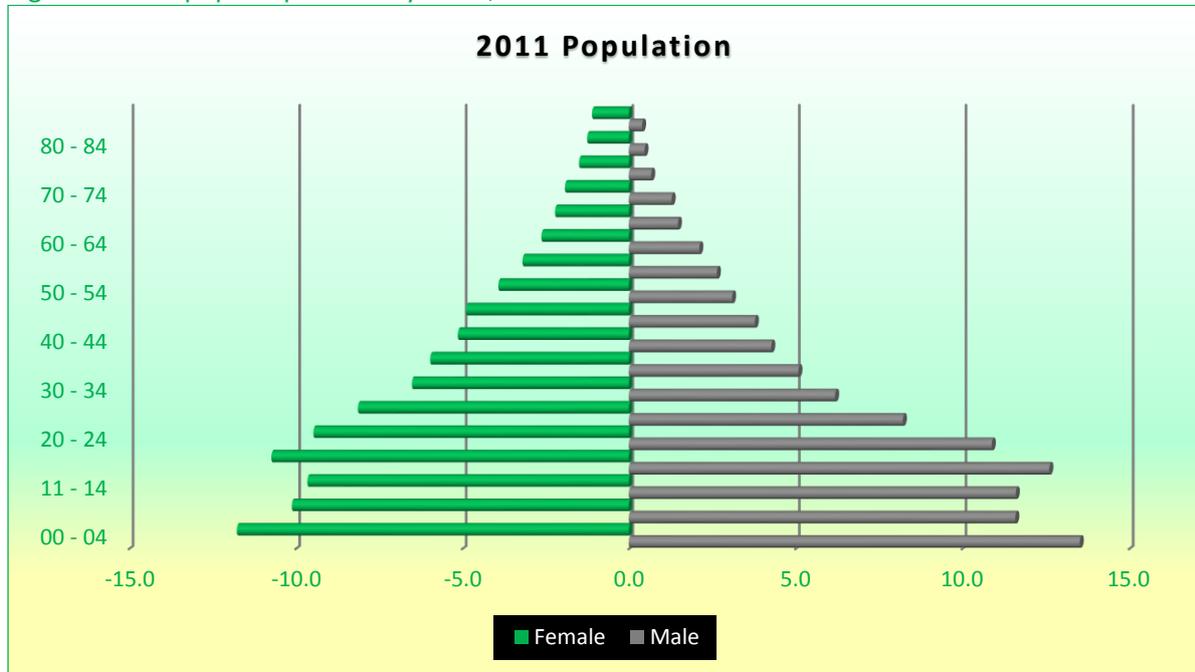
Figure 3.7: Limpopo Population Pyramid, 2001





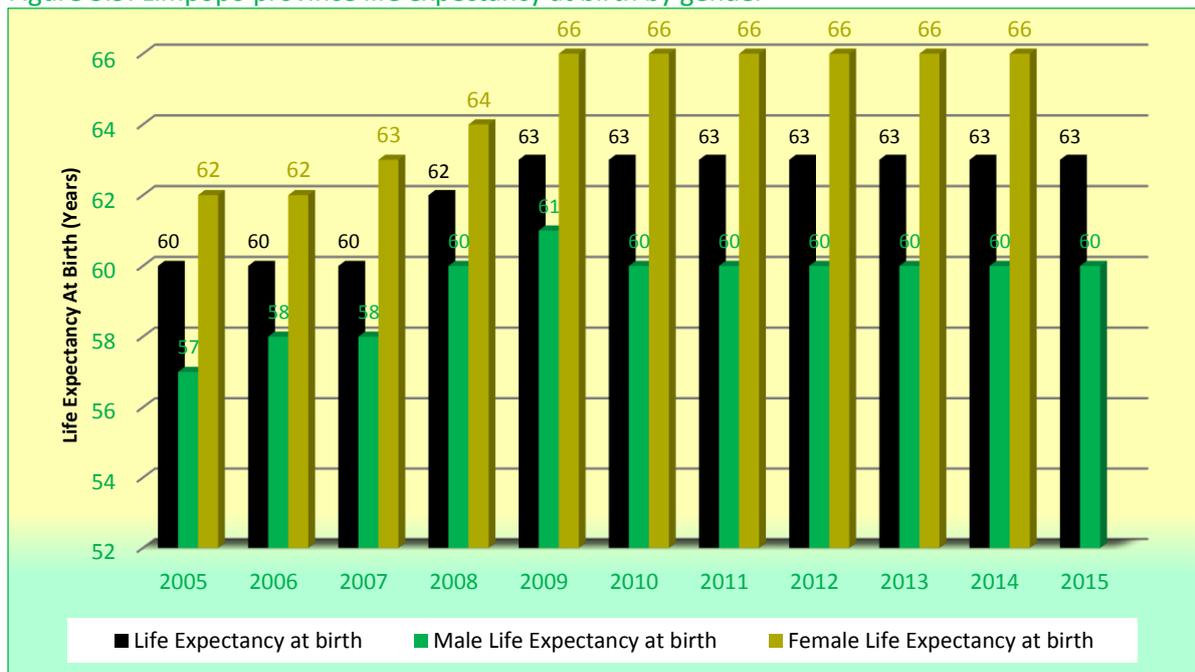
A comparison of the Limpopo Province population pyramids for 2001 and 2011 indicates that the older age groups are becoming proportionally bigger. If the increasing proportion of people that are moving into the working age cohorts can find work, then this shift means that the dependency ration in the Province will drop. It also means that population growth is likely to drop in the medium to longer term, because fertility drops with age.

Figure 3.8: Limpopo Population Pyramid, 2011



Female life expectancy exceeded that of males and this is expected to continue. During 2011, female life expectancy exceeded that of males by 6 years. This gap is expected to decline slightly to 5 years by 2015.

Figure 3.9: Limpopo province life expectancy at birth by gender



(Source: Actuarial Society of South Africa, 2011)

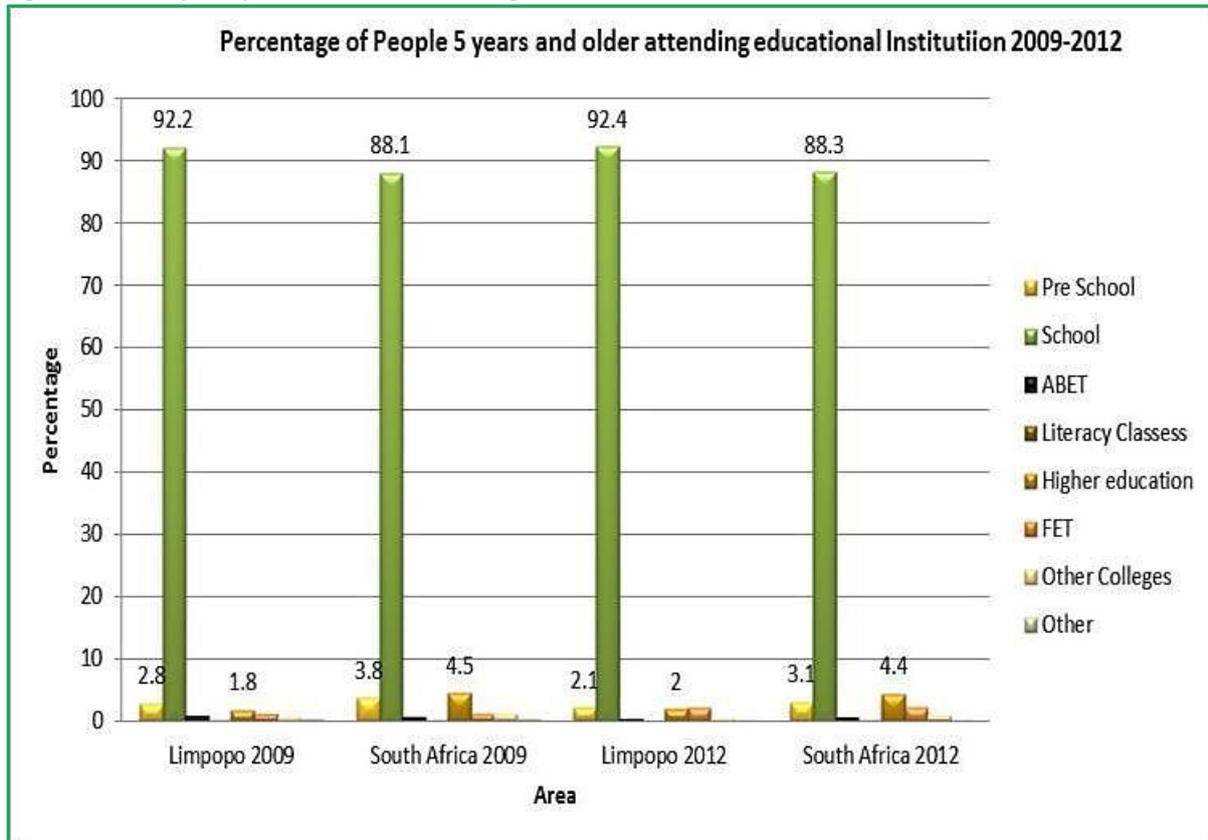


3.2.2 Education

3.2.2.1 Access to Education

Access to educational opportunities is a human right. The Millennium Development Goals (MDGs) aim to achieve universal primary education and ensure that by 2015, children everywhere will be able to enrol and complete a full course of primary schooling. Quality education encourages technology shifts and innovation that are necessary to solve present-day challenges. Through education, individuals are prepared for future engagement in the labour market, which directly affects their quality of life as well as the economy of the country.

Figure 3.10: People 5 years and older attending educational Institutions



Source: StatsSA General Household Survey 2012

The figure above reveals that the number of people attending school was steady between 2009 and 2012. School attendance in Limpopo Province remained at 92 percent as compared to 88 percent nationally. As stated above, ECD is one of the focus areas for ensuring that there is improvement in education. Undoubtedly, children that go through ECD are exposed to a learning environment at an earlier stage in life and learning difficulties can be identified and addressed timeously, resulting in better educational performance.

There has been an increase in the number of people attending higher education from 1.8 to 2 percent between 2009 and 2012 in Limpopo Province and a decline from 4.5 per cent to 4.4 per cent between 2009 and 2012 nationally. There has also been an improvement in literacy levels as the percentage of 20 years and older who did not have formal education in Limpopo Province in 2002 declined from 20.1 percent to 11.6 percent in 2012. During the same period, the national percentage declined from 10.4 to 5.7 percent.



3.2.2.2 Provincial Pass Rate

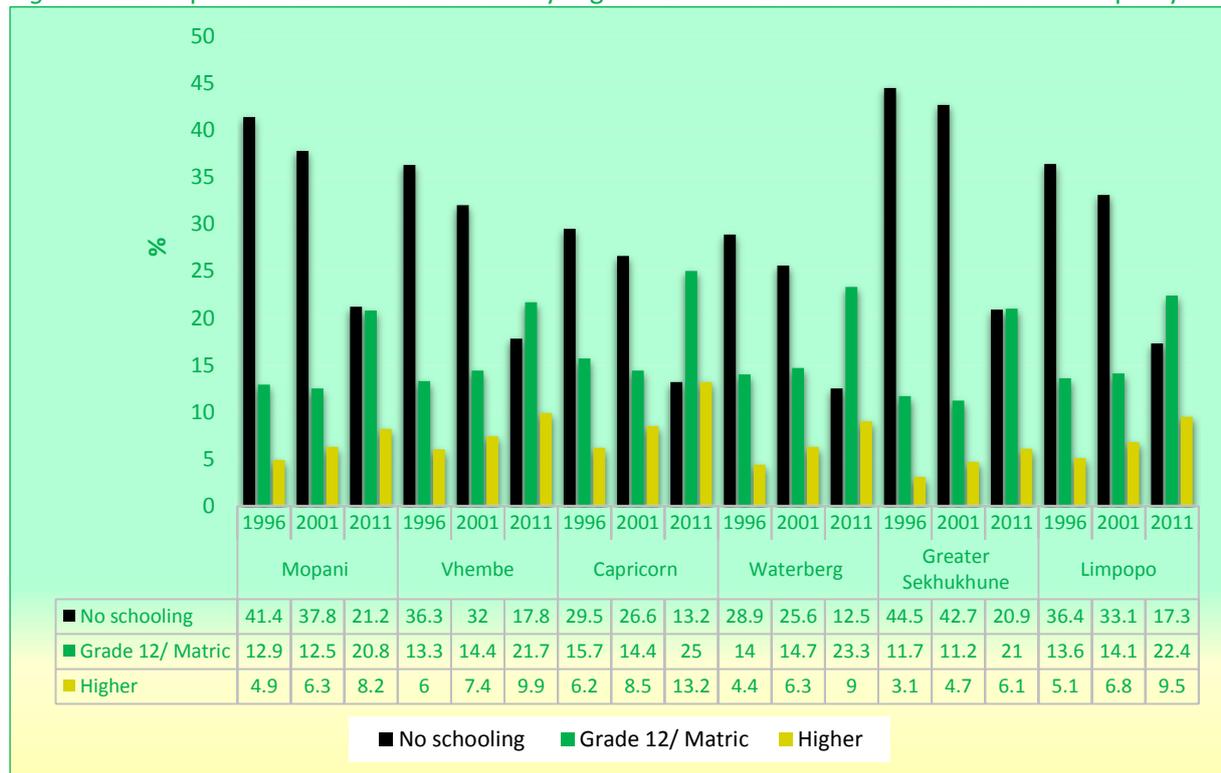
Table 3.5: Provincial Pass Rates (2008-2013)

Province	2008	2009	2010	2011	2012	2013	Change 2008-2013
EC	51%	51%	58%	58%	62%	65%	15%
FS	72%	69%	71%	76%	81%	87%	15%
GP	76%	72%	79%	81%	84%	87%	11%
KZN	58%	61%	71%	68%	73%	77%	19%
LP	54%	49%	58%	64%	66%	72%	18%
MP	52%	48%	57%	65%	70%	78%	26%
NW	68%	68%	76%	78%	79%	87%	19%
NC	73%	61%	72%	69%	75%	75%	2%
WC	78%	76%	76%	83%	83%	87%	9%

Source: National Department of Basic Education

The table above reveals that provincial pass rates have, in the main, increased in all provinces between 2008 and 2013. The highest increase was observed in Mpumalanga which increased its pass rate by 26 percentage points between 2008 and 2013. The second highest increase were in KwaZulu Natal and North West (19 percentage points), followed by Limpopo (18 percentage points), and the last is Northern Cape with 2 percentage point during the same period. The pass rate in Limpopo is still among the lowest in the country.

Figure 3.11: Population 20 Years and Older by Highest Level of Education and District Municipality



The figure above shows an increase in the proportion of the population with Grade 12/ Matric and higher education. Also noticeable is the drastic reduction in the population with no schooling; which halved in all the districts.



3.2.2.3 School Nutrition

As a result of high poverty levels, some children still spend the day at school without a meal. This hampers learning and concentration levels. It is for this reason that the Government introduced school feeding programmes to enhance learning capacity. In 2011 these programmes were expanded to Quintile 3 secondary schools as well. The percentage of learners benefitting from the program grew significantly since 2009 with 75 percent in Limpopo and 65.6 percent nationally. The Limpopo figure appreciated by another 18.2 percent between 2009 and 2012.

Table 3.6: No of Learners Benefitting from School Nutrition per District 2009-2012

	2009	2010	2011	2012
District	No of Leaners	No of Leaners	No of Learners	No of Learners
Capricorn	242 930.0	325 147.0	358 182.0	364 243.0
Sekhukhune	299 695.0	326 769.0	349 624.0	350 917.0
Waterberg	101 301.0	101 598.0	151 305.0	155 484.0
Mopani	289 060.0	309 587.0	335 456.0	337 384.0
Vhembe	315 458.0	372 415.0	396 462.0	408 737.0
Total	1 248 444.0	1 435 516.0	1 591 029.0	1 616 765.0

The table above represents the number of learners that benefitted from school nutrition between 2009 and 2012 in Limpopo Province. The total number increased by 368,000 from 1.25 million in 2009 to 1.62 million in 2012. The largest increase was experienced in Capricorn District, with Waterberg being the smallest.

There were 1.7 million learners in Limpopo in 2011 and 58,000 educators, which is an average learner to educator ratio of 1:29.3.

3.2.3 Health

3.2.3.1 Epidemiological Profile

Tuberculosis

Tuberculosis is the most prevalent Notifiable Medical Condition in South Africa. In Limpopo Province, the TB case detection programme has shown a reduction of TB cases from 21 849 in 2008 to 20 308 in 2012 and there has been a drastic improvement on the TB cure rate from 67.4% in 2008 to 76.7% in 2011. The smear conversion rate has also improved from 59.9% in 2008 to 70.7% in 2011 and the defaulter rate has also been reduced from 8.2% in 2008 to 4.8% in 2011. HIV/TB Co-infection has been a challenge in the province but great achievements have been made with regard to case findings and management.

The number of TB patients with “Known” HIV status has improved from 22.3% in 2008 to 90.5% in 2012. The number of HIV positive TB patients who started/received co-trimoxazole preventive therapy (CPT) which is an intervention made to extend and improve the quality of life for people living with HIV, including those on ART, has improved from 67.1% in 2008 to 83.1% in 2012.



Figure 3.12: TB Case Finding, 2004-2012



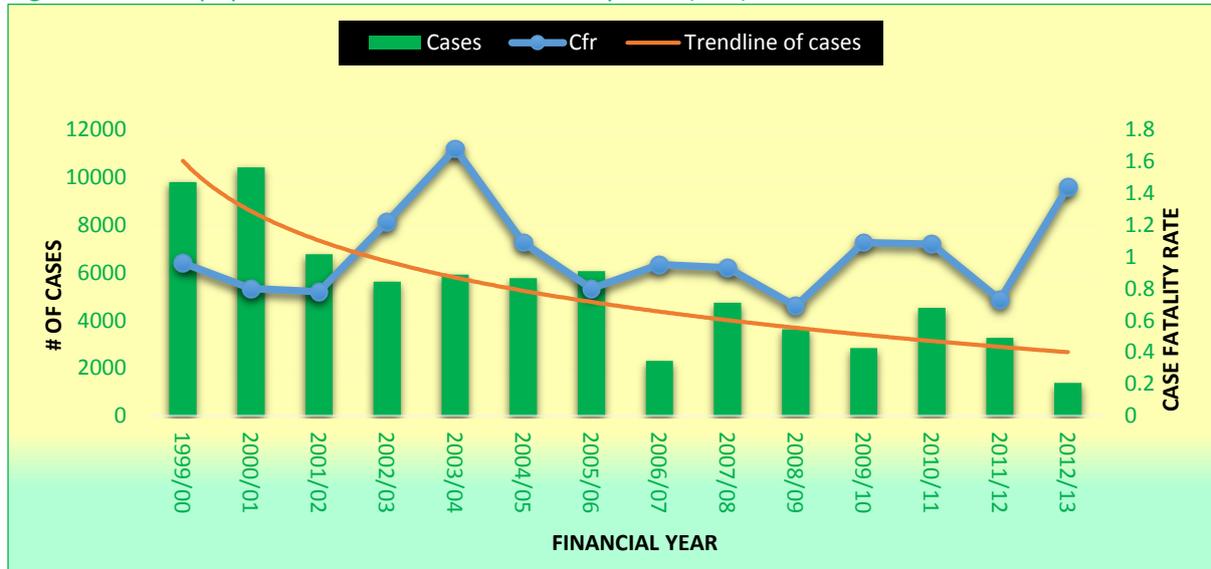
Source: Limpopo Department of Health, Epidemiology Service

The TB case load shows a steady increase from 2004 to 2009 and then a slight decline, which could either be a reversal of the epidemic or inadequate screening. Limpopo Department of Health is embarking on Intensified Case finding (ICF) through TB screening, testing and linking them to care.

There has been a consistent increase of both the cure and the treatment success rate. This is because of adherence to treatment and the results of the defaulter tracer teams. Hence the decline in the defaulter rate from 8.2% in 2008 to 4.8% in 2011. Limpopo has reached the World Health Organisation (WHO) and the National target of less than 5% defaulter rate.

Malaria

Figure 3.13: Limpopo Malaria Cases & Case Fatality Rate (CFR) 1999/2000-2012/13



Source: Limpopo Department of Health, Malaria Control Programme

During the past financial year 2012/13, the incidence of malaria has been at its lowest level in Limpopo, since the malaria outbreak experienced in the year 2000. During the 2012/13 financial year, 1,372 malaria cases were notified in Limpopo, compared to the 3,269 and 4,525 cases reported



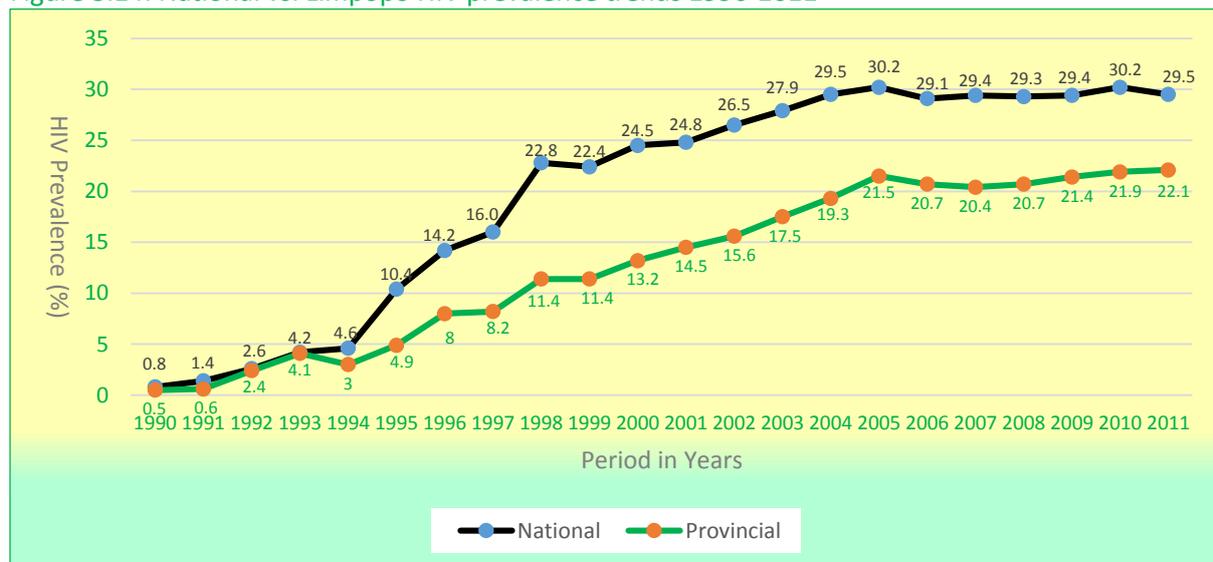
in the previous two financial years. Figure 3.13 above shows that although malaria cases have showed a gradual decline over the past 10 years, the malaria case fatality rate remains above the National Target of 0.5 %.

The highest incidence of malaria is in Vhembe and Mopani districts that border Zimbabwe and Mozambique respectively. The malaria transmission in Limpopo is aggravated by inadequate malaria control at the level of the region (SADC). This success can be attributed to the continuous efforts in the fight against malaria by the Department, with the main malaria control intervention being the Indoor Residual Spraying Programme. This programme, which aims to reduce malaria transmission through the spraying of dwellings in the malaria affected communities, managed to spray 1,137,686 structures in the financial year (against a target of 990,000).

HIV and AIDS

The prevalence of HIV in South Africa has been consistently monitored through the use of the sentinel surveillance data. This data relates to pregnant women aged 15-49 who seek antenatal care services in public health facilities. The 2011 ANC sentinel surveillance data puts the national prevalence rate at 29.5%. The figure below compares the national HIV prevalence trend with the situation in Limpopo.

Figure 3.14: National vs. Limpopo HIV prevalence trends 1990-2011

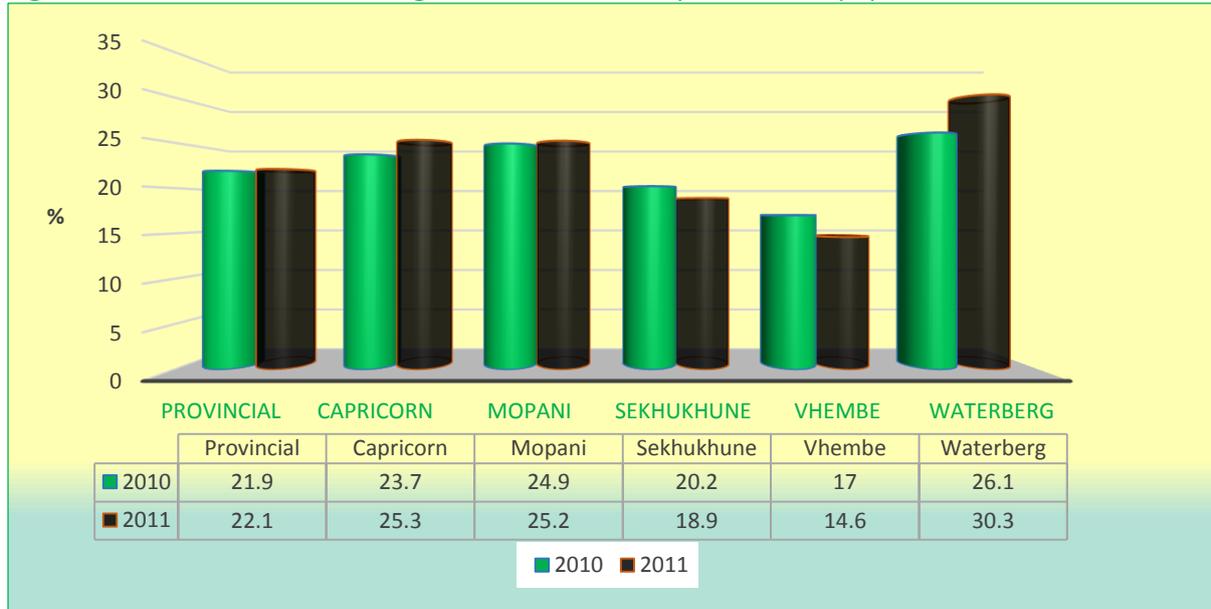


Source: National Department of Health, NC, HIV and Syphilis Survey (2011)

Figure 3.14 above provides the HIV Prevalence epidemic curve from 1990 to 2011, comparing the national and provincial HIV prevalence. The figure shows that in 2011, the Limpopo provincial HIV prevalence amongst antenatal women was 22.1% (95% CI: 20.6 – 23.7). Moreover, the overall provincial HIV prevalence in Limpopo increased slightly, by 0.2%, between 2010 and 2011.



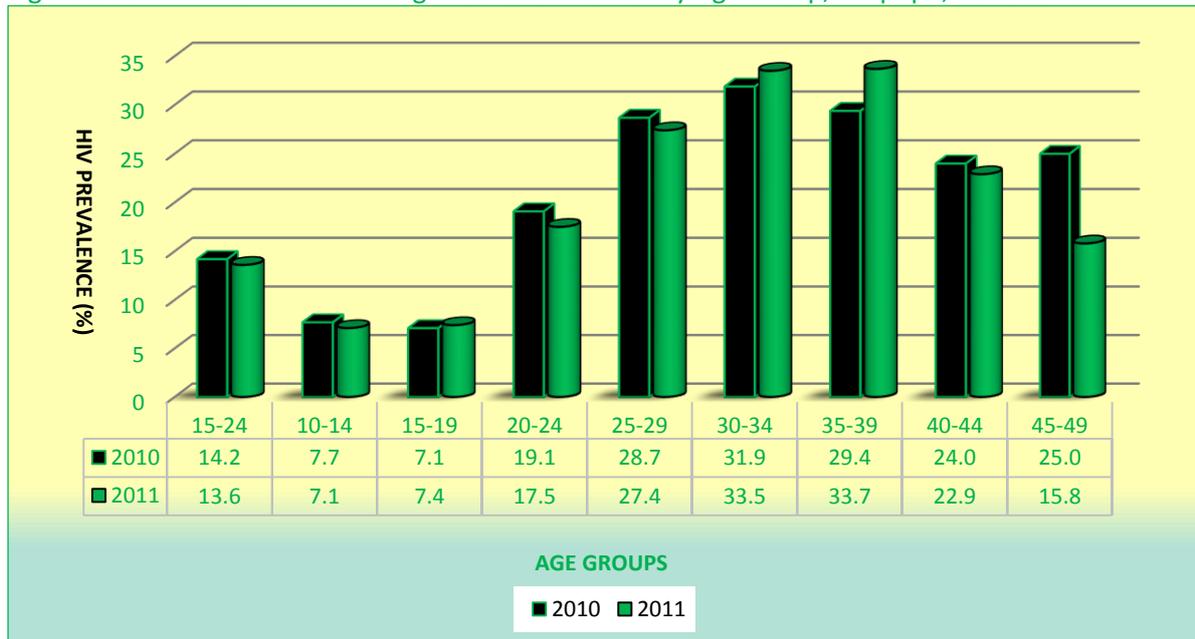
Figure 3.15: HIV Prevalence among Antenatal Women by District, Limpopo, 2010 to 2011



Source: National Department of Health, NC, HIV and Syphilis Survey (2011)

According to the figure above, the HIV prevalence varies considerably among districts, with Waterberg District recording the highest prevalence of 30.3%, having risen from 26.1% in 2010. Vhembe District recorded the lowest prevalence (14.6%) in 2011, a figure that dropped from 17%. With the exception of Sekhukhune and Vhembe districts, the remaining districts of Limpopo (Mopani, Capricorn, and Waterberg) experienced a rise in HIV prevalence between 2010 and 2011.

Figure 3.36: HIV Prevalence among Antenatal Women by Age Group, Limpopo, 2010 to 2011



Source: National Department of Health, NC, HIV and Syphilis Survey (2011)

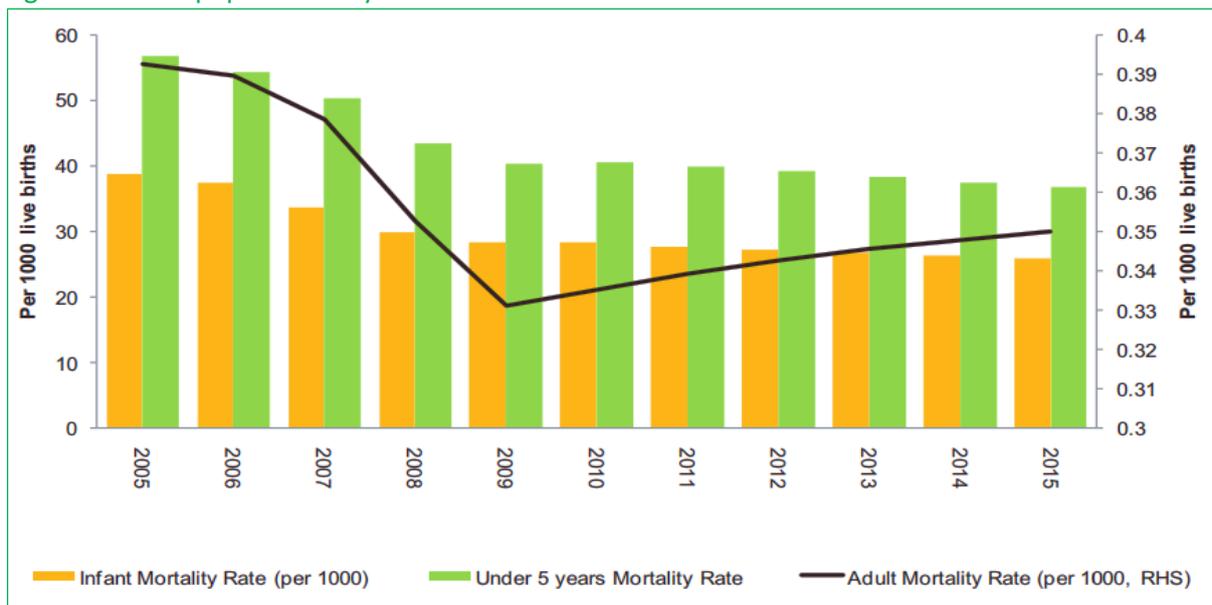


Figure 3.16 above shows HIV prevalence trends by age group. The HIV prevalence among women in the age group 30 - 34 years remains the highest from 31.9% in 2010 to 33.5% in 2011. The age group 35-39 showed an increase in the HIV Prevalence from 29.4 in 2010 to 33.7 in 2011. The age groups 10-14 and 15-19 show a small increase in HIV prevalence whereas the older age groups show substantial increases. It should be noted that the age group 15 – 24 years is an indicator for Goal 6 of the Millennium Development Goals (MDG).

Over the past decade, Limpopo experienced a significant increase in the prevalence of HIV/AIDS. In 2001 the prevalence rates for the entire population was 4% and in 2011 it was estimated at 7%. This is expected to increase to 8% by 2016.

Improvements in life expectancy may be defined as a decline in mortality rates as these are inversely related. Average infant mortality has dropped by 23% (from 40 to 30 per live births) in Limpopo between 2006 and 2011, which is a clear indication of improvement in antenatal health within the Province. This decline is expected to continue as indicated in Figure 18. The under-5 children mortality followed a similar trend declining by 29% between 2005 and 2011. Adult mortality remained stable during the same period.

Figure 3.17: Limpopo Mortality Rate



(Source Actuarial Society of South Africa, 2011)

In 2011, Limpopo Province had 41 hospitals, 409 clinics, 27 CHC, and 18 Gateways. These are evenly distributed across the five districts in the Province. The critical challenge facing Limpopo in this regard is the maintenance of facilities.

Table 3.7: Limpopo Healthcare Facilities by District

District	Hospitals	Clinics	CHS	Gateways	Total
Sekhukhune	7	70	5	5	87
Waterberg	9	55	1	3	68
Capricorn	9	87	4	4	104
Vhembe	8	108	8	4	128
Mopani	8	89	9	2	108
Total	41	409	27	18	

Source: Limpopo Department of Health, 2011



3.2.3.4 Safety and Security

The crime rate in Limpopo at 13.2 cases per 100,000 people has consistently been the lowest of all provinces in SA, which is why Limpopo has earned the reputation of the Province of Peace. The national average is 32.2 cases per 100,000 people for 2013/14.

Crimes with the highest incidence in Limpopo are theft, burglary and assault with the intention to inflict grievous bodily harm. Crime statistics reflect a gradual improvement in the crime situation during the past ten years.

3.3 Spatial Situation and Trend Analysis

3.3.1 Spatial Overview

Limpopo Province comprises five district municipalities, namely, Capricorn, Greater Sekhukhune, Mopani, Vhembe and Waterberg, together with 25 Local Municipalities, as indicated in figure 3.18. Polokwane is the capital city of the Province.

The total land area of Limpopo is 125 754 km² making it the 5th biggest in the country. The total land area in Limpopo represents about 10% of the total surface area of South Africa. In 2011, 74.4% of local dwellings were located in a traditional area, compared to a national average of 27.1%. This makes communal land an important aspect of development in Limpopo.

Limpopo Province shares international borders with districts and provinces of three countries: Botswana's Central districts to the west and north-west respectively, Zimbabwe's Matebeleland provinces to the north and northeast respectively, and Mozambique's Gaza province to the east, as indicated in figure 3.20. The Province is the link between South Africa and countries further afield in Sub-Saharan Africa. On its southern flank from east to west, the Province shares borders with Mpumalanga, Gauteng, and North West. Its border with Gauteng includes that province's Johannesburg-Pretoria axis, the most industrialised metropolitan area on the continent.

The NDP 2030 Diagnostic Report highlights that in order to undo the effects of spatial apartheid there still remain major challenges, such as:

-  The poorest live either in former homelands or in cities far from where the jobs are
-  Failure to coordinate delivery of household infrastructure between provinces, municipalities and national government
-  Either moving people to where the jobs are or move the jobs to where the people are (National Planning Commission, 2011: 28).

The thrust of the National Development Plan is to eliminate poverty and reduce inequality by 2030. This will require new spatial norms and standards, densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps. Building houses on poorly located land must be stopped. Communal farmers, especially women, must be given security of tenure and businesses must be given incentives to move jobs to townships.

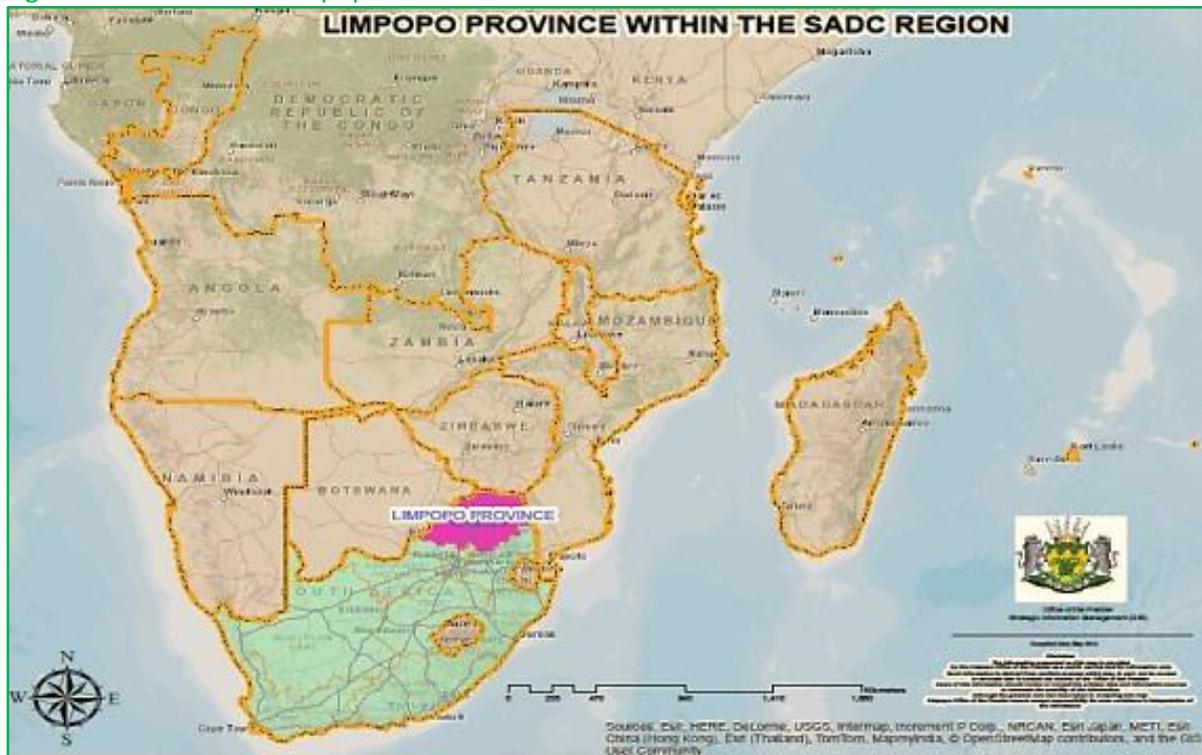
It is also imperative that investment in public infrastructure, in support of Growth Points, must be prioritised. It is through thriving Growth Points that investment will be drawn, which is essential to address poverty and link opportunities in surrounding rural communities.



Figure 3.4: Five District and 25 Local Municipalities of Limpopo



Figure 3.5: Location of Limpopo in Context



Source: Office of the Premier, GIS section (2014)



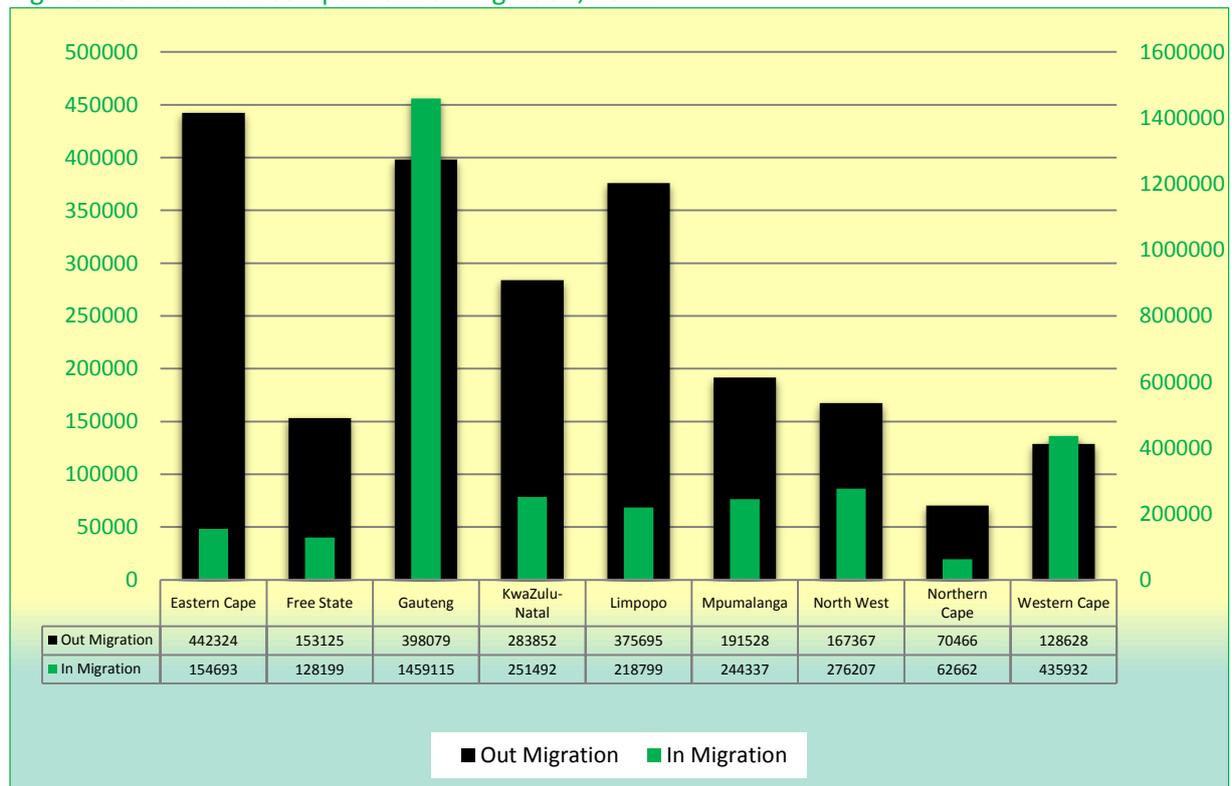
3.3.2 Migration

Census 2011 estimated a net outward migration from Limpopo of 156,896 people. The largest migration out of Limpopo is to Gauteng where economic activity and job opportunities are the highest in the country. Limpopo experiences the third highest out-migration numbers amongst the nine provinces, signalling fairly low levels of economic activity in the province as a whole. This trend could also be a sign of vast rural expanses across the province where there is little economic activity.

The observation made from the migration statistics is that metropolitan populations are growing as a result of migration. Not all this growth is permanent. Strong links continue to exist between a large proportion of city and rural dwellers. These may be unusually enduring due to the history of segregationist settlement policies of the past and the entrenched patterns of labour migration.

At district level, small towns emerged as key development nodes. These towns are attracting populations that do not return to the rural villages. Women in particular are on the move, taking families out of the rural villages and into the small nearby⁶ towns. The pattern of movement from villages to small towns differs from migration between the rural village and metropolitan areas. Migration to the small towns appears to be more permanent, whereas, at least in some cases, the second form of migration is more temporary, with people moving both from rural to urban and urban back to rural.

Figure 3.6: Provincial Comparisons of Migration, 2011



Source: Stats SA: Migration 2011

⁶ South African Cities Network, 2009



3.3.3 Hierarchy of Settlements

The Limpopo Spatial Development Framework (LSDF, 2007) created a provincial spatial hierarchy that is based on clusters of settlements that function or (could function) as single entities, and that contain a substantial number of people. It identified nodal development points, which are those specific locations where development tends to be concentrated.

The LSDF classified approximately 2,471 towns and villages in the Province as indicated below:

- First Order Settlements (Growth Points) [PGPs]
- Growth points are further divided into three categories, viz.:
- Provincial Growth Point (PGP)
- District Growth Point (DGP); and
- Municipal Growth Point (MGP)
- Second Order Settlements (Population Concentration Points) [PCP]
- Third Order Settlements (Local Service Points) [LSP]
- Fourth Order Settlements (Village Service Areas) [VSA]
- Fifth Order Settlements (Remaining Small Settlements) [SS]

Table 3.8: Table: Hierarchy of Settlements per District

Provincial, District and Municipal Growth Points:		
Capricorn District	Total	Priorities
Settlement Clusters	19	Various
Provincial Growth Points	1	Polokwane
District Growth Points	4	Lebowakgomo, Mankweng, Soekmekeer and Dendron.
Municipal Growth Points	8	Chloe A, Alldays, Avon, Bochum, Eldorado, Magatle, Mphakane and Sebayeng.
Mopani	Total	Priorities
Settlement Clusters	15	Various
Provincial Growth Points	4	Ba-Phalaborwa, Giyani, Greater Tzaneen and Letaba
District Growth Points	7	Namakgale, Gravelotte, Dzumeri, Kgakgapane, Nkowakowa, Lenyenye and Hoedspruit
Municipal Growth Points	5	Lulekani, Xawela, Senwamokgope, Letsitele, Burgersdorp, Haenertsburg and Lorraine.
Sekhukhune	Total	Priorities
Settlement Clusters	13	Various
Provincial Growth Points	3	Burgersfort, Groblersdal and Marble Hall
District Growth Points	2	Steel Poort and Jane Furse
Municipal Growth Points	10	Sesehu, Driekop, Magakala, Ohrigstad, Nebo, Van der Merweskraal, Elandskraal, Tafelkop, Hlogotlou and Monsterlus.
Vhembe	Total	Priorities
Settlement Clusters	18	Various
Provincial Growth Points	3	Musina, Makhado and Thohoyandou
District Growth Points	2	Makwarela, Waterval and Malamulele
Municipal Growth Points	59	Hhlanganani, Rabali, Vuwani, Madombidzha, Bungeni, Masisi, Tshandama and Mhinga
Waterberg	Total	Priorities
Settlement Clusters		
Provincial Growth Points	6	Mokopane, Lephalale, Bela Bela, Thabazimbi, Modimolle, Mookgopong
District Growth Points	0	
Municipal Growth Points	6	Rebone, Bakenberg, Roedtan, Pienaarsrivier, Vaalwater, Northam



Limpopo Province is essentially a rural area with no large cities except Polokwane. Approximately 12% of the population live in urban areas, versus 88% in non-urban areas. Most of the population is located in rural towns and villages within the former homeland areas. Many of these villages contain less than 1000 inhabitants. Due to the small size and scattered location of these settlements, municipal services and infrastructure are difficult and costly to supply.

Apartheid's spatial patterns inevitably resulted in fragmented and segregated development planning, without viable economic, social and cultural linkages between the economically active and relatively prosperous commercial urban areas of the country and the rural hinterland. Current land uses in Limpopo are depicted by table 3.9 below.

Table 3.9: Land Use Patterns in Limpopo

Land use	No of ha	Percentage
Conservation	1 714 474	13,7
Cultivated land	1 714 913	13,72
Forest Plantation	91 792	0,7
Industrial and Commercial Area	2 395	0,02
Mining areas	17 061	0,14
Non cultivated land	8 592 488	68,7
Rural villages	239 027	1,9
Urban activity Nodes	1 444	0,01
Urban area	117 054	0,94
Water body	11 218	0,09
Total	12 501 861	100

Source: National Transport Master Plan 2050

3.3.4 Land Reform

Since the inception of the Restitution Programme in 1995, 79 696 claims were lodged and 77 334 have been settled, of which 59 758 were finalised. Land acquired by the State amounts to 4 000 land parcels, or 1, 443 million hectares. Since 1994 to the end March 2013, 4 860 farms in excess of 4 million hectares have been transferred to black people and communities through the Redistribution Programme. Agrarian reform has not yet contributed to the desired strategic objective of equitable ownership, establishing sufficient numbers of new black commercial farmers, and ensuring productive utilisation of newly allocated land (DRDLR, 2014).

Table 3.10: Limpopo Restitution Support

District Municipality	Lodged Claims Before Consolidation	Outstanding Claims	Claims outstanding and still In Court	Partially Settled	Finalized Claims	Dismissed Claims
Capricorn	1425	150	11	28	1126	26
Vhembe	1900	141	8	53	1627	5
Sekhukhune	2208	228	4	3	5	101
Waterberg	450	101	10	40	280	17
Mopani	870	90	7	33	709	13
Total Number of Claims Settled Excluding Dismissed : 3904						
Total Number of Claims Settled Including Dismissed: 4066						
Total Number of Outstanding claims before consolidation: 2787						
Total Number of Outstanding Claims after consolidation of other claims: 750 (includes 29 claims with Unclear Properties and Districts)						
Total Number of Lodged Claims: 6853						

Source: DRDLR: Report on Land Claims, 2014



There are four main types of land tenure in Limpopo Province that may be divided into commercial land (owned by banks), privately owned land, state land and tribal land under the leadership of Traditional Authorities.

3.3.5 Growth Points

The concept of growth points or nodal development is based on spatial targeting, where resources are co-ordinated and directed to selected areas in response to identified development opportunities.

The Limpopo Provincial Government has identified the following ten growth points for co-ordinated and high-priority development support:

-  Lephhalale
-  Greater Tubatse
-  Musina
-  Makhado
-  Greater Tzaneen
-  Ba-Phalaborwa
-  Elias Motsoaledi
-  Mogalakwena
-  Thabazimbi
-  Polokwane

Each of the 10 Growth municipalities presents development opportunities as indicated in the table below.

Table 3.11: Development Opportunities in the Ten Selected Growth Points

Municipality	Competitive advantage	Population size	Pop. Growth (2001-2011) %	Development or infrastructure Issues	Contribution to District economy (GDP-R) %
Lephhalale	Coal and Gas	115 767	3,10	WSA, Medupi Power Station, Mining, Railway line, Air field, 2xProvincial hospital,	14%
Tubatse	Platinum and Chrome	333 676	2,22	R37, R36 & t555, Railway Line, proposed SEZ, hydrogen fuel cell, Telecommunication base station back up, Mining and Smelters, 3x Private Airports	R2 822 051 (second biggest in District)
Musina	Coal, Gas, Diamond and Logistics	20 043	5,69	N1, Beit bridge and Point drift border posts, 2x Air strips, 1x Stadium, Mapungubwe World Heritage site and Mining, proposed Multi modal transport transfers, SEZ	
Mogalakwena	Platinum and Iron Ore	307 682	-1,78	N1, N11, R518, Mining, Agriculture, 3xhospitals, 3x Stadia, Makapan valley world heritage site, WSP	25%
Polokwane	Logistics & Service hub	628 999	2,15	Capital City, 1xProvincial hospital, 1xDistrict hospital, 3x	69%



				Universities, 1x Tertiary hospital, WSA & WSP, Airport, Industrial area, N1, R81, R71, R37, R521, R567.	
Tzaneen	Horticulture and Tourism	390 095	2,82	WSP, 1x Provincial Hospital, 2x District Hospital, 2x Stadia, Forestry, Railway line, R71, R36	19,8%
Ba-Phalaborwa	Magnetite, Copper and Tourism	150 637	1,37	WSP, 1x Provincial Hospital, 1x Stadia, Ba-Phalaborwa SDI, Railway line, Kruger National Park, Airport	46,7%
Elias Motswaledi	Platinum and Horticulture	249 363	1,19	WSP, R25, N11, R33, R573 & R555, Agriculture 1x Stadium	R4 474 530 (Biggest in the District)
Makhado	Horticulture & Coal	516 031	2,27	N1, R523, Limpopo river catchment, Air force base,	
Thabazimbi	Platinum and Iron Ore, Tourism, Meat Cluster	85 234	2,66	N11, R33, WSP, 4x Mines, 1x Provincial hospital, 2x district hospitals, Marakalala National Parks	43%

Source: Various Development Planning documents in Limpopo

The Executive Council (EXCO) developed this concept further by directing immediate attention to Lephalale, Greater Tubatse and the Musina-Makhado Corridor. Public housing and infrastructure development programmes will be prioritised in these places to unlock the development potential and opportunities for job creation that they hold.

3.3.6 Norms and Standards

The price and size of a site and stand is influenced by many factors, such as land and service costs. The ability of communities to pay for services must be recognized and service levels should be adapted and adhered to. Residential erven in rural areas are large with the norm being 1200m² to 2000m², but considerably smaller at 250m² to 1000m² in urban areas. Government policy requires that appropriate minimum levels of services should be provided to all communities. Standards for different levels of services are summarised below:

-  RDP level services to all communities
-  Economic services where the owner and/or user must be prepared to pay for full land and services costs and full cost for the provision of municipal services (e.g. user charges).
-  Smaller stand sizes have to be considered in both instances (e.g. where Breaking New ground policy is being implemented).
-  Where minimum levels of services (e.g. RDP services have to be provided, it must be cost effective as far as possible.
-  Smaller erven with higher levels of services (preferably full services in towns) make it affordable for more people, as the principle of cost recovery on an economic basis, should apply where services exceed the minimum appropriate levels.

The issue of development norms and standards per settlement within the context of the provincial spatial hierarchy is extensively covered in the Limpopo Spatial Rationale that was adopted in 2007.



3.4 Infrastructure Situation and Trend Analysis

3.4.1 National/Provincial Infrastructure

3.4.1.1 Water

According to the draft Water Strategy (DWAf, October 2006), Limpopo had a deficit of 212 million cubic meters between water utilization and water availability in 2000. The De Hoop Dam is complete in the Greater Tubatse municipal area, bulk water supply to Steelpoort area is well underway and augmentation is being provided for Lephalale from the Crocodile River. Despite these developments, a deficit of 123 million cubic meters is anticipated for 2025, which is a constraint on development prospects in Limpopo. Improved strategies for water resource management are therefore urgently required. It is of particular concern that Agriculture uses 62% of all the water resources, but that the benefits from this sector may not be commensurate with this high level of consumption. Water infrastructure is ageing and many illegal connections have been made.

The proposed Nwamitwa Dam in Greater Tzaneen, as well as the prospect of raising the Tzaneen Dam wall, are potential opportunities for further water augmentation in the Province.

3.4.1.2 Electricity

Total expected capital expenditure for Medupi is R90 billion and the first of its six 700 MW units should deliver electricity by 2015. Eskom has contracted Exxaro (new owners of Grootegeluk) to deliver coal, requiring a doubling of the mine and its beneficiation plant. This was accomplished by 2013 at a cost of R9 billion. In addition to the capital expenditure for Medupi and the coal mine expansion, operating expenditure at both these businesses will more than double.

An Independent Power Producer is applying for the necessary regulatory approvals to commence with the project development process, including coal mine development for thermal coal supply.

Fossil fuels dominate the energy sector, with coal accounting for more than 90% of electricity generation. In 2009, the energy sector contributed 80% of the country's greenhouse gas emissions (DEA, 2009). Growing awareness of the threat of climate change, rising prices for fossil fuels, growing concerns over energy supply security and recent electricity price increases will be driving factors to increase interest in renewable energy in South Africa. The National Energy Regulator of South Africa (NERSA) approved Renewable Energy Feed-In Tariffs (REFIT) to stimulate the development of this sector. Evidence of climate change has become more compelling and the South African Cabinet has strengthened its commitment by approving Medium-Term Mitigation Scenarios for the deployment of clean and renewable energy technologies.

Renewable Energy Technology can also be implemented in decentralized off-grid applications, which means that more jobs can be created in rural areas of South Africa to alleviate poverty and increase energy security of supply. Jobs in construction, fabrication (SWH), installing, operating, and maintaining renewable energy systems tend to be more local in nature and can thus benefit unemployed rural poor in South Africa.

Cabinet approved long-term mitigation scenarios (LTMS), the most stringent of which is that 50 per cent of South Africa's energy would come from renewable sources in 2050. Assuming this equates with 15 per cent of electricity from renewables in 2020, 36,400 new direct jobs and 109,100 indirect jobs could be created. In addition, as many as 700,000 people could be employed in bio-fuels.



If South Africa generates just 15% of total electricity use in 2020 using Renewable Energy Technology, it will create 36 400 new direct jobs, without taking any jobs away from coal-based electricity. Over 1.2 million direct and indirect jobs would be generated if a portion of South Africa's total energy needs, including fuels, were sourced with Renewable Energy Technologies by 2020 (Limpopo Green Economy Plan).

3.4.1.3 Transportation

Road Transport

The spine of the provincial road network is the N1 that bisects Limpopo from south to north, linking the rest of the country with its sea ports to Sub-Saharan Africa. The N11 is also a primary road corridor. These national roads are complimented by 9 provincial road corridors. Road has become the predominant mode for transporting most commodities. This is primarily due to the mode shift from rail to road, caused by the closure of some of the rail lines/stations in the province that used to convey commodity freight. Other evident reasons for the road mode preference are speed, convenience, security and lack of capacity to handle general freight.

In general, freight volumes increased from 2006 to 2011, especially on the N11 towards Groblersbrug, the R521 and the R37. Freight volumes declined on the R33. This can be due to deteriorating road conditions causing truckers to use the N11 towards Groblersbrug as the main alternative road to cross the border into Botswana. The Limpopo Freight Transport Implementation Strategy recommends the establishment of Freight Logistic Forums in the Province to promote integrated planning across all levels of government and other stakeholders.

Rail Transport

Transnet operates the 3 primary rail lines in Limpopo, comprising a total length of 1,135 km. The Pretoria – Pienaarsrivier – Polokwane- Musina – Beit Bridge main line is 576km long and carries general international and domestic cargo. It is part of the Transnet Northern System.

Secondly, Pretoria North – Brits – Rustenburg – Thabazimbi – Lephalale is a branch line with “main line” standards. It constitutes part of the Transnet Northern System and conveys coal from Lephalale. Upgrading of this line is expected to be completed in time for the anticipated increase in coal transportation from the Waterberg in 2018/19.

The Groenbult – Tzaneen – Hoedspruit – Kaapmuiden main line conveys coal from the Soutpansberg Coal Fields to Maputo. Traffic on this line is expected to increase significantly from 2020 onwards.

Transnet handled a total of 207mt freight in 2012/2013 of which Limpopo generated approximately 17mt (8.2%).

Public Transport

Motor vehicle ownership in Limpopo is low due to household income constraints, implying that commuters are largely dependent on public transport. The major public transport services are bus and taxi operations. The Household Travel Survey of 2013 indicated that 22.6% of households in Limpopo use bus transport and 45.8% use taxis. The bus industry is weakened as a result of insufficient government funding and internal management capacity. The taxi industry is well established.



According to the Limpopo Provincial CPTR and the Provincial Land Transport Framework (PLTF), the current transport supply numbers are:

-  Taxis: 20 072 minibus taxis; 11 255 minibus taxi operators and 117 taxi associations,
-  Buses: 1 166 buses; 3 623 bus trips daily transporting 230 384 passengers daily.

An amount of R2.6 billion in passenger subsidies was paid to eighteen bus operators between 2009 and 2014. The province contributed 54.75% of the subsidy from its equitable share whilst 45.25% of the total amount was covered by the national Public Transport Operations Grant (PTOG).

A very large group of respondents (59.9%) in the National Household Travel Survey, 2013 indicated their dissatisfaction with bus services due to a lack of or poor condition of facilities at bus ranks and bus stops. More than half (50.5%) of respondents raised the same concern in terms of taxi facilities. Transport Authorities in the Province will need to plan and invest in public transport infrastructure construction and maintenance, and integration with public services. The current public transport infrastructure systems are not integrated in line with the Public Transport Strategy and require inter-modal public transport facilities.

Air Transport

There are approximately 950 airfields in South Africa (including major airports, municipal airports and private airfields), of which 160 are in Limpopo Province; representing 17% of all airfields. Limpopo has one International Airport (Polokwane International) and two domestic airports - Kruger Park and Eastgate.

3.4.1.4 Strategic Infrastructure Projects (SIPS)

The Strategic Infrastructure Projects are part of National Infrastructure Plan approved by National Government in 2012 and co-ordinated through the Presidential Infrastructure Coordinating Commission (PICC). Eighteen Strategic Integrated Projects (SIPs) have been developed and approved to support economic development and address service delivery in the poorest provinces. Each SIP comprises a large number of specific infrastructure components and programmes.

As shown in the table below, three of these eighteen SIPs, namely SIP 1, SIP 6 and SIP 7, will have a significant impact on the provincial municipalities of Lephalale, Mopani, Sekhukhune, Capricorn, Vhembe and Polokwane. Polokwane Municipality also stands to benefit from implementation of SIP 7 in terms of improving provision of public transport which will enhance compact, integrated and sustainable settlements. Other SIPs of importance to Limpopo are:

-  **SIPs 8:** Green Energy in support of the South African economy,
-  **SIP 11:** Agri-logistics and rural infrastructure,
-  **SIP 17:** Regional Integration for African cooperation and development and
-  **SIP 18:** Water & Sanitation Infrastructure.



Table 3.12: Strategic Infrastructure Projects (SIPs)

SIP Number and Name	Scope of SIP	Locality
SIP 1 Unlocking the Northern Mineral belt with Waterberg as the Catalyst	Unlock mineral resources. Urban development in Waterberg - first major post-apartheid new urban centre will be a “green” development project.	Lephalale Waterberg
	Major impact of this project in Lephalale includes; job creation, increased contribution to GDP, skills developments, upgrading of houses and development of social infrastructure)	Medupi Power Station
	Transnet- Waterberg Feeder Rail: To upgrade the rail from 6Mtpa to 24Mtpa. Feasibility study & environmental approvals will be undertaken during the course of this year.	Waterberg rail
SIP 6 Integrated Municipal Infrastructure Projects (focuses on the 23 most challenged district municipalities)	Develop national capacity to assist the 23 least resourced districts (19 million people) to address all the maintenance backlogs and upgrades required in water, electricity and sanitation bulk infrastructure.	Mopani, Sekhukhune, Capricorn, Vhembe
SIP 17 Regional Integration for African Co-operation and Development	Participate in mutually beneficial infrastructure projects to unlock long-term socio-economic benefits for the region e.g. projects involving water, transport and energy	Neighbouring countries and up into Africa
SIP 7 Integrated Urban Space and Public Transport Programme (transform the fragmented cities as well as addressing the challenges of urban sprawl)	Coordinate planning and implementation of public transport, human settlement, economic and social infrastructure and location decisions into sustainable urban settlements connected by densified transport corridors.	Polokwane BRT

3.4.2 Community Infrastructure

3.4.2.1 Water

The table below indicates the progression with regard to the provision of household water services per district and local municipality in Limpopo between 1996 and 2011.

In 1996, just more than 75% of households in Limpopo had access to piped water. The situation has improved remarkably, with 86% of households having access to piped water in 2011. More than 18% of households have water connections inside their dwellings and almost 34% have connections inside their yards. Although access to piped water is high, more than 13% of households still have to walk in excess of 200 meters to street taps. Average statistics for the Province also mask very high variations at the settlement level. Some settlements experience severe water crises.

Critical issues with regard to community water supply that require priority attention include:

-  The number of households without access to piped water, as well as those that have to walk more than 200 meters to a street tap,
-  The frequency with which water is not available in piped systems, and
-  Water conservation and demand management in order to curtail water wastage and losses.

At the national level, 8.8% of households have no access to piped water, compared to 14% in Limpopo.



Table 3.13: Household Access to Piped Water

	1996		2001		2011	
	Piped water	No piped water	Piped water	No piped water	Access to Piped water	No piped water
Greater Giyani	39 852	2 338	46 524	7 178	54 002	9545
Greater Letaba	33 566	8 155	46 801	6 685	52 838	5423
Greater Tzaneen	58 936	14 049	76 996	20 428	82 553	26373
Ba-Phalaborwa	23 427	1 908	32 326	1 535	39 890	1226
Maruleng	13 709	4 363	19 753	3 297	20 102	4368
Mopani	169 490	30 813	222 400	39 123	249 385	46935
Mutale	9 849	3 941	14 263	4 275	20 940	2812
Thulamela	87 462	13 089	109 934	18 655	139 199	17395
Musina	7 333	992	12 812	1 165	18 682	1360
Makhado	75 016	13 065	100 283	12 632	117 221	17668
Vhembe	179 660	31 087	237 292	36 727	296 042	39235
Blouberg	21 783	8 726	30 416	8 567	34 056	7137
Aganang	20 322	6 902	26 607	5 781	32 010	1908
Molemole	19 688	2 862	21 629	7 312	23 542	6501
Polokwane	67 709	17 330	112 282	23 353	171 054	6947
Lepele-Nkumpi	27 280	16 929	32 216	20 711	45 181	14501
Capricorn	156 782	52 749	223 150	65 724	305 843	36994
Thabazimbi	11 259	3 607	25 268	265	23 530	1550
Lephalale	12 147	5 792	23 267	1 116	29 080	799
Mookgopong	3 868	1 774	10 413	487	9 661	257
Modimolle	8 681	2 181	18 447	1 182	16 883	642
Bela-Bela	8 998	2 059	13 719	451	17 482	586
Mogalakwena	39 613	14 039	51 017	19 111	72 922	6473
Waterberg	84 566	29 452	142 131	22 612	169 558	10307
Ephraim Mogale	12 168	7 385	17 820	8 731	27 102	5181
Elias Motsoaledi	23 746	18 451	29 730	19 218	40 195	20056
Makhuduthamaga	22 119	27 400	24 986	29 045	47 801	17416
Fetakgomo	10 529	6 725	11 244	7 873	20 213	2638
Greater Tubatse	22 724	19 389	35 384	20 753	62 960	20239
Sekhukhune	91 286	79 350	119 164	85 620	198 271	65530
Limpopo	681 785	223 448	944 137	249 806	1219 099	199003

Source: Stats SA

3.4.2.2 Electricity

The proportion of households with access to electricity for lighting improved remarkably from 64 % in 2001 to 87% 2011. There has been substantial progress with regard to the use of electricity for cooking as well, to 50% in 2011.

The most frequent alternative to electricity for lighting is candles and the most frequent alternative for cooking is firewood.

At the national level, 85% of households use electricity for lighting and 74% use electricity for cooking. Electricity generation challenges in the country during the next five years will constrain the potential for further progress with regard to community access to electricity.



3.4.2.3 Sanitation

There are still 102,000 households in Limpopo (7.2% of total) who have no sanitation facilities. Another 753,000 households (53% of the total) have pit latrines without ventilation. Although these services have improved considerably since 2001, the current service level is still below RDP standards. Almost 16% of households in Limpopo had no sanitation facilities in 2001. The proportion with pit latrines that are not ventilated has not changed much during the past ten years. The original development targets were that this matter should have been resolved by now.

At the national level, 5.2% of households have no access to sanitation and 19% use unventilated pit latrines.

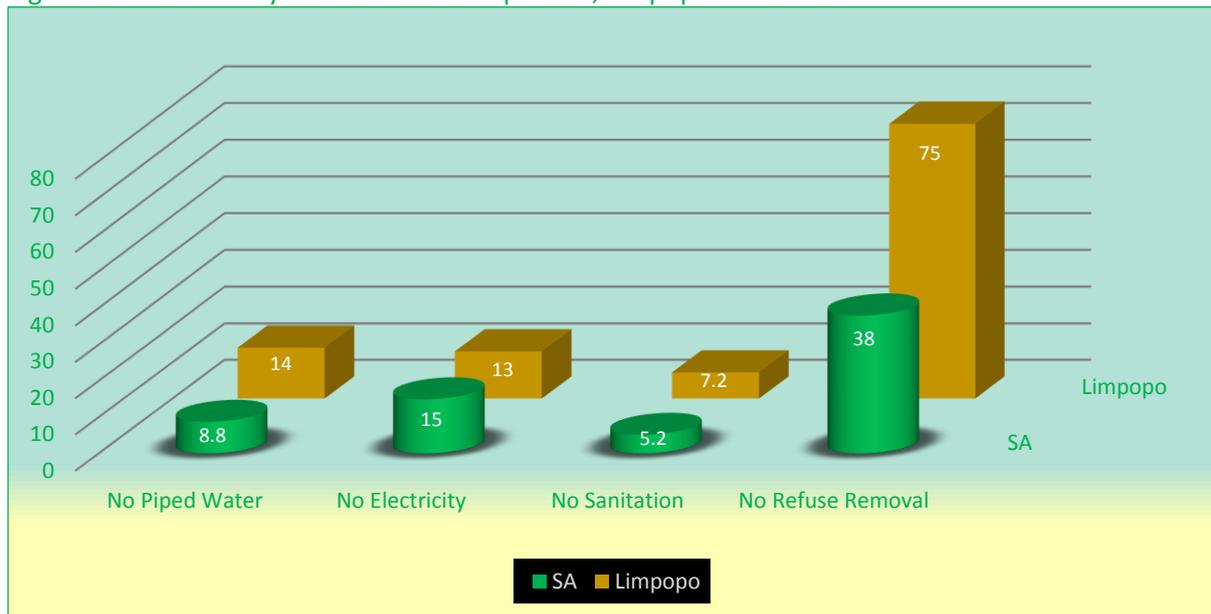
Improvement of sanitation services provide an important opportunity for low-income households to be encouraged to contribute towards the improvement of their own facilities.

3.4.2.4 Refuse Removal

Most of the households in Limpopo (75%) are obliged to manage their own household refuse. Only 21% have municipal services for this purpose. Vhembe District is the worst affected. At the national level, household access to municipal services for refuse removal is considerably higher at 62%.

Improving the level of service in rural areas in this regard could include community entrepreneurship, such as waste recycling and compost-making.

Figure 3.7: Community Service Level Comparison, Limpopo and SA 2011



Limpopo lags behind all the service levels except electricity.

3.4.2.5 Housing

According to the Housing Development Agency (HAD), the proportion of households living in formal housing increased from 70% of all households in 2001 to 88% in 2011 while the proportion of households living in shacks not in backyards has declined from 5% to 3% over the same period. The proportion living in traditional dwellings has declined dramatically from 20% to 5%.



Table 3.14: Distribution of Households Living in Informal Dwellings in Limpopo

	Census 1996	Census 2001	Census 2011
Mopani	7 014	9 913	6 628
Vhembe	4 485	6 896	8 155
Capricorn	13 921	25 668	21 078
Waterberg	13 005	24 970	19 989
Greater Sekhukhune	9 075	11 520	17 861
Limpopo	47 499	78 967	73 712

Source: Statistics South Africa

The incidence of informal dwelling is highest in Polokwane (Provincial capital in Capricorn District) and in the mine host communities of Waterberg and Sekhukhune Districts.

3.5 Environment and Green Economy: Situation and Trend Analysis

Limpopo Province has the potential to be a national pioneer in the Green Economy. The advantages of the Province are:

-  Perfect geographic situation to develop renewable energy industry and economies of scale;
-  Invaluable mineral resource base for local beneficiation;
-  Unexploited biodiversity resources for green tourism and payment for ecosystem services; and
-  Vibrant young population to enthusiastically engage in new, innovative and developmental economic activities.

Soundly managed, the natural environment will provide drinkable water, breathable air, energy, food, and all the other requirements for human life. Poorly managed, the ability of natural systems to function will be impaired. Limpopo has a comparative advantage in several resource-based industries, such as mining, cattle farming, horticulture, forestry and tourism. These industries have major environmental impacts and need to be carefully managed to avoid disruptions. They are water intensive and this is a scarce resource in most parts of the Province.

Limpopo is rich in biodiversity and has three national centres of endemism (Soutpansberg Centre, the Wolkberg Centre, and the Sekhukhune Centre). These systems are under pressure and require conservation to protect the provincial biodiversity and ecosystems.

The top three national biodiversity conservation priorities are in Limpopo, ie:

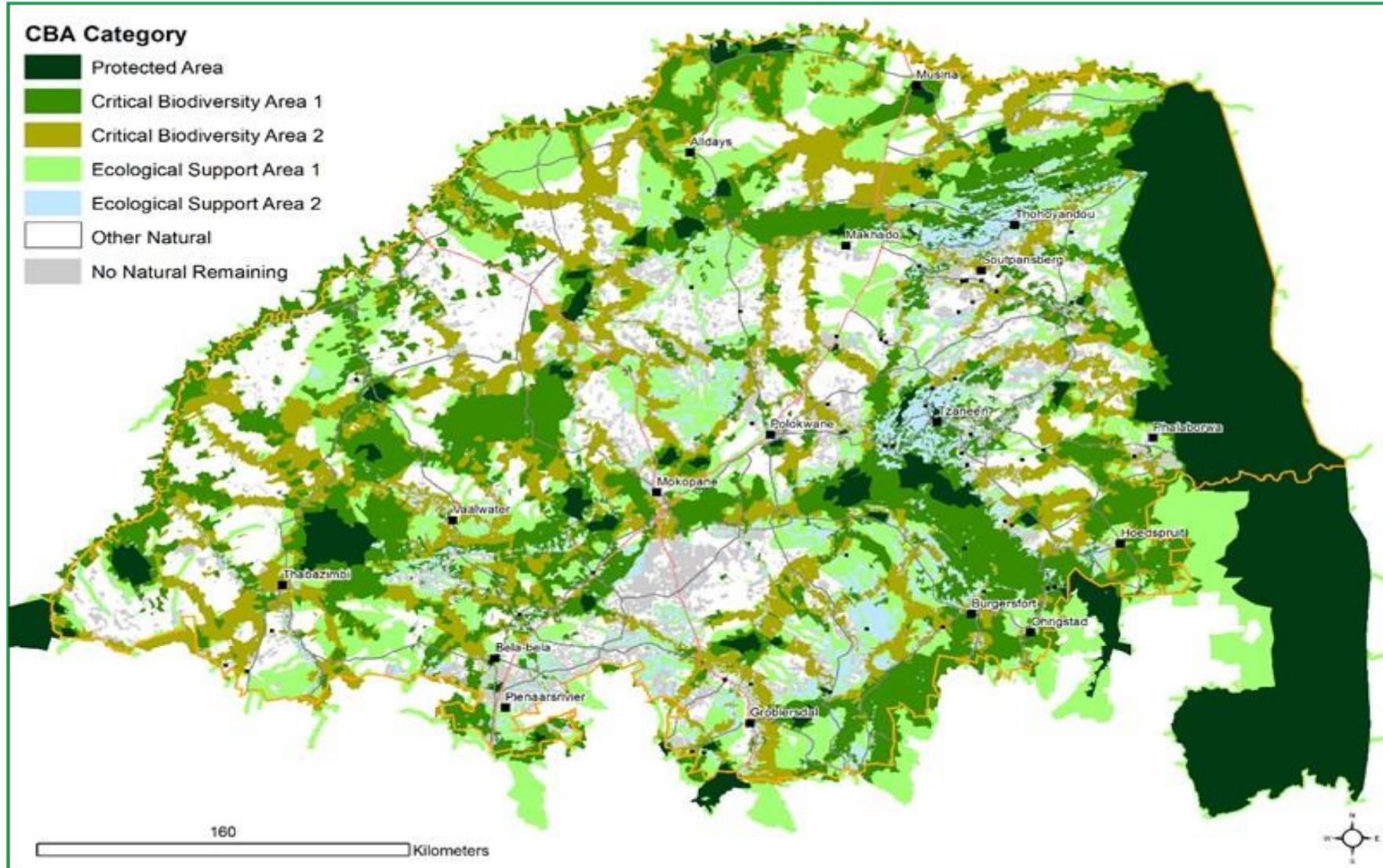
-  North-eastern Escarpment, including the Soutpansberg and the Drakensberg,
-  Sekhukhune Centre of Endemism, and
-  Wet Grasslands in the Waterberg District.

Two of the three Trans-Frontier Parks (Greater Limpopo and Mapungubwe), as well as two of the three biosphere reserves in the country, (Waterberg and Kruger2Canyon), are also located in Limpopo. The Province has two UNESCO World Heritage sites namely the Mapungubwe Cultural Landscape and the Makapan Valley.

A biodiversity map has been compiled for the Province, which describes the compatible and incompatible land uses associated with each biodiversity category. The map is reflected in the figure below.



Figure 3.8: Limpopo Biodiversity and Ecological Support Areas





3.6 Institutional Situation and Trend Analysis

3.6.1 Introduction

Limpopo Provincial Government comprises ten departments, excluding the Office of the Premier. A customer satisfaction survey conducted for Limpopo during 2008 by the University of Limpopo reflected an increase in customer satisfaction to 58% (from 34% in 2003). However, challenges were highlighted with regard to the length of time that it takes to be served at public service points, safety and security, the condition of roads and the quality and availability of water and housing in some areas.

Limpopo has five district municipalities. In terms of the Constitution, their main tasks are integrated development planning, infrastructure agency services; and capacity building and support for local municipalities. Limpopo has 25 local municipalities.

3.6.2 Provincial Departments under National Administration

On 05 December 2011, the National Executive agreed to intervene in five provincial departments in Limpopo in terms of section 100(1) (b) of the Constitution. Province-wide service delivery challenges that triggered the intervention were:

-  The Province had accumulated unauthorised expenditure of R2.7 billion.
-  The Province started the 2011/12 financial year with an overdraft of R1.7 billion and there was insufficient cash management.
-  The Province was on the verge of running out of cash and would have failed to pay its employees, as well as honouring payments to suppliers and service providers.
-  Some departments, particularly Health and Education, implemented the Occupational Specific Dispensation without making the necessary provisions in their budget; and
-  Poor supply chain and contract management, including the use of Programme Management Units (PMUs) who were being used to obviate normal procurement procedures.

The envisaged Outcomes of the Section 100 intervention were:

-  Right people placed in the right positions leading to enhanced effectiveness and control in financial management.
-  Reduced provincial overdraft
-  Upgraded systems and capabilities to ensure compliance with all legislation, including the PFMA.
-  Improved financial management through skills development and capacity building, and
-  Raised level of accountability in managing finances.

The section 100(1) (b) Intervention diagnostic analysis found the following key matters that must be addressed in the Limpopo Provincial Treasury, for example:

-  Organizational Realignment and Strengthening the Provincial Treasury;
-  Financial management skills and capacity
-  Budget allocations
-  Fund the R2.7 billion accumulated unauthorised and limit new unauthorised expenditure;
-  Improve cash position and cash management procedures and internal controls;



-  Expenditure management and accruals;
-  Cost containment measures to be developed, implemented and monitored;
-  Compliance with the prescribed 30 day supplier payment turnaround requirement;
-  Revenue generation;
-  Infrastructure spending;
-  Contract Management;
-  Electronic accounting system used in Limpopo; and
-  Clean audit 2014 outcomes.

3.6.3 Effectiveness and Efficiency of Governance

When departments have not spent according to budget or exhausted the budget without achieving all the planned outputs, it raises a concern about planning and/or performance management. This is the case in some departments, suggesting that there is poor planning, targeting and lack of monitoring during implementation, which ultimately has an effect on service delivery.

A serious concern is the increasing percentage of the provincial expenditure on Compensation of Employees (COE).

Secondly, expenditure levels on conditional grants are disturbingly low, because unspent funds are returned to National Treasury. Expenditure on Municipal Infrastructure Grants (MIG), for example, is below 50% in several municipalities. Shortage of competent staff and late registration of projects are some of the main reasons for this under-expenditure and consequent loss of conditional grants. The total allocated amount for Limpopo was R2.5 billion in the 2012/13 financial year.

The declining equitable share during the period under review has impacted negatively on the overall performance of the Province. In order to address the financial distresses, Limpopo Province has developed a Provincial Revenue Enhancement Strategy as an instrument to raise own revenue, strengthen existing control processes and create innovative ways for new revenue streams.

Discipline is not managed effectively due to inadequate capacity to chair disciplinary hearings and represent departments. This results in long periods of precautionary suspension. Based on the 2011/12 annual reports of departments within the Province, 11% of the departments had suspended employees for 60 days and less, whilst 44% had suspended employees for longer than 91 days.

The Department of Education (90 days on average) as well as the Office of the Premier (60 days on average) maintained the shortest average period of suspension. Any period longer than 60 days would be regarded as an unfair labour practice.

The target of 50% women at Senior Management level was achieved by most departments in the Province.

Overall, the Public Service is still grappling with the employment of people with disabilities. The Office of the Premier (2.3%) as well as the Department of Sport, Arts and Culture (2.4%) performed well towards achieving the target of 2% employment for people with disabilities. (Source: PSC 2014)



3.7 Human Resource Situation and Trend Analysis

Skills distribution in SA and Limpopo is disconcertingly low, with less than 18% of the formal sector workforce being highly skilled. Only 38.2% of the formal sector workforce in Limpopo is skilled, compared to 42% for the country. The highly skilled group has improved marginally to 17.7% in 2013 for the entire country, but the improvement in Limpopo over the past decade has been smaller.

Table 3.15: Skills Levels of the Formal Sector Workforce in Limpopo and SA, 2003 and 2013

Skill level	2003				2013			
	Limpopo		SA		Limpopo		SA	
	Number	%	Number	%	Number	%	Number	%
Highly Skilled	98118	15.0	1458401	14.5	134884	16.7	1850765	17.72084
Skilled	227056	34.7	3840115	38.2	298720	37.0	4397693	42.10736
Semi or Unskilled	330012	50.4	4750472	47.3	374272	46.3	4195149	40.16803
Total	655185	100	10049000	100	807876	100	10444000	100

Source: Quantec 2014

It is anticipated that the digital revolution that is currently underway and that is gaining momentum, will cause structural shifts in the labour market. Demand for skilled labour is likely to outgrow the demand for unskilled labour. Unskilled persons could be left vulnerable by this global trend.

3.8 Social Cohesion Situation and Trend Analysis

Agriculture has organized structures at the district and provincial levels that interact with government and other stakeholders on a regular basis. NAFCOC also has provincial structures, including Limpopo. In addition, the Premier has an Employment Growth Advisory Council (PEGAC), comprising representatives from various sectors of the provincial economy and supported by Technical Working Groups (TWGs), chaired by leadership from the private sector and civil society. PEGAC itself meets when the Premier convenes a meeting. Some municipalities have business chambers and local tourism agencies. In some small mining towns in Limpopo, mining companies used to and often still play an important role in local government activities, for example, in Thabazimbi, Lephalale and Ba-Phalaborwa.

There are 184 traditional leaders in Limpopo with a mandate to participate in matters of development affecting their communities. Limpopo is also home to large religious communities, of which Zion Christian Church is probably the most representative and best known. There is also an extensive network of government-supported and private community care groups for orphans, the elderly and people who are suffering from diseases at home. However, the decline in membership of churches, sport clubs and charitable work is a matter of concern.

Government Communication and Information System (GCIS) reported increasing levels of confidence in a happy future for all national groups from 2004 to 2006. However, from 2006 confidence levels in a happy future for all national groups decreased dramatically. Levels dropped from 84% in May 2006 to 60% in November 2008. Although 2009 saw a slight increase to 62% from the preceding year, incidents such as the 2008 attacks against foreigners and high-profile incidents of racist assaults in the same year may have contributed to the steep decline. GCIS also reported a decline in the pride of being South African from 90% in 2006 to 65% in 2008.



3.9 ICT/Knowledge Economy Situation and Trend Analysis

The knowledge economy refers to the use of knowledge to produce economic benefits. The concept refers to the manner in which various high-technology businesses, especially computer software, telecommunications and virtual services, as well as educational and research institutions, could contribute to a country's economy. Knowledge economy does not refer to science knowledge only but all forms of knowledge as long as such knowledge leads to economic growth and job creation.

The Limpopo Information Society and Knowledge Economy Plan outlines some of the issues on which reforms should be focused. It puts forward suggestions on how Limpopo can transform itself from a resource-based economy to a knowledge economy of the twenty-first century. There are no ICT multi-national enterprises (MNEs) to develop ICT as an economic sector in Limpopo Province. Around the world, public sector research institutions lie at the heart of technology clusters. The fact that there is no such institution in Limpopo is an important barrier to the growth of the sector. There is a need to develop a regional mechanism to bring disparate elements of the sector together to create a whole that is larger than the sum of its parts.

More than 88% of households in Limpopo have mobile phones, while 6% have fixed lines. As many as 27% of households have a computer, while 3% have internet access at home. Broadband is at the end of the spectrum with 2% of Limpopo households using and accessing it. Lack of access to communication facilities or to affordable communication facilities by rural communities and the resultant lack of access to information, coupled with the inability to share information, constitute information deprivation and thus poverty of information. This in turn, constitutes a basic human right violation. It is incumbent upon government to turn this situation around. The lack of ICT infrastructure to access the digital world and the lack of technical and managerial skills to operate, maintain and manage the infrastructure, are major weaknesses in the development of the sector. There is a huge ICT skills gap in the province mainly because of a limited ICT sector. ICT can enable access to basic services such as banking, healthcare, and education, access to social services, economic opportunities and empowerment.

Table 3.16: ICT Indicators in Limpopo

No.	Indicator	Percentage
1	Cell phone Penetration	88%
2	Fixed Lines	6%
3	Broadband/3G/iBurst(H)	2%
4	ICT Development Index	31%
5	Internet Access (any)	19%
6	Email Accounts	7%
7	Subscription TV	15%
8	Computer Access (any)	27%
9	TV at Home	65%
10	Internet at Home	4%
11	Schools with a Cell phone	98.1%
12	Schools with a Landline	25.4%
13	Schools with a Fax	13.4%
14	Schools with Internet	2.0%



No.	Indicator	Percentage
15	Schools with Computer Centre	11.0%
16	Internet for students at School/Varsity/College	1.2%
17	Internet Café 2km or less from household	0.4%
18	Internet in a Library/Community Hall/ Thusong	0.3%
19	Internet not at home but at workplace	4.0%
20	Mobile Internet (WAP) using cell phone	0.26%

Source: ICT and Knowledge Economy Survey, LEDET 2014

Limpopo needs to recognize that many reforms leading to a knowledge-based economy will not yield results overnight. It will thus need to make some tough choices in the short term; yet, other reforms will be of a medium- to long-term nature. Effective leadership will be the key to articulating this vision, through the involvement of all stakeholders. The strategy provides a long term plan for Limpopo's readiness to embrace the knowledge economy and highlights some of the key constraints and emerging possibilities confronting Limpopo on four critical pillars of the knowledge economy:

-  Strengthening the economic and institutional regime
-  Developing educated and skilled workers
-  Creating an efficient innovation system
-  Building a dynamic information infrastructure.

Knowledge is more important today than ever, as the twin forces of globalization and technological advances are spurring an ongoing knowledge revolution. This revolution manifests itself in many ways, such as closer links between science and technology (S&T), greater importance of innovation for economic growth and competitiveness, increased importance of education and lifelong learning, and more investment in intangibles (R&D, software, and education). The latter is even greater than investments in fixed capital. At the same time a revolution in information and communications technology (ICT) is increasing worldwide inter-dependency and connectivity.

For Limpopo to move towards the Innovation-Driven Economy, the ability to produce innovative products and services at the global technology frontier, will be required. The capacity to use advanced methods becomes the dominant source of competitive advantage. An innovation driven economy is characterized by distinctive producers and a high share of services in the economy, making it more resilient to external shocks.

The greatest threat to R&D in Limpopo is the low rate of passes in Mathematics and Science in high schools and the relatively low proportion of Science, Engineering and Technology (SET) graduates from universities.

3.10 Regional Integration Situation and Trend Analysis

Limpopo is rich in cultural heritage. The languages and cultures of its citizens link directly with the countries that surround the province, namely, Botswana, Zimbabwe and Mozambique. The vast mineral resources of the Province extend throughout the entire region. Likewise, tourism, logistics, agriculture and manufacturing potential of the region, to mention but a few possibilities, would blossom through greater inter-connectedness and a shared vision.



Special Infrastructure Project (SIP) 17 on Regional Integration for African Cooperation and Development, calls for regional and mutually beneficial infrastructure projects to unlock long-term socio-economic benefits by partnering with African economies. The projects involve transportation, water and energy.

MTSF Outcome 11 calls for the need to increase foreign direct investment into South Africa as well as to increase South Africa's exports. There is also a need to promote regional integration to enable increased regional growth and intra-regional trade. Limpopo's location is strategic in this regard.

Limpopo Province will support regional and continental processes to respond to and resolve crises, promote peace and security, strengthen regional integration, significantly increase intra-African trade and champion sustainable development in Africa. In this regard, Limpopo will advance South Africa's national priorities through bilateral engagements, ensure FDI inflows by maintaining the investment project pipeline, facilitate manufactured value-added exports from IPAP priority sectors to emerging and traditional markets, increase the number of foreign visitor arrivals and increase the contribution of tourism revenue to the economy.

Government will also advance developmental co-operation and integration to achieve industrial development, as well as infrastructure development and market integration through contributions to the revision of the SADC Regional Integrated Strategic Development Plan (RISDP). Limpopo will promote sustainable development and continental integration by implementing and contributing to the implementation of NEPAD programmes and plans.

The envisaged Special Economic Zone (SEZ) at Musina is focussed on logistics, import, export and beneficiation. The envisaged SEZ is based on two initiatives, namely, the Musina to Africa Strategic Supply Hub Initiative (MUTASSHI) concept and the Eco-Industrial Park. The location of Musina makes it the ideal hub to serve as the logistics port to other African countries. A complete business case for the Eco-Industrial Park has been developed. The SEZ will also be linked to the SIP 17 infrastructure project on Regional Integration for African cooperation and development.

Trade and Co-operation agreements that have already been signed between Limpopo and its neighbours in pursuit of regional development and integration include:



Memorandum of Understanding between Polokwane Local Municipality and the City of Bulawayo, 2012,



Twinning Agreement between Limpopo and the Gaza Province of Mozambique, signed in 2006, with its work plan,



Partnership and Co-operation Agreement between Thabazimbi Local Municipality and the City of Gaborone, 2006



Memorandum of Agreement between Musina Local Municipality and Beitbridge Rural District Council (October 2004)



Memorandum of Understanding between Waterberg District Municipality and Kgatleng District Council in Botswana (December 2003).



4 STRATEGY OUTLINE 2015-2019

4.1 The Broader Economic Context

The broad international and national context within which this LDP will unfold is the slow economic recovery from the severe global recession of 2008 and the stagnation since then. Low levels of global economic growth will unfortunately have a dampening effect on commodity prices, such as platinum and coal, which have been the pillars of economic growth in Limpopo for the past decade.

Restricted fiscal conditions in the form of relatively high public sector debt, with threats of downgrades from credit agencies, will limit the scope for significant increases in capital transfers from National Treasury to provinces. Public sector capital funding for new development projects, including large infrastructure projects, is therefore likely to be constrained, at least for the first three years of this medium term expenditure framework.

Private sector investors can be expected to be risk-averse, which means that development projects will be very carefully scrutinised and preference may be given to projects with relatively short pay-back periods in areas where political and social conditions are stable.

These global economic and national fiscal conditions will present challenges for new job creation, nationally and provincially.

In addition to the economic context described above, it is anticipated that the digital revolution that is currently underway, will change the nature of work and place an increasing premium on technological skills. The anticipated employment context is therefore that it may become more difficult for people without education and skills to find a job.

4.2 Limpopo Development Objectives

The purpose of the Limpopo Development Plan (LDP), 2015-2019, is to:

-  Outline the contribution from Limpopo Province to the national MTSF⁷ for this period,
-  Provide a framework for the strategic plans of each provincial government department, as well as the IDP's and sector plans of district and local municipalities,
-  Create a structure for the constructive participation of private sector business and organised labour towards the achievement of provincial growth and development objectives, and
-  Encourage citizens to become active in promoting higher standards of living within their communities.

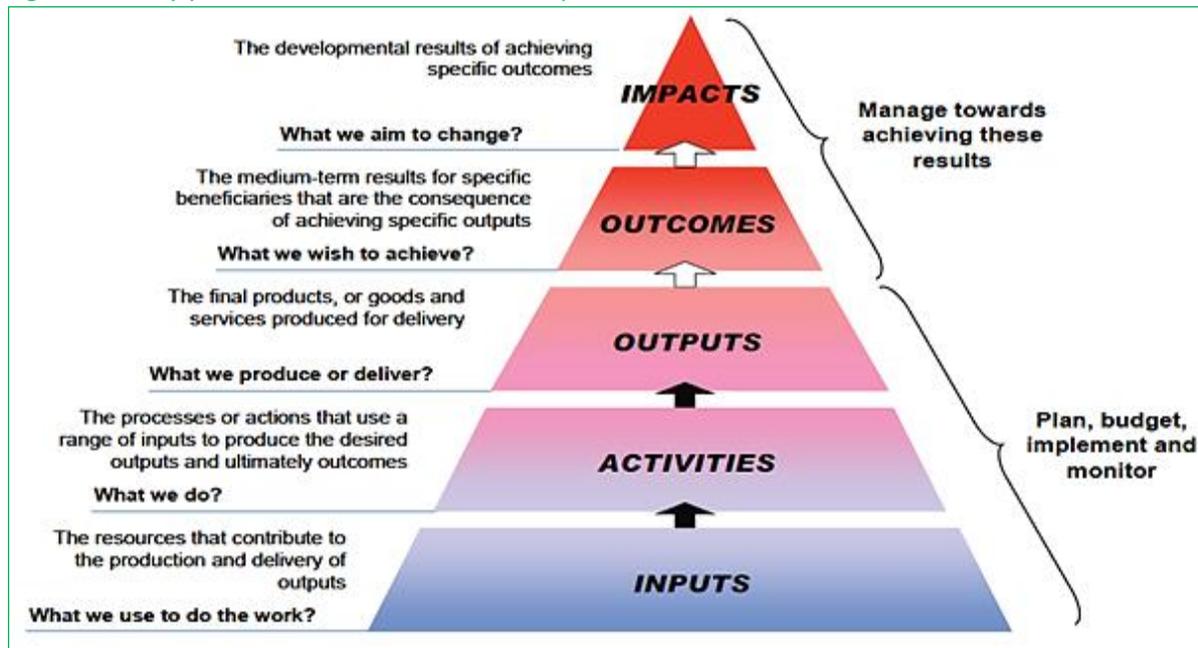
The entire strategy outline is therefore designed on the floor plan of the 14 development outcomes contained in the National Medium Term Strategic Framework for 2015-2019. Development is defined as broad-based improvements in the standard and quality of living of people throughout the Province, to which all institutions, including government, business, organised labour and citizens contribute. Annual improvements in job creation, production, income, access to good public services and environmental management are the instruments or means to reach the goal of development.

⁷ The National MTSF for 2015-2019 is the first five-year implementation plan of the National Development Plan, which has a longer horizon until 2030

Although job creation is an important means to the end objective of development, it must be emphasised that employment in itself plays a crucial role in the self-esteem and self-actualisation of people, enabling them to reach their full potential as human beings. Meaningful employment in the context of career development is therefore a key consideration throughout this LDP.

The outcomes approach that is reflected in the MTSF moves beyond the erstwhile focus on activities and outputs. It places the emphasis on the development improvements (outcomes and impacts) that are to be achieved. This approach is illustrated in the figure below. It requires a change-management approach to business from all stakeholders, rather than merely a bureaucratic compliance approach.

Figure 4.1: Key performance information concepts



Source: National Treasury

The vision of the Province remains **to fulfil the potential for prosperity in a socially cohesive, sustainable and peaceful manner.**

This vision statement encapsulates the expectation that by 2030, Limpopo will have a public service that meets the best standards of governance, citizens that are educated, skilled, healthy and self-reliant, a labour force that is fully, productively and rewardingly employed, with infrastructure that is capable of promoting and sustaining an innovative local and regional economy for the benefit of all the province's diversified communities, in a responsible and sustainable manner.

The vision will be attained by way of a **mission statement** that emphasises **participatory leadership aimed at promoting excellence and an entrepreneurial spirit, improved service delivery, facilitation of decent job creation and systematic poverty reduction.**

The strategy outline to attain this vision is presented below according to the 14 outcomes that are contained in the Medium Term Expenditure Framework for 2015-2019 and with specific reference to Limpopo Province.



4.3 Outcome 1: Quality Basic Education

By 2030, Limpopo must have a basic education system with the following attributes:

-  High-quality, universal early childhood education
-  Quality school education, with globally competitive literacy and numeracy standards

In this vision of the National Development Plan, education is seen as an important instrument in equalising individuals' life chances, preparing next generations to be economically mobile and successful and critical to poverty reduction.

The NDP has identified the following sub-outcomes to improve the education performance:

1. Access to quality Early Child Development (ECD)
2. Improved quality teaching and learning
3. Capacity of the state to intervene and support quality education
4. Increased accountability for improved learning
5. Human resources development and management of schools
6. Infrastructure and learning materials to support effective education

4.3.1 Access to quality Early Child Development (ECD)

Evaluation of the current state of Grade R shows that though access has increased in the past years, the quality of Grade R teaching remains a challenge. During the five years from 2015, Limpopo Department of Education, in conjunction with the National Department, is committed to:

-  Set the qualifications of Grade R practitioners to NQF level 6, and
-  Ensure each learner attends Grade R and has access to grade R LTSM.

4.3.2 Improved quality teaching and learning

The performance of the education system is dependent on effective teachers with adequate content knowledge and adequate support. The Strategic Plan of the Limpopo Department of Education will indicate its approach to implement a more effective teacher development programme.

4.3.3 Capacity of the state to intervene and support quality education

The Provincial Department of Education is obliged to create an effective District Oversight System and is accountable to DBE with regard to the functioning of the System, the findings and the proactive interventions that are made.

The Strategic Plan of the Provincial Department must indicate in particular how a review of all relevant education regulatory frameworks and guidelines will be conducted to simplify, clarify, coordinate, and eliminate those that are not supporting quality education.

Increased accountability for performance in schools must also be addressed.



4.3.4 Increase accountability for improved learning

The Provincial Department of Education must reflect its strategy to establish or improve the functioning of district offices that are able to support schools to achieve improved learning.

4.3.5 Human resources development and management of schools

The Provincial Department, in conjunction with DBE, is obliged to:

-  Assess teachers' content knowledge in the subjects they teach,
-  Absorb Funza Lushaka bursary holders into teaching posts,
-  Replenish the current stock of teachers, and
-  Change the process of appointing principals so that only competent individuals are appointed.

4.4.2 Infrastructure and learning materials to support effective education

School infrastructure is important in supporting education and to create an atmosphere for learning. Both hard infrastructure (e.g. school buildings, desks, sanitation) and soft infrastructure (e.g. books, computers) are important in providing enabling conditions for learning. Reading material is essential for increasing learning directly, especially with effective ICT infrastructure. The Strategic Plan of the Limpopo Department of Education will indicate how these actions will be addressed between 2015 and 2019.

4.4 Outcome 2: Long and Healthy Life

The NDP sets out nine (9) long-term health goals for national and provincial government as indicated below:

- 4.4.1 Average male and female life expectancy at birth increased to 70 years;
- 4.4.2 Tuberculosis (TB) prevention and cure progressively improved;
- 4.4.3 Maternal, infant and child mortality reduced;
- 4.4.4 Prevalence of Non-Communicable Diseases reduced by 28%
- 4.4.5 Health information systems improved
- 4.4.6 Health systems reforms completed;
- 4.4.7 Primary health care teams deployed to provide care to families and communities;
- 4.4.8 Universal health coverage achieved
- 4.4.9 Posts filled with skilled, committed and competent individuals.

The Strategic Plan and the Annual Performance Plans of the Limpopo Department of Health will indicate how these goals will be pursued over the MTSF period from 2015 to 2019.

Several NDP and provincial goals pertaining to improved quality of life in terms of health, are not the exclusive responsibility of the Department of Health. These goals include the social conditions of health, such as nutrition, employment, education, water and sanitation, as well as the environment. All agencies in Limpopo, public and private, are therefore expected to make commitments on their contributions towards improved health conditions in Limpopo.



The important aspect of interdepartmental and inter-agency co-operation will also have to be addressed by way of transformational leadership, which should include the establishment of a Provincial Health Commission. This leadership and co-ordination responsibility lies with the Limpopo Department of Health.

4.5 Outcome 3: All People are Safe

The NDP vision is that people living in Limpopo will feel safe at home, at school and at work, and they enjoy a community life free of fear. Levels of corruption have been radically reduced, South Africa has zero tolerance for corruption and citizens do not offer bribes and have the confidence and acknowledge that public and private officials will be held accountable. In addition leaders have integrity and high ethical standards.

As a result of substantially reduced levels of serious and violent crime, businesses will be thriving and local and foreign investors will be establishing new businesses. This in turn will lead to the creation of new job opportunities and the reduction of poverty and inequality.

Political and/or domestic instability is a serious challenge that, if left unabated, will undermine our democracy, rule of law and development trajectory. Issues that contribute to this instability are violent industrial and service delivery-related protest actions, as well as disrespect for authority and for one another. It is therefore imperative to prevent and combat the violent crime that accompanies what is otherwise legitimate industrial and protest action.

The following goals (sub-outcomes) regarding safety and security are primarily the responsibility of the South African Police Service in Limpopo and of the National Department of Justice. Accountability for these sub-outcomes rests with the provincial contingents of these National Departments and with the Limpopo Department of Safety and Security, which has a liaison role. The goals (sub-outcomes) are listed below:

- 4.5.1 Reduced levels of serious and violent crime
- 4.5.2 An Efficient and Effective Criminal Justice system is established and maintained
- 4.5.3 Limpopo's borders effectively safe guarded and secured
- 4.5.4 Cyber space is secured
- 4.5.5 Domestic Stability is ensured
- 4.5.6 Corruption in the public and private sectors is reduced.

4.6 Outcome 4: Decent Employment through Inclusive Growth

The NDP provides a long term vision through to 2030 towards dealing with the challenges of unemployment, inequality and creating a more inclusive society. Central to meeting the vision enshrined in the NDP is the implementation of the New Growth Path (NGP) the Industrial Policy Action Plan (IPAP) and the National Infrastructure Plan. These short and medium term plans provide a more detailed programme of action within the context of the NDP for the next five years.

In the current MTSF period emphasis will be on addressing unnecessary blockages to investment; providing opportunities for the unemployed, especially for young people to contribute to the economy; ensuring greater income equality by addressing the position of the working poor (who are



mostly in domestic work, farm labour and the informal sector), supporting more equitable workplaces and increasing investment in new sources of growth and employment.

The following 7 sub-outcomes will be pursued in Limpopo for this MTSF period:

-  Crowding-in productive investment through infrastructure,
-  Focus on Productive Sectors,
-  Eliminate unnecessary regulatory burdens,
-  Appropriate upskilling of labour force,
-  Expanded employment in Agriculture,
-  Reduced workplace conflict, and
-  Public employment schemes.

LEDET will take responsibility to lead the attainment of this outcome in Limpopo, but with support from several national and provincial departments, as well as from all district and local municipalities.

4.6.1 Crowding-in productive investment through infrastructure

The strategy to achieve this outcome is to plan and implement carefully selected public sector investment projects in the priority growth points and economic development clusters of Limpopo. These priorities are briefly summarised below and provide the strategic framework for most of the economic component of the Limpopo Development Plan.

4.6.1.1 Coal and Energy Cluster in Lephalale Growth Point

Limpopo has a competitive advantage and considerable potential for economic cluster development based on coal mining, processing and electricity generation in the Lephalale Growth Point. The cluster development process has already progressed through two phases. Bulk infrastructure requirements to initiate private sector investments in the third phase of this cluster development process include:

-  Increasing the capacity of the railway line, which is currently being planned by Transnet,
-  Bulk water augmentation, the first phase of which is underway and managed by DWAS,
-  Upgrading of the R33 main access road between Lephalale and Modimolle by SANRAL, and
-  Improvements to the bulk internal infrastructure of Lephalale town, which is managed by CoGHSTA in Limpopo.

This package of capital investment projects form part of Strategic Investment Programme 1 (unlocking the Northern Mineral Belt) and is overseen by the Office of the President.

4.6.1.2 Platinum Cluster in Tubatse and Mokopane Growth Points

Limpopo also has a competitive advantage and considerable potential for economic cluster development based on its platinum resources, which are largely concentrated in the Tubatse and Mokopane growth points. The platform for cluster and growth point development has already been laid in these two areas. Bulk infrastructure requirements to initiate private sector investments in the next phase of this cluster development process include:

-  Community water purification and reticulation in the Tubatse cluster area



- Urban infrastructure for Burgersfort, Mokopane and the secondary nodes in Tubatse that are located in close proximity to mines.

These platinum clusters also fall under the broad umbrella of the SIP1 (unlocking the Northern Mineral Belt) that is being overseen by the Presidency. A feasibility study for a Special Economic Zone in Tubatse is currently being prepared under the auspices of DTI. This should become a prominent focus area of the LDP for 2015-19.

4.6.1.3 Musina and Makhado Mining Cluster

Musina town is becoming the node for strong diamond mining development and the potential for coal mining cluster development is emerging in Makhado. Both of these towns are classified as priority growth points in Limpopo. They will both require improved access to bulk electricity, as well as improvements in their bulk urban infrastructure. Transnet Freight Rail has already prioritised the upgrading of the railway line and specifically the branch line that will convey coal to the Maputo Port. A feasibility study for a Special Economic Zone in Musina is currently being prepared under the auspices of DTI. This should become a prominent focus area of the LDP for 2015-19.

4.6.1.4 Phalaborwa Mining Cluster

Copper and phosphate has been mined in Phalaborwa for several decades. Development of a second underground shaft at Phalabora Mining Company and the forging of international partnerships to process magnetite from large mine dumps, have triggered a next phase in the cluster development process. Important public sector investments are improvements in bulk electricity supply, upgrading of the railway line and nodal development in the former townships adjacent to Phalaborwa town.

4.6.1.5 Polokwane and Musina Logistical Hubs

The two growth points that have been identified with potential for development as regional and provincial logistical hubs are Polokwane (capital of Limpopo) and Musina (Beit Bridge Border Post). Both of these growth points will require upgraded urban infrastructure as well as new generation ICT infrastructure (which is discussed in more detail in a subsequent section).

4.6.1.6 Agricultural Clusters

Provincial resource endowments in terms of horticulture, meat production potential and forestry, provide the potential for competitive cluster development. This potential can be promoted by improving the stable supply of adequate electricity to the high-potential production areas scattered throughout the Province, especially at the Tzaneen, Groblersdal and Makhado growth points. Improvements are also required with regard to access roads and ICT infrastructure.

4.6.1.7 Tourism Clusters

The vast tourism attractions of the Province offer the potential for private sector investment and cluster development in recreational facilities throughout Limpopo. Specific public infrastructure investments will be prioritised with regard to access roads and ICT.



4.6.2 Focus on Productive Sectors

The focus on productive sectors within the Limpopo context will be managed within the framework of the economic clusters described in the section above, as well the opportunities for manufacturing development within each of the clusters.

4.6.3 Eliminate unnecessary Regulatory Burdens

LEDET and the Limpopo Department of Agriculture will indicate in their Strategic Plans for 2015-19 and their Annual Performance Plans each year how provincial business regulations will be reviewed each year in order to eliminate unnecessary regulatory burdens.

4.6.4 Appropriate Upskilling of Labour Force

The Planning Branch in the Office of the Premier will take responsibility to co-ordinate the achievement of this outcome within Limpopo, in conjunction with LEDET (cluster context) and with SETA's, FET Colleges, as well as the University of Limpopo. The provincial Department of Education also has an important contribution to make in this regard.

This outcome and progress towards its achievement will be captured in the Strategic Plan and in the Annual Performance Plans of the Office of the Premier. It forms part of Outcome 5 that is described below and should be managed in that context.

4.6.5 Expanded Employment in Agriculture

Limpopo Department of Agriculture will co-ordinate the achievement of this outcome in conjunction with the structures of organised agriculture. The framework for the pursuit of this outcome will be the economic cluster context in Limpopo, with the specific focus on horticulture, meat production and forestry. Departmental projects, as well as communal land should be included in the strategy, with creative and innovative options such as renting of land for communal farming.

The departmental strategy to achieve this outcome will be reflected in its Strategic Plan and in its Annual Performance Plans. The Limpopo Office of the national Department of Rural Development and Land Reform will be invited to participate in the strategy.

4.6.6 Reduced Workplace Conflict

LEDET will liaise with the Limpopo Branch of the national Department of Labour to manage the achievement of this outcome. LEDET will be accountable to the Premier of Limpopo with regard to progress and challenges pertaining to this outcome and will capture the relevant information in its Strategic and Annual Performance Plans.

4.6.7 Public Employment Schemes

Limpopo Department of Public Works, Roads and Infrastructure is responsible to manage the achievement of this outcome within the Province. It is accountable to the national Department of Public Works and to the Premier of Limpopo in this regard.

The provincial programme for public employment schemes and the progress towards the achievement of this outcome must be reflected in the Departmental Strategic and Annual Performance Plans.



4.7 Outcome 5: Skilled and Capable Workforce

By 2030, Limpopo should have access to education and training of the highest quality, leading to significantly improved learning outcomes. The education, training and innovation system should cater for different needs and produce highly skilled individuals. The graduates of Limpopo's universities and colleges should have the skills and knowledge to meet the present and future needs of the economy and society.

Research and development should be significantly expanded to contribute towards building an inclusive society, providing equal opportunities and helping all South Africans to realize their full potential, in particular those previously disadvantaged by apartheid policies, namely black people, women and people with disabilities.

The different parts of the education system should work together allowing learners to take different pathways that offer high quality learning opportunities. There should be clear linkages between schools, FET colleges, universities and other providers of education and training. There should also be clear linkages between education and training and the world of work.

South Africa and Limpopo need engineering skills to deliver the massive infrastructure program announced in the 2012 State of the Nation address. The country also needs sufficient doctors, nurses and health professionals in different occupational classes to deliver quality healthcare. Critically, the pool of researchers needs to expand and their productivity needs to increase significantly. Innovators are going to play a critical role in creating new products and new ways of producing existing products cheaply and more efficiently, including the delivery of public services. Research institutions and the national science and innovation system must be coordinated and collaborative.

To deal with these challenges the NDP has identified the following sub-outcomes to improve performance:

1. An expanded, effective, coherent, integrated and quality post school system
2. Strengthened Governance and management of institutions
3. Improved equity in access and quality of outcomes.
4. Transparency and quality of information
5. strengthened Vocational and continuing education and training
6. Integrated work-based learning within the TVEC system
7. Improved performance of skills development system
8. A new generation of high quality lecturers
9. Expanded production of highly skilled professionals and enhanced innovation

The strategy to achieve these outcomes is formulated and implemented by the national Department of Higher Education and Training. Progress is reported to a National HRD Council, where the Planning Branch of the Office of the Premier from Limpopo is represented. Essential feedback will be given to appropriate structures within Limpopo (educational, public and private) to mobilise the necessary support to achieve the outcomes. This will be reflected in the Strategic and Annual Performance plans of the Planning Branch in the Office of the Premier.



4.8 Outcome 6: Competitive Economic Infrastructure

South Africa needs to invest in a strong network of economic infrastructure designed to support the country's medium- and long-term economic and social objectives. This economic infrastructure is a precondition for providing basic services such as electricity, water, sanitation, telecommunications and public transport, and it needs to be robust and extensive enough to meet industrial, commercial and household needs.

The emphasis on absorbing the unemployed into economic activity and higher mining exports to forge a new path in the economy of the future, implies urgent investments in rail, water and energy infrastructure, alongside regulatory reforms that provide policy certainty. At the same time, the private sector should commit more investments to supplier industries for the infrastructure programme, and in general economic capacity.

Government will commit to ensuring the supply of energy and water is reliable and sufficient for a growing economy, and that the responsibilities of municipal maintenance of distribution systems are appropriately allocated and funded. Concurrently, policy instruments and agreements on moving to the next phase should be ironed out.

Subsequent to this, in the second phase (2019-2024), South Africa should focus on diversifying the economic base. This should include building the capacities required to produce capital and intermediary goods for the infrastructure programme and sub-Saharan Africa. It should include resource-cluster development for the mining industry, combining production of capital goods, provision of engineering services, and beneficiation that targets identified opportunities. In this phase, the country should lay the foundations for more intensive improvements in productivity, including infrastructure delivery and services.

South Africa now has a coordinated national infrastructure plan, comprised of 18 SIPs, which was launched by the President in his State of the Nation Address in February 2012. Three of these eighteen SIPs, namely SIP 1, SIP 6 and SIP 7, will have a significant impact on the provincial municipalities of Lephalale, Mopani, Sekhukhune, Capricorn, Vhembe and Polokwane. Polokwane municipality stands to also benefit from implementation of SIP 7 in terms of improving provision of public transport which will enhance compact, integrated and sustainable settlements. Other SIPs of importance to Limpopo are:

-  **SIPs 8:** Green Energy in support of the South African economy,
-  **SIP 11:** Agri-logistics and rural infrastructure,
-  **SIP 17:** Regional Integration for African cooperation and development and
-  **SIP 18:** Water & Sanitation Infrastructure.

The HOD for the Public Works, Roads and Infrastructure Department in Limpopo is responsible to attend national SIP meetings in the Presidency and to feedback information for provincial strategy formulation and implementation purposes to relevant structures and stakeholders in Limpopo. Every department and every municipality that is involved in the roll-out of the SIP process, must reflect its contribution to the process in strategic plans, annual performance plans, IDP's and sector plans.

In addition to the SIP-related infrastructure projects, the following other priority infrastructure projects will be promoted within the context of this Limpopo Development Plan:



-  Construction of Mamtwa Dam
-  Raising of Tzaneen Dam wall
-  Integrated Mooihoek Water Scheme
-  Reticulation from De Hoop and Nandoni Dams
-  Rural access roads in support of agriculture and tourism clusters
-  Solar photovoltaic electricity generation, and
-  Information and communication technology.
-  Nodal infrastructure for priority growth points.

4.9 Outcome 7: Comprehensive Rural Development

The NDP 2030 vision is rural areas which are spatially, socially and economically well integrated—across municipal, district and provincial and regional boundaries—where residents have economic growth, food security and jobs as a result of agrarian transformation and infrastructure development programmes, and have improved access to basic services, health care and quality education. By 2030 agriculture in Limpopo will create close to 100,000 new jobs, contributing significantly to reducing overall unemployment.

Achieving this vision will require leadership on land reform, communal tenure security, financial and technical support to farmers, and the provision of social and physical infrastructure for successful implementation. It will also require capacity building to enable state institutions and private industries to implement these interventions. Improved coordination and integration in the planning and implementation of area-based and differentiated rural development plans will be needed over the medium-term to achieve the vision of an inclusive rural economy.

The NDP identifies the following policy imperatives, which will be the focus of the coming MTSF period:

1. Improved land administration and spatial planning for integrated development with a bias towards rural areas
2. Up-scaled rural development as a result of coordinated and integrated planning, resource allocation and implementation by all stakeholders
3. Sustainable land reform (agrarian transformation)
4. Improved food security
5. Smallholder farmer development and support (technical, financial, infrastructure) for agrarian transformation
6. Increased access to quality basic infrastructure and services, particularly in education, healthcare and public transport in rural areas
7. Growth of sustainable rural enterprises and industries characterised by strong rural-urban linkages, increased investment in agro-processing, trade development and access to markets and financial services—resulting in rural job creation.

The National Minister of Rural Development and Land Reform, with his provincial office in Limpopo, is accountable to the President for the achievement of this outcome. The political interface with the Province is by way of the Rural Development MinMec. The operational interface with the provincial administration is through the Limpopo Department of Agriculture. This Department will:



-  Manage the sub-outcomes related to agriculture, such as improved food security (in conjunction with provincial structures of organised agriculture)
-  Facilitate effective co-ordination with other provincial departments that are involved in sub-outcomes, such as CoGHSTA on spatial planning and LEDET on sustainable rural enterprises,
-  Report progress and challenges to the Executive Council through the Limpopo Economic Cluster institutional structure.

All the relevant provincial departments, as well as the relevant district and local municipalities, should reflect their contributions towards the attainment of these sub-outcomes in their strategic plans, their annual performance plans, their IDP's and their sector plans.

A priority development focus area of the LDP for this planning period is to achieve higher levels of production and greater contributions to food security from state and communal land. Limpopo Department of Agriculture is expected to report on this matter in its Strategic and Annual Performance plans.

4.10 Outcome 8: Human Settlement Development

There is a need to transform the functioning of human settlements and the workings of the space economy so as to observe meaningful and measurable progress in creating more functionally integrated, balanced and vibrant urban settlements by 2030. This requires institutional capabilities for effective coordination and spatial investment decisions to effect spatial transformation across all geographic scales supported by policies, plans and instruments to reduce travel distances and costs, especially for poor households.

By 2030, measurable progress shall have been made towards breaking apartheid spatial patterns, with significant progress towards retrofitting existing settlements offering the majority of people in Limpopo access to adequate housing, affordable services in better living environments, within a more equitable and functional residential property market. Therefore the 2014 - 2019 Medium Term Strategic Framework will focus on policy and funding reforms to achieve the following:

- a) Better spatial planning to better target resource allocation
- b) Ensuring that poor households have adequate housing in better living environments
- c) Supporting the development of a functionally and equitable residential property market
- d) Improving institutional capacity and coordination.

The National Department of Human Settlements will manage implementation of the plans expressed in the MTSF and will coordinate through the Social and Economic Clusters. It will report through MinMec, Technical MinMec, Human Settlements Technical Implementation Forum and Human Settlements Delivery and Coordination/ Forums established by all three spheres of government at national, provincial and local levels.

The lead operational role to manage the achievement of these sub-outcomes within Limpopo lies with the Provincial Department of Co-operative Governance, Human Settlements and Traditional Authorities (COGSTA). Their contribution towards these sub-outcomes will be captured in the departmental strategic and annual performance plans, as well as in the IDP's and SDF's of all district and local municipalities.



Important development principles to be pursued with regard to human settlement development in Limpopo include:

-  Encouraging citizens to become active in their own local development processes, which refers to beneficiaries of government-subsidised housing taking responsibility to demonstrate their appreciation of the free house by way of voluntary development activities in the local community,
-  Ensuring that quality standards are met with regard to the construction of government-sponsored housing,
-  Incorporating green economy principles in the design of government-sponsored housing, and
-  Consolidating existing settlements rather than establishing small, new rural settlements that are not viable.

4.11 Outcome 9: Developmental Local Government

The NDP envisions that by 2030 Limpopo will have a developmental local state that is accountable, focused on citizen's priorities and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy. In this scenario, local government is at the forefront of participatory democracy involving citizens in meaningful deliberations regarding governance and development. It is responsive to citizens' priorities and enjoys high levels of trust and credibility amongst the public. Local government employees are skilled, competent and committed to delivering quality services. It is able to cost-effectively increase the quantity and quality of services and operates within a supportive and empowering intergovernmental system.

The NDP however, cautions that such a developmental state cannot materialise by decree, nor can it be legislated or waved into existence by declarations. It has to be consciously built and sustained. An effective local government system will require strong leadership through a clear and consistent, long-term strategy. Moreover, provincial departments of local government will need to improve the way they monitor and support local government.

The sub-outcomes that are particularly important to improving local government performance and ensuring quality service delivery are as follows:

-  Households progressively gain access to sustainable and reliable basic services (water, sanitation, electricity and refuse removal)
-  Public trust in local government is improved through active and deliberative citizen engagement
-  Municipalities demonstrate good financial governance
-  Quality of management and administrative practices within municipalities is improved
-  Municipalities attract and retain skilled and competent personnel responsive to citizens' priorities and capable of delivering quality services
-  Work opportunities are created and expanded through programmes such as the CWP
-  Quality of governance arrangements and political leadership are enhanced
-  Corruption within local government is tackled more effectively and consistently
-  Concrete actions that ensure a better fit between responsibility and the variation in capacities within municipalities are supported.



Achievement of these outcomes requires committed involvement from several national departments, as well as from provincial and local government. Ministerial and Technical Implementation Forums for Outcome 9 will provide the principal coordination and implementation mechanism. However, the functioning of the implementation forums will require substantial improvement to ensure proper coordination and improved delivery. Consideration may also have to be given to merging the Min-Mec and Implementation Forums into a single structure to avoid duplication and meeting overload.

Provincial departments of local government have a pivotal role to play in ensuring the success of the local government outcome. In particular, it will be necessary for each province to contextualize the key actions and targets and establish the planning, management and administrative apparatus to ensure implementation, monitoring of delivery and accurate reporting. Moreover, Limpopo must ensure that the Local Government function within the province is geared towards strengthening the provision and coordination of oversight and support to municipalities.

Ultimately, to ensure clear linkages between the MTSF for local government and departmental plans, it is paramount that the relevant departmental commitments and targets contained in this document be reflected in the strategic plans and annual performance plans of all partners.

The ultimate responsibility for achieving the vision of development local government rests with municipalities themselves. It is therefore important that the priorities contained in this Outcome inform the preparation of municipal Integrated Development Plans (IDPs). More generally, it is important that all municipalities are fully focused on ensuring that they make optimal use of limited resources; developing and sustaining the skills they need to operate effectively; providing high quality, reliable and equitable services to citizens; and promoting meaningful citizen participation and engagement. National and provincial government have a responsibility to ensure municipalities receive the best possible support in meeting these objectives; and organized local government will need to highlight where such support is missing or of an inadequate standard.

4.12 Outcome 10: Environmental Protection

The NDP 2030 vision is that by 2030, Limpopo's transition to an environmentally sustainable, climate-change resilient, low-carbon economy and just society will be well under way. The NDP 2030 envisages a phased trajectory over the three successive MTSF periods.

The first planning, piloting and investing phase (2014-2019) focuses on the creation of a framework for implementing the transition to an environmentally sustainable, low-carbon economy. This phase will include unblocking regulatory constraints, data collection and establishment of baseline information, and indicators testing some of the concepts and ideas to determine if these can be scaled up.

The second phase (2019-2024) focuses on the implementation of sustainable development programmes and targeting a peaking of greenhouse gas emissions. Socioeconomic development is beginning to make significant inroads into reducing poverty and unemployment. The third phase (2024-2029) involves the final steps in the transition and the realisation of the vision through poverty and unemployment having been reduced to socially sustainable levels and emissions reaching a plateau by 2030.



The desired trajectory to 2030 is one which results in thriving rural communities providing an economic and social base for a significant number of people. Urban development is more compact and energy efficient. Growing public awareness of the consequences of climate change and unconstrained consumption of our natural resources leads to a refocusing of political priorities towards the protection and rehabilitation of the region's natural assets.

The NDP acknowledges that the transition to an environmentally sustainable future which is carbon constrained will require the decoupling of economic growth from natural resource degradation and depletion. There is therefore a need to build human capital and a technological base for implementation of programmes that will grow the economy without increasing South Africa's emissions profile. The NDP has identified the following sub-outcomes and actions:

-  Sub-outcome 1: Ecosystems are sustained and natural resource are used efficiently
-  Sub-outcome 2: An effective climate change mitigation and adaptation response
-  Sub-outcome 3: An environmentally sustainable, low-carbon economy resulting from a well-managed just transition
-  Sub-outcome 4: Enhanced governance systems and capacity
-  Sub-outcome 5: Sustainable human communities

The Department of Environmental Affairs is the coordinating department for Outcome 10. The monitoring and coordination of the implementation of deliverables is conducted by the intergovernmental mechanisms known as MINMEC and MINTECH which have been extended to include nine provincial departments responsible for environmental affairs, sector departments, public entities and other partners such as South African Local Government Association (SALGA) that contribute to the achievement of outputs.

The MINTECH working groups are aligned per output to coordinate the output activities and report to the technical Implementation Forum that makes recommendations to the executive Implementation Forum.

The Environment Branch within LEDET is responsible to represent Limpopo at these fora and to ensure that the outcomes are diligently pursued within the Province. The main and sub-outcomes must be reflected in the Strategic Plan and in the Annual Performance Plans of LEDET.

4.13 Outcome 11: Regional Integration

The National Development Plan sets out a Vision for a future South Africa and Limpopo that are prosperous and stable, with full employment in a country that is fully integrated into the region, the continent and the global political economy.

The following seven sub-outcomes have been formulated to realise this vision:

-  Strengthen regional political cohesion and accelerate regional economic integration
-  Enhanced implementation of the African Agenda and sustainable development
-  Strengthen South-South cooperation
-  Deepen relations with strategic formations of the North
-  Reform of Global Governance
-  Strengthen bilateral political and economic relations



- Enhance institutional capacity and coordinating mechanisms to manage international relations.

Primary responsibility to manage the achievement of these sub-outcomes rests with the National Department of International Relations and Co-operation. An implementation forum has been created to facilitate provincial participation, which will be attended by the Office of the Premier. Contributions from Limpopo towards the realisation of the sub-outcomes must be reflected in the Strategic and Annual Performance Plans of the Office of the Premier.

Specific regional integration priorities for Limpopo include:

- Constructive and mutually rewarding relationships with Botswana relating to the Coal and Energy Cluster in Lephalale and the Mining Cluster in Musina,
- Agreement with Zimbabwe to improve the effectiveness and efficiency of the Beit Bridge Border Post, and
- Agreement with Mozambique with regard to tourism and nature conservation.

Office of the Premier will facilitate the participation of LEDET in all matters of local regional economic integration and trade promotion.

4.14 Outcome 12: Developmental Public Service

An efficient, effective and development oriented public service is an essential element of a capable and developmental state. The NDP highlights the need for well-run and effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services, while prioritizing the nation's developmental objectives.

The core objective is therefore to put in place the mechanisms and structures that can support departments in developing their capacity and professional ethos, while leaving them with the ultimate authority for how they are run. This requires the departments responsible for Outcome 12 to play a more proactive role in building their own capacity, fulfilling regulatory requirements and improving service delivery. The following six sub-outcomes are critical priorities:

- 1) A stable political-administrative interface
In many cases this stability is undermined by the excessively high turnover of heads of department, which is why this LDP highlights the need for greater stability in administrative leadership and more effective management of the political-administrative interface.
- 2) A public service that is a career of choice
The state has to be proactive about producing, and reproducing, the skills that it needs. This includes ensuring that the work environment is conducive for learning to take place on the job. Core responsibility for recruitment and skills development will remain with individual departments, but they need to be able to draw on effective support mechanisms from the relevant governance and administration departments. The Public Service Commission also has an important role to play in this regard and in ensuring that appointments at all levels are both based on the necessary combination of experience and expertise, and serve the objectives of transformation.
- 3) Sufficient technical and specialist professional skills



This LDP highlights the need to pay particular attention to government's ability to retain and reproduce the necessary technical skills. It proposes several mechanisms for achieving this, including dedicated career paths for technical specialists and improved mechanisms for reproducing skills over the long term.

- 4) Efficient and effective management and operations systems
Officials at all levels must understand how their performance in their own role impacts on the wider objectives of the department.
- 5) Procurement systems that deliver value for money
The state's ability to purchase what it needs on time, at the right quality and for the right price is central to its ability to deliver on its priorities. Procurement systems need to be robust, transparent and sufficiently intelligent to allow for the different approaches that are suited to different forms of procurement. To achieve this, procurement systems need to focus not just on procedural compliance but also on delivering value for money.
- 6) Strengthened accountability to citizens
Measures to professionalise the public service need to be accompanied by measures to improve accountability. Over the next five years Limpopo will strengthen accountability to citizens, particularly at the point of delivery. Frontline staff must be sufficiently empowered, motivated and supported. It also requires effective oversight mechanisms as well as service delivery departments developing their own monitoring mechanisms for their service delivery sites.
- 7) Improved inter-departmental coordination
The NDP and this LDP highlight the need to improve coordination between departments. It argues that the core focus should be on routine day-to-day coordination between mid-level officials with issues only being escalated to more senior levels where strategic direction is required or where day-to-day coordination breaks down. This approach requires a different conceptualisation and a different culture of coordination, together with a greater emphasis on delegation and a stronger role for middle managers. Effective coordination is about understanding the dependencies that influence each person's work and engaging proactively with relevant stakeholders to manage these dependencies.
- 8) Reduced corruption in the public service
Corruption impedes service delivery and undermines public confidence in the state. To strengthen the fight against corruption it will be necessary to focus on limiting the scope for conflicts of interest. It is also important to recognise that corruption is partly a symptom of a wider problem relating to weak management and operations systems. This means that progress in the other priorities covered under Outcome 12 will play an important role in reducing corruption.

Executive responsibility for these outcomes lies with the national Minister of Public Service and Administration. However, provincial departments have an important role to play in improving their management practices, their financial practices and their operations systems. At provincial level, the Office of the Premier has a particularly important role to play in overseeing and supporting these improvements. The DG in the Office of the Premier takes on the responsibilities of provincial head of the public service with responsibility for running standardised administrative processes.

The most pressing priorities to be pursued at provincial level include:



1. Paying greater attention to the quality of management and management practices within departments with a view to ensuring that public servants are both challenged and supported so that they can contribute fully to the work of their departments.
2. Addressing weaknesses in procurement systems to ensure a greater focus on value for money, rather than simply focusing on procedural compliance.
3. Strengthening administrative relations between provincial departments and their national counterparts through regular and routine day-to-day interaction.

Actions to be taken in each of these areas are contained in the relevant sections of the MTSF Outcome 12 chapter, but it is also important that these priorities are incorporated into strategic and annual performance plans of all provincial departments, which will need to set out in concrete terms how Limpopo will make progress in these key areas.

4.15 Outcome 13: Inclusive Social Protection System

The NDP Vision is that by 2030, everyone must enjoy an adequate standard of living. There must be basic social protection guarantees aimed at preventing or alleviating poverty and protecting against vulnerability. These guarantees should be easily accessible and available to those who need them the most.

The NDP 2030 asserts that employment is the best form of social protection. However, structural and historical factors in South Africa, and the economic downturn have limited the immediate scope for growth in formal employment based on an industrial model of development. It is therefore proposed that the country's approach to social protection should be a two-pronged strategy that protects the vulnerable and those at risk, while simultaneously ensuring economic inclusion through a range of active strategies. Government should ensure that social protection is affordable and sustainable to avoid withdrawal of what is currently provided, and to promote social cohesion.

At a high level, the specific tasks for the next two decades are: (a) to ensure that the country is kept working; (b) individuals are engaged in meaningful activity (c) vulnerable groups and citizens are protected from the worst forms of poverty.

The NDP 2030 sets forth two major goals for addressing these challenges namely, eradication of poverty and reduction of inequality.

To achieve the 2030 vision, the LDP requires that focus be placed on the following priority areas:

1. Broadening the social protection agenda. There is a need for reform in order to deliver better results
2. Social assistance – grants
3. Social security

Responding to the social breakdown of families, communities and society requires a range of generic and specialist education and training that is not available to poor communities. The inability of South Africa's social welfare services to provide the quality of care required is reflected in the inadequate supply of social work, community development, and child and youth care professionals. There is an over reliance on professional social workers and there is a need to expand human resource capacity through the employment of other categories of social



service personnel, such as child and youth care workers, community development workers, social development workers, and volunteers. While there is a cadre of community development workers in the system, their training and capacity building environment is fragmented. The existing human resource capacity needs to be significantly expanded through the utilisation of different categories of social welfare personnel, including volunteers.

4. Social protection outside state – covering the informal sector

Many people are excluded from the social security safety net because the construction of the social security system is largely contribution based and biased towards formal sector workers, with limited if any coverage for those working in the informal sector, or in the formal sector but with informal contracts. In addition there are limited mechanisms and incentives to encourage people to save or contribute to social security. Social security needs to align with the dynamic and changing labour market.

The envisaged social protection system must also be sustainable. The state must generate sufficient income from the actively employed groups to redistribute to the population that is less active, while still meeting other policy priorities. Additional resources are required as longevity improves. The second imperative is to ensure that the youth do not become an older population that is reliant on social protection measures to achieve a minimum standard of living.

The lead co-ordinating role for the attainment of these outcomes lies with the Social Development Branch of the Limpopo Department of Health and Social Development. It is responsible to facilitate the engagement of other relevant provincial departments and to report progress at the Exco Social Cluster. These outcomes must be reflected in the Strategic and Annual Performance plans of the Department.

4.16 Outcome 14: Social Cohesion

In 2030, South Africans will be more conscious of the things they have in common than their differences. Their lived experiences will progressively undermine and cut across the divisions of race, gender, space and class. The nation will be more accepting of peoples' multiple identities.

Improved access to quality public services will greatly reduce inequality of opportunity. Instruments to optimise redress will be in place and government across the three spheres will be more responsive and thus ignite a citizenry positively engaged and active in their own development. Active citizenship requires inspirational leadership at all levels of society.

In this period up to 2019 the overarching objectives in relation to nation building and social cohesion will be reducing inequality of opportunity, redress, enabling the sharing of common space, awakening the populace to speak when things go wrong and to be active in their own development, as well as engendering knowledge of the Constitution and fostering the values contained therein.

The NDP sets out the following five long-term nation-building goals for South Africa and Limpopo:

-  Knowledge of the Constitution and fostering Constitutional values
Unity in diversity will be fostered by a shared commitment to constitutional values. The Constitution aims to transform South Africa into a more equitable, integrated and just society.
-  Equalising opportunities, promoting inclusion and redress



The task of creating equal opportunities and building capabilities should begin with ensuring that everyone has access to quality basic services, quality health care and quality education.



Using sport and recreation to promote social cohesion

Provide structures within which communities are encouraged to organise sporting events; and that will allow for talent to be identified and developed.



Promoting active citizenry and broad-based leadership

Participation in school governing bodies and in local government elections are basic requirements but should be extended to voluntary engagement in local community development initiatives.



Achieving a social compact that will lay the basis for equity, inclusion and prosperity for all.

Meaningful social contracts which could help propel South Africa onto a higher developmental trajectory as well as build a more cohesive and equitable society will be developed. The foundation of these partnerships must be buy-in by all stakeholders to a clearly articulated vision. The stakeholders must have a shared analysis of constraints and be committed to finding solutions. The contract/partnership must offer attractive (indeed compelling) benefits to each party and all parties should believe that the necessary sacrifices are relatively equitably shared amongst all participants.

The lead co-ordinating role for the achievement of these sub-outcomes in Limpopo lies with the Provincial Department of Sport, Art and Culture. It is responsible to facilitate the engagement of other relevant provincial departments, such as Education and CoGHSTA and should report progress, as well as challenges, through the Exco Cluster network. These outcomes must be reflected and managed through the Departmental Strategic and Annual Performance Plans.

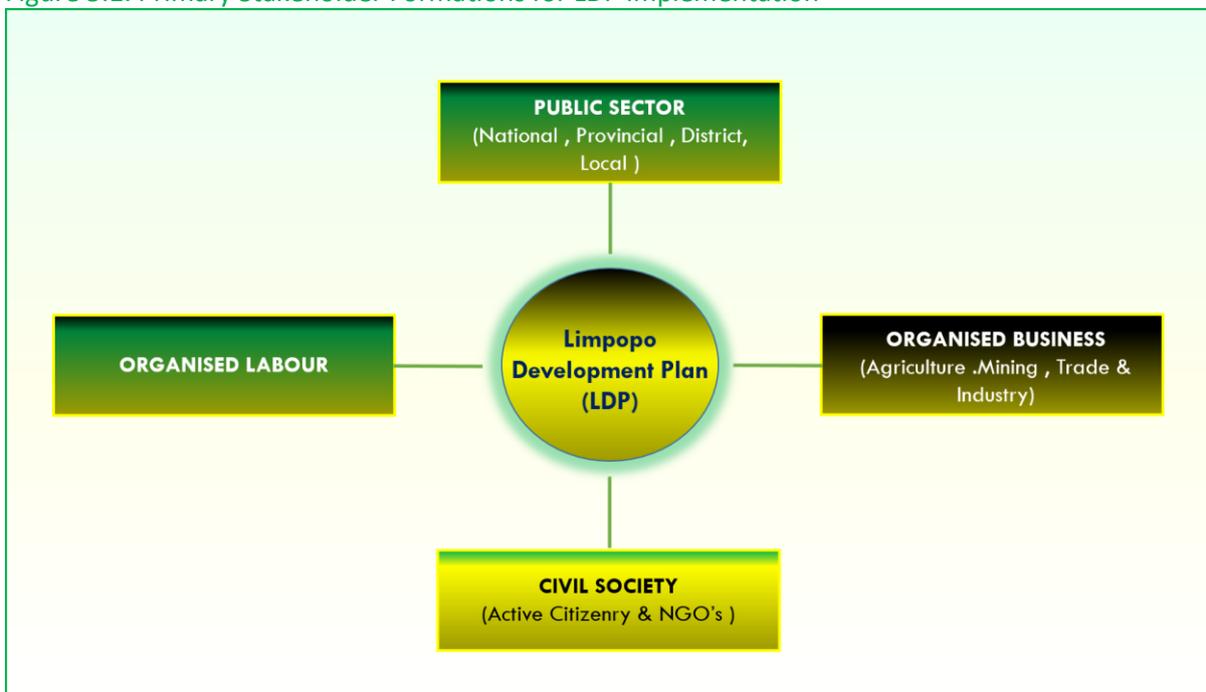
The singular area that demands a social contract is the area of employment creation. While virtually everyone agrees that creating jobs is the country's most pressing challenge, there is no agreement on what to do about it. Intuitively, a social contract should not be too difficult. Government would have to invest more of its budget on social and economic infrastructure and deliver an expanding social wage to the poor; business would have to take a longer-term perspective by investing more and training more; and labour would have to recognise that some wage moderation is required, alongside efforts to raise productivity.

5 IMPLEMENTATION ACTION PLAN

5.1 Introduction

This LDP Implementation Plan retains the basic architecture of the National MTSF for 2015-2019 and specifically incorporates the targets and indicators for each of the 14 development outcomes over the planning period. However, this planning information is presented according to the format of the provincial government departments, because this is where responsibility lies for development interventions to be initiated and co-ordinated. Engagement of other stakeholders remains crucial, but it is equally important that every group of interventions must have an appropriate and competent convenor. Primary stakeholder formations for the implementation of the LDP are reflected in the figure below.

Figure 5.1: Primary Stakeholder Formations for LDP Implementation



The LDP is premised on the following core principles:

- Attainment of the LDP objectives will require all stakeholder formations to work as teams,
- Civil society, in particular, has an important contribution to make,
- The locus of responsibility for leadership in the various team formations will be identified,
- Improved quality of life is the general objective, within which job creation and the reduction of poverty are specified as priorities,
- The skills and health levels of the labour force must be raised in order to improve employability within the context of the digital revolution,
- Resources are likely to be constrained, which will require proactive and entrepreneurial approaches to overcome, and
- All developments must be environmentally sustainable and contribute to quality of life improvements.



5.2 Office of the Premier (Governance & Admin Cluster)

5.2.1 LDP Co-ordination

The Director General, assisted by the Head of the Planning Branch in the Office of the Premier, is ultimately responsible for the achievement of all the MTSF outcomes within Limpopo at the executive level. Transformational leadership will be required to guide and motivate the different provincial government departments, municipal government structures and other provincial stakeholder formations to pursue these outcomes in a pro-active and co-ordinated manner with the appropriate national government departments. The role of the Premier in mobilising provincial and local political support for the Limpopo Development Plan is also imperative.

The general co-ordinating role of the Office of the Premier is to:

-  Ensure that all the MTSF outcomes and sub-outcomes are captured in the Strategic and Annual Performance Plans of the different departments,
-  Facilitate regular reporting from convening departments on the attainment of the annual targets for their respective outcomes, through the Exco Cluster Co-ordination system,
-  Arrange corrective action where necessary, and
-  Conduct annual executive reviews of the LDP, a more in-depth mid-term review and a fundamental review after five years.

Apart from its LDP co-ordinating role, the Office of the Premier is directly responsible as convenor for the outcomes and sub-outcomes that are listed below:

-  Provincial Skills Development Strategy
-  Improved Institutional Capability in the Limpopo Provincial Government
-  Regional Co-operation.

5.2.2 Provincial Skills Development Strategy

The achievement of growth and development objectives in Limpopo, as well as in South Africa as a whole, is constrained by a shortage of skills and by very high levels of unemployment. This particular objective is therefore to design and implement a targeted skills development strategy, aimed at job-creation by way of competitive cluster value-chain promotion.

The skills development target is to increase the number of persons who successfully complete NQF accredited training courses that are relevant to the LDP by 10% per year from 2014 to 2020. Indicators are the number of graduates, the nature and level of training courses and the year of successful completion, with 2013/14 information forming the baseline. SETAs, colleges and the Department of Labour should compile this information and present it to the Limpopo Skills Development Forum for consolidation by the secretariat for final submission to the provincial HRD Council. The Planning Branch in the Office of the Premier should report this information to the Executive Council on a quarterly basis and take corrective action as and when required.

The Provincial Skills Development Forum supports the skills needs of the various cluster value chains and growth points and reports to the Limpopo HRD Council. This relationship plays an important role in ensuring focus, building partnerships and in addressing challenges / blockages towards building capacity in support of growing the competitive advantages of the Province.



Sector Education and Training Agencies (SETAs), together with their accredited service providers, represent an important platform from which skills training programmes will be supplied. SETAs are funded by skills development levies, which exceed the rate of disbursement. Resources for skills development are therefore assumed to be available. The seven FET colleges, two agricultural colleges, the mining colleges of Anglo-American Platinum and EXXARO, as well as other private training centres, the teacher and nursing training colleges; and the social development funding window of the Department of Labour in Limpopo, all form a crucial part of the platform for the supply of skills development courses.

The Limpopo Skills Development Forum, which will manage the relationship between the number and nature of skills needed on the one hand and skills development suppliers (SETA's and institutions of further / higher education), on the other. This Forum is a support to the Limpopo HRD Forum chaired by the Premier.

The Action Plan for rural skills development includes a mining academy in Tubatse, a technical school in Lephalale, new agricultural schools in horticulture areas and the empowerment of community development committees at the ward level.

Table 5.17: Skills Development Targets

MTSF OUTCOME 5		SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH PATH	
NDP CHAPTER 9		IMPROVING EDUCATION, TRAINING AND INNOVATION	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Improve credibility and impact of training in the public sector	Established School of Government (SoG) in the Province (Limpopo Learning Academy)	Limpopo Learning Academy business case in place	90% of SMS Members trained in the Senior Management Development Programme
Ensure adequate skills for the economy	Established Limpopo Skill Development Forum (LPSDF) HRD Strategy implemented through CPPPs	Limpopo Human Resource Development (HRD) Council established	Support and monitor skills development in line with Limpopo Development Plan through the HRD Council

5.2.3 Building a Developmental and Capable State

The objective is to raise the effectiveness and efficiency of the developmental state by way of relevant organization structuring and recruiting, targeted training, the building of a culture of service and responsibility, improved municipal services, integrated development management; and co-operation between all organizations in the development process.

The need for improved effectiveness is not only confined to government, but applies to all development organizations and their institutions. Organizations in this context mean the arrangements that people make to work towards a common goal, ranging from government departments to companies, to co-operatives, to clubs or to committees. Institutions in this context are the rules by which these organizations manage themselves and operate, some of which are formal and written, while others are informal and unwritten. Once informal behaviour patterns



become embedded within an organization, whether good or bad, they are very difficult to change. When a discrepancy arises between what staff and managers actually do and what the policies expect them to do, the actual behaviour is a more accurate reflection of organizational effectiveness and efficiency than what the policies dictate.

This concept of governance is similar to the concept of the developmental state, which means that government has a responsibility to intervene, in order to accelerate the development process for the benefit of all citizens, but that government needs other stakeholder groupings in society to assist with this responsibility.

LDP 2015-2020 endeavours to address this objective and its sub-objectives in a manner that is sensitive to the aspirations of the majority of the population who have been deprived from sharing in the benefits of growth and development for a long time. However, it is also mindful of the need to raise the competitiveness of governance, (which means all the people working for governance organizations) and its ability to share the wealth that will be created through improved competitiveness, with the large numbers of people who are not yet self-reliant.

The first target is that all organization structures at the executive level for provincial government, district and local municipalities should be reviewed by appropriately qualified and experienced experts to ensure that the structures reflect the development orientation of the state and the ability to interface effectively with beneficiaries. Critical vacancies should be prioritized and a merit-based / competency-based process to fill the priority positions should be the ultimate goal. Reviews of organization structures below the executive level must continue. Indicators are the reports on the number of organization structures reviewed with the recommendations made, the number of critical vacancies, the number of advertisements placed to fill these vacancies and the number of vacancies successfully filled.

With reference to LDP District Stakeholder Consultation Sessions, the need was confirmed to prioritise the improvement of institutional capacity, the political-administrative interface at municipal level, as well as integration between the LDP and IDP's.

The (second) target for positive organizational culture change is complex. The core issue is to nurture an organizational culture inside government that is focused on development and professionalism and that gives priority to beneficiaries and customers. The corporate cultures of business and organized labour should resonate with this.

An effective way to measure corporate culture and to design appropriate interventions to improve is to conduct annual customer satisfaction surveys among respondents from the community and from government. The target is to raise the rating of provincial government and municipal officials by the public by 10% every year. This will be measured from annual customer satisfaction surveys in every municipality and in every government department in terms of a standard methodology and with trained interviewers, all being managed by a reputable research organization such as the HSRC. The questionnaire should include issues of organizational culture.

Primary indicators will be the consolidation of all the survey results into a provincial customer satisfaction report with recommendations on improving organizational culture and with comparisons from one year to the next. Results from previous surveys will provide the baseline.



The third target for the building of a capable state is that all provincial government departments should receive unqualified audit reports before the end of this strategic planning period of 2015-2020.

The fourth target is to strengthen the Planning Branch in the Office of the Premier and planning in general across departments, in terms of people, systems, data and other resources. It should be an effective instrument to integrate development within government, as well as between government and other primary stakeholders. Indicators will be the level of consistency between the LDP, integrated development plans of municipalities and local economic development strategies of municipalities. CoGHSTA should report to the Executive Committee twice a year on the level of consistency. The customer satisfaction survey referred to above should also include questions that could serve as indicators of development integration.

In order to further strengthen integrated planning between the spheres of government and the private sector towards sustainable development, the establishment of Growth and Development Fora in every Growth Point Municipality will be pursued. The Lephalale Development Forum (LDF), a prioritised Growth Point, has come a long way in building such a relationship, in support of the municipality and surrounding rural communities.

Development Fora, chaired by the Municipal Manager, should represent the various stakeholders, such as municipal management, provincial government departments, relevant national departments, organized business and labour from sectors involved in the area, religious leaders and heads of tertiary education institutions. In the LDF, for example, the Secretariat which supports the Growth Point Development Forum and reports to the Municipal Manager, is financed by industry.

Institutionalised Development Fora contribute to the building of a shared vision in Growth Point municipalities. Standard agenda items should include the relevant LDP objectives, as well as matters of local interest and concern. Indicators should be derived from the relevant LDP objectives. A strong partnership between the Office of the Premier and CoGHSTA is critical, in strengthening the relationship between Sector Departments and Municipalities and in ensuring integrated planning and implementation.

5.2.4 Regional Co-Operation

The Action Plan includes implementing NEPAD and improving the regional climate for growth and development; strengthening the African Union and its structures and contributing to political cohesion and strengthening governance and capacity in the SADC, especially in the Secretariat.

The Office of the Premier will expand this Action Plan.

Important institutional structures that will be used by the Office of the Premier to achieve its development targets include:

-  President-Premiers Forum and Min-Mecs to co-ordinate with national government,
-  Exco Cluster Committees and Provincial Development Planning Forum to co-ordinate provincial departments in Limpopo,
-  Premier's Intergovernmental Forum to co-ordinate district and local municipalities,
-  Premier's Advisory Council to co-ordinate with stakeholders outside government.



5.3 DEPARTMENT OF EDUCATION (Social Cluster)

The slogan of the Department of Education in Limpopo is that **'education is a precondition for development'**. This slogan captures the spirit of the LDP and emphasizes the context and role of education in the provincial strategy. Despite its large share of the provincial budget, education has considerable challenges⁸, creating the sense that financial resources will never be sufficient. Creativity, innovation and choices are therefore imperative and the department has adopted the following strategic objectives:

-  Turn the Department into a high performance organization that focuses on results, service quality and client satisfaction.
-  Transform schools into quality and functional learning institutions.
-  Effective and efficient mobilization, management and utilization of resources.
-  Reduce illiteracy.
-  Ensure that education performance (FET colleges in particular) is responsive to economic and development priorities.
-  Ensure that all children are provided with an adequate foundation so that they can effectively participate in and benefit from education.
-  Respond effectively to the social issues affecting schooling with particular emphasis on HIV and AIDS and its overall impact on education provision.

The departmental management plan to achieve these objectives is adequate, but its implementation will require greater commitment and a change-management approach from all members. The desired change towards a high-performance organization can only be achieved when sufficient momentum for change is created. Greater emphasis should also be placed on the education management information system, in order to track achievements, as well as on those areas where performance is below target. There is a need to improve the consistency and reliability of management information.

Thirdly, more emphasis must be given to innovation, red tape reduction and the elimination of duplication and inefficiencies, in order that more productive outcomes can be achieved within current resource constraints. The provincial innovation strategy will include specific technology applications for the re-skilling of educators, for effective technical and managerial support at the school level and for efficient administration management.

A fourth LDP priority for education, in addition to the departmental objectives, is the establishment of more agricultural and technical schools and increased support to existing schools, in order to produce the skills needed for the industrial clusters and as feeders for the FET colleges.

The entire system for school planning will have to be improved upon. This will be based on an analysis of the school-going population per settlement (estimate of need), linked to the existing education facilities in each settlement, as the measure of supply. Priority for new school infrastructure will be given where the gap between need and supply is greatest, considering that demographics are not static. Some growth points, such as Greater Tzaneen (Horticulture Cluster), Polokwane (Logistics Cluster), Lephalale and Musina (Coal, as well as Logistics Cluster); have populations that are growing at considerably faster rates than the provincial average.

⁸ Challenges are the critical shortage of Curriculum advisors, educators for Maths, Science and Commerce, as well as a lack of remedial support for learners.



Effective school governing bodies provide opportunities for parents to become essential participants in the improvement of educational outcomes, thereby fulfilling their mandate as developmentally active citizens. The Limpopo Department of Education has a facilitating role to play in this regard.

Finally, a specialist position should be created in the Office of the Premier, in partnership with the Department of Education, in order to mobilize additional resources for education and skills development, through voluntarism, part-time teaching by retired professionals, donor funding and support organizations in the education field. It should, for example, include sponsorships for sport, with a strong emphasis on promoting sport at the school level, as a basis for moral regeneration and talent development and as part of promoting Social Cohesion. The Social and Labour Plans of mines represent an important resource for this purpose.

Table 5.2: Targets for Education

PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Expanding access to ECD programmes	% increase of children 0-5 years in ECD programme	19% (132 536)	50% (300 000)
	% of learners accessing Grade R programmes	EMIS Annual Survey Data	100% learners enrolled in Grade R
Provision of Access to education and training	% of Grade 1 learners who have received formal Gr R	95%	100%
Improvement of Gr 12 results	% of Grade 12 learners passing matric exams	72%	80%
Expanding access to higher education and training	Number of Gr 12 learners passing maths & science and qualifying for university entrance	172 000	250 000
Use an improved ANA for holding schools and districts accountable	% of learners tested through ANA	Current ANA scores	75% of learners tested through the Annual National Assessments (ANA) in Grades 3, 6 and 9 should achieve above 50% in both literacy and numeracy.

Important institutional structures to achieve the development outcomes are the Education Min-Mec, the Exco Social Cluster and School Governing Bodies.



5.4 DEPARTMENT OF HEALTH AND SOCIAL DEVELOPMENT

5.4.1 Health

The following UN Millennium Development Targets for Health Care are consistent with the MTSF:

Target 5: Reduce the mortality rate among children under five by 67% by 2015

Target 6: Reduce the maternal mortality ratio by 75% by 2015

Achieve universal access to reproductive health by 2015

Target 7: Halt and begin to reverse the spread of HIV/AIDS

Ensure universal access to treatment for HIV/AIDS for all who need it

Target 8: Halt and begin to reverse the incidence of malaria and other major diseases.

The Action Plan for health is reflected in the Strategic Plan of the Department and includes specific reference to the four millennium development goals, as well as the other MTSF targets for health indicated below.

The Health Sector is responsible for the achievement of Outcome 2 of the Negotiated Service Delivery Agreement (NSDA), namely 'A long and healthy life for all South Africans.' The four identified outputs for Outcome 2 are:

-  Output 1: Increasing Life Expectancy
-  Output 2: Decreasing Maternal and Child mortality
-  Output 3: Combating HIV and AIDS and decreasing the burden of disease from TB
-  Output 4: Strengthening Health System Effectiveness.

The 2030 vision of the LDP for this outcome is for a health system that works for everyone, produces positive health outcomes, and is not out-of-reach. By 2030, it must be possible to have:

-  Raised the life expectancy to at least 70 years;
-  Ensured that the generation of under-20s is largely free of HIV;
-  Significantly reduced the burden of disease; and
-  Achieved an infant mortality rate of less than 20 deaths per thousand live births, including an under-5 mortality rate of less than 30 per thousand.

The focus of this MTSF period (2015-19) will be on:

-  Progressively achieving universal health coverage through implementation of NHI;
-  Improving the quality of health care in the public sector;
-  Expanding and re-engineering of primary health care;
-  Reducing health care costs;
-  Improving human resources for health;
-  Improving health management and leadership;
-  Improving health facility planning and infrastructure delivery; and
-  Fortifying the implementation of HIV/AIDS and TB prevention and management programmes.

Implementation of these strategic interventions, coupled with actions by other sectors to address the social determinants of health, such as poverty, inequality, unemployment and malnutrition, will



result in improved health outcomes, including a decrease in the maternal mortality ratio, and infant and child mortality rates.

The Health Professions Council of South Africa has accredited the University of Limpopo. The University is now in a position to commence with the training of medical students as from January 2015, when 50 Students will be enrolled. The Department will fund the initial intake. The curriculum integrates theory with practical experience.

Bed occupancy at district hospitals in Limpopo is dropping from 69% in 2005/06 to 66% in 2006/07 and 64% in 2007/8, which is below the national target of 72%. The average length of stay (ALOS) is currently at 4 days. The critical constraint at the district level is the shortage of health professionals rather than hospital buildings and beds. The success of the hospital revitalization programme during the past decade is recognized and appreciated. **Do we have updates of these statistics?**

The greatest demand for health infrastructure at present is for staff accommodation at district hospitals (R607m) and for clinics and community health centres. Opportunities to innovate by using the Limpopo housing subsidy allocation for the provision of staff accommodation should be investigated.

The vacancy rates for medical specialists, medical officers, and professional nurses have to be urgently reduced. The HOD for the Health Department must report progress to the Executive Council in this regard on a quarterly basis. Communities should be mobilized to become more directly involved in health campaigns at the community level. Basic and cost-effective interventions in this regard, such as community health volunteers, could remove considerable pressure from the formal health system. This provides an excellent opportunity for citizens to become more active in development. The incentive could be free training and accreditation in first aid and various aspects of community health support. Community health workers can be incorporated in the Expanded Public Works Programme.

Table 5.3: Targets for Health

PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
The expansion of health care infrastructure and provision of primary health care services	Reduce HIV Incidence by (50%) by 2019	HIV testing coverage (15-49 Years-Annualized)	50%
	Ensure 80% of patients eligible for treatment are initiated on Anti-Retroviral Treatment (ART) by 2019	189 002	200 000
	Increase number of people receiving psycho-social services due to impact of HIV and AIDS to by 2019/20	299 521	494 500
	Reduce TB Mortality (amongst HIV negative population) by 50%	4.7%	50%
	Increase TB Cure rate	25.7%	80%
	TB New Client treatment success rate	75%	>85%
	TB (new pulmonary) cure rate	75.5%	85%
	Reduce Mother-to-child Transmission Rate by 2% by 2019	2.6%	< 1.5%



The expansion of health care infrastructure and provision of primary health care services	Reduce Child Mortality to 34% per 1000 live births	6/1000	2%
	Reduce Infant Mortality Rate to 24 per 1000 live births	9.5/1000	20%
	Reduce Maternal Mortality Ratio to 170 000 per 100 000 live births by 2019	183.6/100 000	170 000 per 100 000
Increase access to health services	Eradicate Malaria by 2019	1.37%	0.8%
	Reduction in prevalence of non-communicable diseases	2.4% (Diabetes incidence)	2%
	Reduction in prevalence of non-communicable diseases	65% (Cervical Cancer screening coverage)	55%

5.4.2 Social Development

The LDP targets for social services are that all potential beneficiaries who qualify for social grants should receive them, that all legitimate non-profit organizations for social development should receive government support and that social development committees should be established in all wards throughout Limpopo. Indicators for social grants are the number of potential beneficiaries compared to the number of actual beneficiaries and the source of this information is SASSA. Limpopo Department of Health and Social Development will create a database on non-profit organizations for social development and the support that they are given. The number of functional social development ward committees compared to the number of wards in each municipality will indicate the extent to which the third target is achieved.

An important priority in the NDP is to broaden the social protection agenda. By 2030, the NDP envisages a social floor that provides a diversity of guarantees to citizens, and is also sustainable. Basic social protection guarantees must be aimed at alleviating poverty and protecting against vulnerability. These guarantees should be accessible and available to those who need them most.

In line with national requirements, Social Development in Limpopo has shifted from the welfare model to a more developmental approach. Priority mandates are social cohesion, child poverty reduction, youth development, community development, governance and institutional development.

The Department is still faced with challenges, such as shortage of social workers, insufficient funds for subsidy increases to non-governmental organisations; and the lack of office and residential accommodation in rural areas. Other external challenges impacting on service delivery are moral degeneration, family disintegration, the influx of non-South African citizens and an increase in the abuse of children and women.

The Action Plan is to administer the payment of social grants to legitimate beneficiaries and to continuously monitor the gap between actual and potential beneficiaries. Appropriate action will be taken to close this gap.



Secondly, a database on non-profit organizations for social development will be created in Limpopo. Communication between them and the Department of Health and Social Development will be improved to keep strategic intentions aligned and in order to provide appropriate support. Assistance will also be provided to raise donor funding to supplement departmental resources.

Thirdly, social development committees will be established in every ward in all municipalities throughout Limpopo with the assistance of social workers, ward councillors and the existing structures of traditional leaders. Constitutions for the committees will be drafted to focus on early childhood development, homework supervision for learners, substance abuse; and care for people who are chronically ill, for orphans and for the aged. Committees will be encouraged to elect members from every settlement and will be trained in all their areas of responsibility. Communication systems will be created to report cases that require attention from a higher level and to manage monthly reports from the ward committees. Voluntary community development committees will provide youth with a valuable opportunity to get work experience and these committees could become a source for recruitment.

The Social Cluster Sub-committee of the Provincial Planning Forum will co-ordinate social development between the Departments of Health, Education, Safety and Security and Co-operative Government.

Table 5.4: Targets for Social Development

MTSF OUTCOME 13		SOCIAL PROTECTION	
NDP CHAPTER 11		SOCIAL PROTECTION	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Increase child care and protection services	Number of orphans and vulnerable children receiving services	177682	53 000
Expansion of Victim empowerment programmes	Number of people reached through substance abuse prevention programmes	463 109	330 000
Increase access of services to older, children and people living with disabilities	Number of older persons accessing community based services	15 613	24 965
	Number of people with disabilities accessing rehabilitation services	4 134	7502
Develop Provincial integrated household food and nutrition strategy	Availability of Integrated Household Food and Nutrition Strategy	No baseline	Community Development Nutrition Centre Strategy implementation reviewed
Mobilise households to participate in food security programmes	Number of households benefiting from food and nutrition programmes	32 140	112 000
Identify poverty pocket wards and mobilise communities for participation	Number of poverty stricken wards profiled and assisted	641	900

This Department is also part of the Exco Social Cluster and will report through that structure.



5.5 DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT & TOURISM

5.5.1 Introduction

The expectation is that LEDET will contribute towards the provincial target of creating 86,000 new jobs on average per year over the next five years; and facilitate and increase in annual economic growth to 5% by 2019, primarily by way of:

-  Cluster value-chain development strategies, including the SEZ's,
-  The Green Economy Strategy
-  Information and Communication Technology Development,
-  SMME and Co-operative Development, including the informal sector, and
-  Biodiversity Development

5.5.2 Cluster Value-Chain Development Strategies

LEDET has conducted extensive investigations into the following cluster value chain opportunities for Limpopo during the past ten years and will fast-track pro-active development interventions with regard to the findings, as well as the co-ordination of stakeholders during this LDP implementation period.

5.5.2.1 Coal and Energy Cluster

This cluster refers to the potential for value chain development, job creation and economic growth that is held in the coal reserves of Limpopo. The spatial focus for LDP 2015-2019 is the Growth Point of Lephalale. Significant progress has been achieved during the past 35 years in terms of mining and coal-fired electricity generation, as well as nodal development. The focus for the next phase will be on additional coal mining with related independent power producers and related manufacturing value chains. More emphasis will also be given to localise the inputs required for the cluster.

Public sector interventions in the context of SIP1 that are aimed at leveraging private sector investments in cluster value chain development include:

-  Skills development that are focused on specific cluster requirements
-  Upgrading the railway line for coal exports (championed by Transnet Freight Rail)
-  Augmenting water supply (championed by Department of Water Affairs)
-  Upgrading the R33 (championed by Sanral), and
-  Expanding the nodal infrastructure of Lephalale town (CoGHSTA-Limpopo).

LEDET will establish a Coal and Energy Cluster Working Group comprising coal miners in Lephalale, Eskom, relevant skills development organisations, the infrastructure champions referred to above, CoGHSTA-Limpopo, as well as the relevant structures of organised labour. The existing Lephalale Development Forum provides a sound and seasoned platform for this Cluster Working Group, with a full-time secretariat that is funded by local business formations. LEDET should use this platform and will report progress to the Office of the Premier and to the Exco Economic Cluster every six months.

Towards the end of this LDP planning horizon it is likely that the spatial focus of the Coal and Energy Cluster may be extended to include the Makhado Growth Point.



5.5.2.2 Platinum Cluster

The foundations for the platinum cluster have been laid in Mokopane and in Tubatse during the past twenty years. A pipeline of expansions and new mining developments provide the potential to reach a point of critical mass in primary production that will trigger opportunities for upstream and side-stream value-chain development, with associated options for manufacturing development. The Tubatse SEZ feasibility study forms part of this cluster development programme.

Critical public sector interventions include:

-  Augmented bulk water and electricity supply,
-  Nodal infrastructure improvements in Mokopane and Tubatse
-  Resettlement of communities that live on the platinum reef, and
-  Appropriate skills development programmes.

LEDET will establish a Platinum Cluster Working Group comprising platinum and chrome miners, Water Affairs, Eskom, relevant skills development organisations, CoGHSTA-Limpopo, as well as the relevant structures of organised labour. LEDET will provide secretarial services for the Working Group and will report progress to the Office of the Premier and to the Exco Economic Cluster every six months.

5.5.2.3 Diamond Mining Cluster

The foundation for the diamond cluster in Limpopo was established by De Beers with the Venetia Open Cast Mine in the Musina municipal area 20 years ago. Board approval to spend R20 billion over the next ten years to convert to underground mining and expand, provides the trigger for the next phase of cluster value chain development. The Musina SEZ feasibility study is partly incorporated into this cluster development opportunity.

Critical public sector interventions include:

-  Augmented bulk water and electricity supply,
-  Nodal infrastructure improvements in Musina, and
-  Appropriate skills development programmes.

LEDET will establish a Diamond Cluster Working Group comprising the diamond miner, Water Affairs, Eskom, relevant skills development organisations, CoGHSTA-Limpopo, as well as the relevant structures of organised labour. LEDET will provide secretarial services for the Working Group and will report progress to the Office of the Premier and to the Exco Economic Cluster every six months.

5.5.2.4 Tourism Clusters

Specific tourism sub-clusters have emerged in Limpopo on the basis of the provincial resource endowment, including mega-conservation, game and hunting, family entertainment, and special interest groups. Constructive interventions are required to generate the critical mass of visitors that is required to take these sub-clusters to a next phase where value chain development opportunities could arise. These interventions include:

-  Options to make provincial tourism facilities more attractive for visitors,



-  Improved signage to tourism destinations,
-  More effective tourist information centres,
-  Industry regulation that is pro-active for tourism development, and
-  Appropriate skills development programmes.

LEDET has conducted extensive investigations into the various tourism sub-clusters in the Province. It will use the findings of these investigations to establish effective Tourism Cluster Working Groups comprising representatives of operators, LTB, relevant skills development organisations, as well as the relevant structures of organised labour. LEDET will provide secretarial services for the Working Group and will report progress to the Office of the Premier and to the Exco Economic Cluster every six months.

5.5.2.5 Logistics Clusters

Polokwane City has developed some logistical cluster status by virtue of it being the centrally located capital of Limpopo Province and being accessible from Botswana and Zimbabwe.

Musina has developed a different form and level of logistical cluster status based on the Beit Bridge Border Post. The Musina SEZ feasibility study is partly associated with this cluster development potential.

Both of these logistical cluster nodes require appropriate interventions to trigger the movement to a next phase of the cluster value chain development process. LEDET has conducted several investigations for this purpose during the past ten years. Some of the proposed interventions include:

-  Nodal development within Polokwane and Musina,
-  Attract primary drivers of new business development, which could include Polokwane Airport,
-  Rapid expansion of academic and medical facilities in Polokwane, and
-  The Diamond Mining Cluster in Musina.

LEDET will use the findings of these investigations to establish Logistical Cluster Working Groups for Polokwane and Musina, comprising representatives of municipalities, business, tertiary educational institutions, relevant skills development organisations, as well as the relevant structures of organised labour. LEDET will provide secretarial services for the Working Groups and will report progress to the Office of the Premier and to the Exco Economic Cluster every six months.

5.5.2.6 Copper, Phosphate and Magnetite Cluster

Ba-Phalaborwa has a long tradition of copper and phosphate production. A trend break is anticipated with regard to copper production and a major new initiative is underway to recover magnetite in large quantities from mine dumps. This potential cluster in Limpopo has not been investigated as intensively as the rest and will require planning to prepare a programme of action.

In addition to the Cluster Development Programme, LEDET will assist the LED Directorate in Cogsta – Limpopo to define the roles of the relevant district and local municipalities for each cluster and to formulate and implement a programme of economic diversification in rural areas. This should be captured in IDP and LED strategy documents.



Table 5.5: MTSF Targets for Outcome 4 in Limpopo

MTSF OUTCOME 4		DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH	
NDP CHAPTER 3		ECONOMY AND EMPLOYMENT	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Enterprise Development	Number of SMMEs monitored and supported	2270	4000
	Number of Youth Entrepreneurship programmes implemented and monitored	1	10
	Number of cooperatives supported and monitored	298	1000
Trade and Investment	Number of companies with Increased Access to Export opportunities	4	28
	Number of trade and investment promotion programmes implemented	10	22
Industrialisation	Number of industrial Parks / Initiatives supported	1	4
Mineral Beneficiation	Number of beneficiation projects implemented	None	5
Number of sector specific skills developed	Number of Artisans trained	30	300
Increase tourist arrivals through promotion and marketing	% Increase in tourism arrivals	3%	6%
Tourism Development	Tourism PDIs and SMMEs supported and capacitated through tourism skills and support programmes	60	80
Decent employment through inclusive economic growth	Sustainable development and job creation through targeted interventions. Work Opportunities created through EPWP	84 000	667 000
ICT	Broadband Developed	TOR re-published High level Broadband network design developed	Broadband WAN construction expanded to identified 100% of the growth points – 7 Growth Points
Growth Points	Growth Points Prioritised and supported	Lephalale, Tubatse & Musina-Makhado Corridor	Lephalale, Tubatse, Musina-Makhado Corridor, Polokwane, Mogalakwena & Greater Tzaneen
SEZs	Approved and established SEZs	No baseline	Musina SEZ Greater Tubatse SEZ



5.5.3 Green Economy Strategy

LEDET will play a convening and co-ordinating role with all stakeholders to implement the provincial Green Economy Strategy and to roll-out SIP 8 on Green Energy. During this MTSF period, specific emphasis will be placed on waste recovery, alien vegetation control, solar power plants, water conservation and green settlement design principles.

The Green Economy Unit in the Department will use the 2013 Provincial Green Economy Plan to compile detailed implementation action plans for these priorities

5.5.4 Information and Communication Technology

The following timeframes for the implementation of the programmes and projects have been provided by the ICT Directorate:

1. Establish e-strategies/technology innovation hubs/science and technology parks/Centre of Excellence - by 2019/20;
2. Establish an affordable secure environmentally friendly (Green IT) share open access broadband telecommunications infrastructure - by 2019/20;
3. Develop free and open source software (FOSS) strategy – by 2016;
4. Develop Youth Engagement Framework for participation in the mainstream economy - by 2016;
5. Develop software and application, harness opportunities on free and open source software to create job opportunities for youth – ongoing;
6. Develop ICT policies and plans with specific focus on Corporate Governance of ICT Policy Framework (CGICTOF) - by 2016;
7. Establish Limpopo ICT Institute Programme and ICT software testing laboratory to promote and develop ICT skills and innovation entrepreneurs through a business Incubation and entrepreneurship programme - by 2017;
8. Implement an ICT skills plan focusing on the foundation to tertiary level and implementation thereof – by 2016;
9. Develop 5 community centres/living labs to empower community members (youth, women, residents, unemployed and the marginalised) in rural areas with various knowledge/skills to enable them to participate in an inclusive information society and knowledge economy – 2017;
10. Establish Regional Innovation Forum – by 2016; and
11. Develop the Limpopo Integrated Regional Innovation Strategy and Implementation Plan - by 2017.

These interventions will be intensified after 2015, in order to transform Limpopo into a Knowledge Economy Province by 2030. Limpopo will take advantage of the knowledge revolution to accelerate growth and competitiveness and improve the welfare of its citizens by harnessing knowledge and technology for its overall economic development and social well-being which are characterized by information, innovation and knowledge as critical means of production. Research needs to be prioritised and supported in building the knowledge-enabled economy.



5.5.5 SMME's and Co-operatives

Significant opportunities for decent and sustainable job-creation in Limpopo are to be found in the promotion of local supply chains for both capital and operation expenditure by businesses in the clusters that have already emerged in the province. The energy, coal and petrochemical cluster is a good illustration of this, with substantial capital expenditure that commenced in 2008 and operating expenditure that more than doubled from 2012. Capitalising on these opportunities will require an understanding of the operational dynamics of each cluster and of their shopping lists in particular. Local suppliers are then to be identified, grown and/or partnered with existing suppliers to achieve the standards required to qualify as vendors.

This responsibility has to be a major focus of LEDET, with support from LEDA. Development agencies, such as the International Labour Organization and GTZ have created business support programmes that are designed from international best practice. LEDET is expected to engage with these agencies and create and implement a business support programme for all the industrial clusters in Limpopo. The programme should meet the benchmarks of international best practice and should contribute towards cluster development and job-creation in Limpopo. A permanent focus of the business development support programme should be the continuous reduction of the cost of doing business, including red tape reduction.

Where it is appropriate, suppliers can be organized into co-operatives, but care should be taken to avoid the pitfalls that have constrained this approach in the past.

5.5.6 Informal Sector

The target is to have an informal sector support strategy in place in every local municipality by the end of 2015. Indicators will be the number of support strategies in place relative to the number of municipalities, the number of informal entrepreneurs that are being assisted in each municipality and the nature of assistance that is given.

The concept, scale and workings of the informal sector are little known, yet the topic is strongly debated within South Africa. Within Limpopo, the informal sector makes up a significant component of the economy and makes a particularly important contribution to the livelihoods of the poor. Although many people work within informal enterprises and derive their living as self-employed, micro-entrepreneurs from street trading, services and other informal activities, the sector has been side-lined at the policy level. The overriding objective of a study commissioned by the Limpopo-EU LED Resource Centre⁹ was to understand the dynamics of the informal economy and recommend appropriate policy interventions. The findings of the study will be used in the Provincial and Municipal Informal Sector Support Programmes.

The proposed Action Plan is that the LED Units of municipalities should become more pro-active in terms of informal economy support. Property owners should also be engaged to find joint solutions for the development of trading spaces. Municipalities need to formulate policy positions on informal economy support within the context of a Provincial Support Programme. This should include spatial aspects such as the zoning of different kinds of informal trading spaces in high-density pedestrian areas and it should specify the nature of support that will be provided to the informal sector. At the

⁹ Established in terms of the Limpopo-EU LED Programme and located at the Edupark, Polokwane



minimum this should include the provision and maintenance of ablutions and lock-up facilities. More advanced support, such as training, the facilitation of access to micro-financing and the facilitation of access to co-operative buying should also be explored in conjunction with LEDA. This process will be supported by LEDET and by the LED Unit in the Department of Local Government and Housing. A useful guideline document on informal sector support was recently compiled by SALGA.

5.5.7 Biodiversity Development

The targets are to have development plans for the three mega-conservation areas¹⁰ and the three centres of endemism¹¹ in place; for strategic environmental frameworks to be compiled for each industrial cluster, for every district municipality to have an environmental management plan and for every local municipality to have a similar plan in place. Different companies undertake their own separate EIAs, often in the same location as is the case in the Lephalale area, instead of approaching the matter in a holistic manner. There is need for LEDET to foster an Environmental Accumulative Study approach.

The Department of Economic Development, Environment and Tourism will develop an index of environmental concerns with colour codes from red to green and publish the status of each municipality according to this index every year. Indicators are the number of environmental frameworks and plans that are adopted and the environmental concern index. This information should be compiled and monitored by LEDET on a continuous basis. Once these targets have been achieved, an additional target should be added, which is to create a database on all interventions that are designed and implemented to mitigate adverse environmental impacts.

Key targets for the National MTSF Outcome 10, calling for the need to protect and enhance environmental assets and natural resources are:

-  A 34% reduction in emissions of CO₂ from “business as usual” by 2020 (42% by 2025)
-  Climate change response implemented for 6 key sectors
-  Increasing the compliance of mines with the National Water Act from 35% in 2013 to 60% in 2019.

In order to contribute towards achieving these targets, the province needs to improve decision-making and governance, and harness research and information management capacity to identify, develop and maintain datasets to generate policy-relevant statistics, indicators and indices. To address climate change, market-based instruments such as a carbon tax, carbon budgets and policy support for low-carbon technologies will be employed and measures to enhance the resilience of people and the economy to adapt to the effects of climate change will be pursued.

The Action Plan for the industrial clusters is that the Environment Branch of LEDET will assist Limpopo DoA, the Cluster Project Management teams and farmers to improve the environmental sustainability of the horticulture, meat and forestry clusters. A strategic environmental assessment should be facilitated by the Environment Branch of LEDET for the entire coal and petrochemical cluster in which the cumulative impacts are assessed and the sensitive areas are identified. This should enable environmental impact assessments at the project level to copy information on

¹⁰ Waterberg, Soutpansberg and Drakensberg

¹¹ Soutpansberg, Wolkberg and Sekhukhune



cumulative impacts and to be fast-tracked in non-sensitive areas. A formula for cost-sharing for the strategic environmental assessment could be agreed upon by the Cluster Working Group. The Branch will also work with the Platinum Cluster Project Management Team to mitigate the environmental impact of this cluster, with particular reference to waste management.

Given the natural resources, tourism brand and investment patterns that have emerged in Limpopo over many years, the provincial flagship tourism development projects will have conservation and wildlife themes. Zoning of spaces for mega-conservation projects should be agreed with competing land-users, such as agriculture, mining and settlement development agencies. Public-private institutional models should be created for the development of these mega-conservation projects. Such models are also needed for recreation development at existing and new¹² dams. The Environment Branch of LEDET will assist with the tourism development strategy and with the application of environmental legislation with regard to industrial cluster development proposals.

The Action Plan for the quality of life improvement objective is that the Environment Branch of LEDET will coordinate a campaign among district municipalities, the larger local municipalities and major industries to compile waste management plans. This should include the development of applications for mining waste and the recycling of household waste. These waste management plans should be incorporated into municipal environmental management plans as recommended in the Green Economy Strategy.

Table 5.6: MTSF Targets for the Environment in Limpopo

PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS by 2019/20
Reduce impact of climate change	Increasing the compliance of mines with the National Water Act	35%	60%
Increase hectares of land under conservation (Animal and Veld Management Programme)	Number of farm land hectares improved through conservation measures	25 000 of farm land hectares improved through conservation measures	35 000 of farm land hectares improved through conservation measures
		3 000 of hectares cleared of alien invasive plants and weeds 400 hectares covered with greening	4 000 of hectares cleared of alien invasive plants and weeds 500 hectares covered with greening
		84 km of Fencing for protection of grazing land	700 km of Fencing for protection of grazing land

LEDET chairs the Exco Economic Cluster and will report through that structure.

¹² De Hoop Dam was completed in 2014 and other dams could follow.



5.6 DEPARTMENT OF AGRICULTURE (Economic Cluster)

5.6.1 Introduction

Outcome 7 of the National MTSF calls for vibrant, equitable, sustainable rural communities contributing towards food security for all. Government aims to achieve the following over the next five years:

-  Increase the percentage of productive land owned by previously disadvantaged individuals from 11.5% in 2013 to 20% by 2019
-  Ensure that by 2019 7.2 million hectares of land will have been transferred to previously disadvantaged individuals and is productively used (as compared to 4 million hectares by 2013)
-  Reduce the households vulnerable to hunger from 11.5% in 2011 to less than 9.5% by 2019
-  Reduce rural unemployment from the current 49% to less than 40% by 2019.

To achieve the above, six policy imperatives have been identified:

- a. improved land administration and spatial planning for integrated development in rural areas;
- b. sustainable land reform for agrarian transformation;
- c. improved food security; smallholder farmer development and support (technical, financial, infrastructure) for agrarian transformation;
- d. increased access to quality basic infrastructure and services, particularly in education, healthcare and public transport in rural areas;
- e. support for sustainable rural enterprises and industries with strong rural-urban linkages; and
- f. Increased investment in agro-processing, trade development and access to markets and financial services resulting in rural job creation.

Achieving this vision and these targets will require more coordination between land reform and land-use, provision of communal tenure security, increased financial and technical support to farmers, and the provision of improved social and physical infrastructure. It will also require capacity building to enable state institutions and private industries to implement these interventions. Improved coordination and integration in the planning and implementation of area-based and differentiated rural development plans will be needed over the medium-term to achieve the vision of an inclusive rural economy. Led by the Department of Rural Development and Land Reform, the implementation of the identified actions will require dedicated involvement and collaboration with other government departments, especially the Department of Agriculture.

5.6.2 Agricultural Production and Job Creation

The Action Plan for agricultural production and job creation includes the three competitive clusters recommended as part of the job-creation and economic development strategy and as summarised below.

Horticulture

Extensive investigations have been conducted into the value chain development opportunities that arise from current and expanded horticulture production in Limpopo. Production levels and areas for citrus, subtropical fruit and vegetables are well known. Interventions required to take the current horticulture clusters in Limpopo to their next development stage include clarity regarding land reform, rural road construction, higher levels of production and appropriate skills development.



Meat Production

Low rainfall areas in Limpopo that are unsuitable for horticulture, are generally suitable for cattle, game and goat meat production. Value chain development within this cluster in the Province is still in a rudimentary stage. Several feedlots are importing cattle from outside the Province. Key public sector interventions that could take this cluster into its next development phase, with associated manufacturing value chains, include a livestock farmer support programme on communal land and appropriate skills development.

Forestry

The relatively well-established forestry cluster in Limpopo has regressed over the past decade, with reduced planting and some manufacturing value-chains, such as sawmills, that have been shut. The cluster can be revived and taken to its next level of development, with significant potential for job creation and economic growth. However, this will require policy certainty with regard to land reform, increased timber production, improved and stable electricity supply in rural areas and appropriate skills development.

Limpopo Department of Agriculture (LDoA) will use the findings of recent agriculture cluster investigations conducted by LEDET to establish Working Groups for the Horticulture, Meat and Forestry clusters. The working groups should comprise representatives of producers, the Department of Land Reform, relevant skills development organisations, as well as the relevant structures of organised labour. LDoA will provide secretarial services for the Working Groups and will report progress to the Office of the Premier and to the Exco Economic Cluster every six months.

This action plan also includes the resuscitation of departmental agricultural schemes.

Table 5.7: MTSF Targets for Agricultural Infrastructure in Limpopo

MTSF OUTCOME 6		AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	
NDP CHAPTER 4		ECONOMIC INFRASTRUCTURE	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Agri-logistics and rural infrastructure	Number of irrigation schemes upgraded	6	11
	Number of irrigation systems installed	16	12

5.6.3 Food Security

The Action Plan for food security also includes the strategies for horticulture and meat cluster development referred above, as well as the rural development strategy and the provision of agriculture starter packs and land reform as referred to below.



Table 5.8: Targets for Food Security and Rural Development

MTSF OUTCOME :7		VIBRANT EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES WITH FOOD SECURITY FOR ALL	
NDP CHAPTER 6		AN INTEGRATED AND INCLUSIVE RURAL ECONOMY	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Implementation or rural development strategy	Number of hectares of under-utilised land in communal areas and land reform projects converted into productive units	56 000	200 000
	Number of Households benefitting from agricultural food security initiatives	5 406	26 000
	Number of smallholder farmer developed and supported for agrarian transformation.	14 469	25 000
Coordinated food security interventions in order to ensure better rural livelihoods and a viable agricultural sector.	Smallholder Irrigation Schemes (RESIS) revitalised	60	300
	Number of Smallholder farmers supported	5 460	5200



5.7 DEPARTMENT OF CoGHSTA (Governance and Admin Cluster)

5.7.1 Introduction

Outcome 9 of the MTSF, calls for responsive, accountable, effective and efficient local government. Key targets for the MTSF are presented in the section on municipal capacity building below.

5.7.2 Housing

With regard to housing and integrated sustainable human settlements, the Premier in his State of the Province Address emphasised that the quality of RDP houses must improve, housing infrastructure planning must be integrated and land grabs have to be managed to secure availability.

LDP targets for housing development are to achieve full utilization of all housing subsidies allocated to Limpopo on an annual basis; to ensure that all houses constructed with subsidies are occupied by deserving beneficiaries and to complete all houses according to acceptable construction quality standards. The department will create a management information system for this purpose, with subsidies used relative to the annual allocation, rightful home occupancy relative to total homes built and the quality of completed houses as indicators. The process of identifying, acquiring and servicing land for integrated settlement development needs considerable improvement and streamlining in a manner that secures the participation of stakeholders in this matter. The funding framework to support human settlement development initiatives must also be reviewed. Targets have also been formulated to upgrade informal settlements.

Constraints to housing development include the availability of land; bulk infrastructure and site services; migration of people and lack of inter-governmental co-ordination.

Under the integrated residential subsidy programme, government will transfer title deeds for all 600 000 subsidy units over the next five years. Government will scale up the informal settlement upgrading programme to cover 750 000 households over the MTSF period ensuring basic services and infrastructure in some 2 200 informal settlements. Government will put in place a more coherent multi-segmented social-rental housing programme, which includes backyard rentals. Government will also tackle the affordable market in a more determined fashion with a particular emphasis on a constructive engagement with the private sector to improve delivery. Consideration will be given to mobilising the housing allowances of public servants and private sector employees on moderate incomes to enable greater access to housing in what is known as the gap in the affordable housing market. **We need to make these targets more relevant to Limpopo**

A Infrastructure sub-committee of the Provincial Planning Forum will co-ordinate housing planning, construction and delivery between CoGHSTA, infrastructure agencies and local municipalities. Housing sub-committees at the ward level will be established as the primary source of information on housing needs in settlements.

The Action Plan for the revitalization of rural towns will be formulated by the Department of Co-operative Governance in conjunction with the municipalities concerned and with their communities. This Action Plan must be reflected in municipal IDP and LED strategies.



Table 5.9: Targets for Human Settlements and Housing

MTSF OUTCOME 8		Sustainable human settlements and improved quality of household life	
NDP CHAPTER 8		Transforming human settlements and the national space economy	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Improve the quality of life of citizens	Reduced housing backlog through implementation of various housing programmes – number of houses built in reducing the housing backlog	64 097	80 000
	Number of housing opportunities e.g. rental, ownership, etc. achieved through the different forms and located in quality living environments	14 953	50 000
	Hectares of well-located land rezoned and released for new developments targeting poor and lower middle income households	Released land for development include Bendor Ext 100, Mokopane Ext. 20, Lephalale Integrated Project, Warmbaths, Ivydale	12 parcels aligned to Growth points Mining towns Alignment of ISU & LAM

5.7.3 Growth Points

CoGHSTA-Limpopo will take responsibility for the compilation and implementation of Development Plans for each priority growth point in Limpopo. These plans should be compiled, managed and updated in conjunction with the cluster development processes that are being promoted by LEDET and LDoA.

5.7.4 Municipal Capacity Building

CoGHSTA-Limpopo will provide oversight to ensure that district and local municipalities have the institutional capacity to achieve the municipal service targets that are summarised below.

-  Increase in the percentage of households with access to a functional water service from 85% in 2013/2014 to 90% in 2019;
-  Increase in the percentage of households with access to a functional sanitation service from 84% in 2013/2014 to 90% in 2019, including zero with a bucket sanitation service in the formal areas;
-  1.4 million additional households to be connected to the grid between 2014 and 2019, and 105 000 additional non-grid connections;
-  An increase in the level of public trust and confidence in local government from 51% in 2012 to 65% in 2019, as measured by the IPSOS survey; and
-  An improvement in overall municipal audit outcomes, such that there are no disclaimers and adverse opinions and at least 75% of municipalities receive unqualified audits by 2019.

The LDP District sessions emphasized the need for thorough planning, improved public participation, as well as enhanced private sector participation in municipal IDP processes. In building awareness with regard to government policies across municipalities, the building of process policy networks was stated. The value for ongoing feedback to communities, with regard to progress in the delivery



of basic services was reemphasized across the districts, as critical in building trust and in building a shared vision.

5.7.5 Traditional Authorities

The LDP Stakeholder Engagement Sessions on issues of Governance, highlighted the following pertaining to strengthening the relationship between traditional leadership and local government, which is a critical aspect of social cohesion and essential for good governance:

DISTRICT PRIORITY	OPPORTUNITY/CHALLENGE	INTERVENTIONS/ STRATEGIES
Interface between traditional authorities, municipalities and sector departments (strengthening relationships.)	Government imposing itself – Distrust and Fear / lack of respect Lack of understanding by traditional authorities regarding planning instruments Silo Planning – major challenge / structure thinking Lack of agreement regarding the sharing / utilisation of revenue obtained from Traditional Land	Integrated planning to involve the traditional leaders e.g. IDP processes to incorporate input from Traditional Leadership Traditional leadership to be capacitated regarding processes and policies Information sharing – harness GIS application in planning and budget allocation Enhancement of the relationship between Traditional Leaders and Government. Promote ongoing communication Acknowledgement of roles and responsibilities Exiting Forums involving relationships with traditional leadership to have authority



5.8 DEPARTMENT OF PUBLIC WORKS, ROADS AND INFRASTRUCTURE

An Infrastructure Capacity Programme was developed in Limpopo during 2014 in order to improve infrastructure-related service delivery. The programme comprises an Infrastructure Strategic Planning Hub (ISPH) and an Infrastructure Programme Support Office (IPSO). Best practice work processes were mapped; and roles and responsibilities were determined to operationalise this programme. During the re-engineering process it emerged that capacity (numbers) is a major constraint. The Provincial Government requires at least two hundred and twenty two (222) registered built-environment professional employees. However it currently has only eighteen (18) qualified professional employees relating to infrastructure. There is also a distinct shortage of appropriate skills (capability). These constraints are the primary cause of underspending on conditional grants, which is the main source of funding for capital expenditure. It is envisaged that the Infrastructure Capacity Programme will improve the delivery of infrastructure in Limpopo.

The Infrastructure Strategic Planning Hub (ISPH) will have two distinct components, a managerial component, comprising of senior state officials from various departments and a technical professional component, which is made up of qualified, registered and relevantly skilled built environment professionals. The Hub will be administered by a business manager (DDG for LDPWR&I), who is assisted by senior managers of the participating departments and selected senior technical professionals from within the IPSO.

The Infrastructure Capacity Programme includes the infrastructure departments of Education, Health, and Public Works Roads & Infrastructure. It also includes Provincial Treasury in terms of the financial accountability and the Office of the Premier to ensure the alignment of provincial planning and cooperative governance. This plan also includes LEDET.

It is envisaged that the hub will continue on a permanent basis. All members of the IPSO will be appointed on five year renewable contracts and paid from the equitable share or any other appropriate funding source.

A primary focus of this Department is to facilitate the provision of economic infrastructure in support of the selected development cluster value chains, as well the community infrastructure required to provide household services. Several support agencies, including municipalities and private business need to be engaged in this process. Other major responsibilities include the building of internal professional capacity and the maintenance of existing infrastructure (and assets).

Table 5.10: MTSF Targets for Economic Infrastructure

MTSF OUTCOME 6		AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	
NDP CHAPTER 4		ECONOMIC INFRASTRUCTURE	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Improved road and transportation infrastructure	surfaced roads rehabilitated	47.4km	546km
	gravel roads re-gravelled	105.9km	606km
	provincial roads constructed / access roads upgraded	-	670km
	Bridges constructed	4	5
	Surface roads resealed	48 101 square metres	16845248 square metres

This Department chairs the Infrastructure Cluster and will report through that structure.



5.9 DEPARTMENT OF TRANSPORT

Limpopo Department of Transport made a commitment in its Strategic Plan that it will contribute towards the objectives of the NDP and specifically that it will:

-  Bridge geographic distances affordably, foster reliably and safely so that all South Africans can access previously inaccessible economic opportunities, social spaces and services;
-  Support economic development by allowing the transport of goods from points of production to where they are consumed. This will also facilitate regional and international trade; and
-  Promote a low-carbon economy by offering transport alternatives that minimise environmental harm.

The Action Plan for the rural transport development programme has been formulated by the Limpopo Department of Transport in the context of the Limpopo Chapter of the National Master Plan for Transport and in conjunction with district and local municipalities.

The following MTSF priorities over the duration of this LDP:

-  Upgrading of weighbridges in line with SANRAL's recommendation
-  Construction of Driving Licence Testing Centres and Vehicle Testing Stations
-  Upgrading of the Limpopo Provincial Traffic Training College either at Altona or Manenu, depending on the outcome of a cost benefit analysis
-  Improve and develop intermodal facilities
-  Facilitate the development of the Municipal Integrated Transport Plans (ITPs)
-  Review and implement the Provincial Land Transport Framework (PLTF)

Table 5.11: MTSF Targets for Transport Infrastructure

MTSF OUTCOME 6		AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	
NDP CHAPTER 4		ECONOMIC INFRASTRUCTURE	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Improved public transport	Number of trips subsidised	853 720	932 289
To monitor freight movement and preservation of emerging freight corridors	Reduced overloading of freight vehicles	07 Operational Weigh Bridges	Construction of further 04 weigh bridges

Intermodal transfer facilities allow the seamless integration of a diversity of travel modes, between origins and destinations, thereby improving flexibility, service quality and cost efficiency and in so doing, reducing automobile dependency. The Department has identified the need and provision of intermodal transfer facilities not only between different travel modes, but also between long distance and local public transport networks. Such facilities will be established in Thohoyandou, Giyani, Burgersfort, Polokwane, Makhado, Jane Furse and Northam. The taxi component of the Thohoyandou Intermodal facility at Thulamela Municipality is 87% complete. Concept designs have been completed for the Burgersfort and the Makhado Intermodal Facilities. The Polokwane feasibility studies and concept designs are in progress.



Table 5.12: MTSF Targets for Public Transport

MTSF OUTCOME 6		AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK	
NDP CHAPTER 4		ECONOMIC INFRASTRUCTURE	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Coordinate the provision of public transport services benefitting 40 000 000 passengers per annum.	Number of Passengers benefitted through scheduled subsidised services (per annum).	36 000 000	40 000 000
To improve accessibility and mobility through construction and maintenance of sustainable infrastructure by 2020	Public Transport Facilities	One Inter-modal Facility 37% complete	One Inter-modal Facility 100% complete

The Department is planning to increase the subsidy rates of those operators who are still operating on very low rates, introducing additional trips on current subsidised routes where there is an increased demand for bus services and to introduce an electronic bus monitoring system over the 5year period.

The budget of GAAL was reduced by the Department over the past three years due to continuous under spending, will be increased with an estimated R22m over the coming 5 years to ensure that they meet their commitments in terms of the management and maintenance of Polokwane International Airport.

The following MTSF priorities will be pursued relating to transport operations:

-  Establish the Provincial Regulating Entity (PRE)
-  Implementation of an Electronic Bus Monitoring System
-  Development and implementation of the Provincial Transport Master Plan
-  Implementation of the Provincial Freight Strategy.

With regard to transport regulation, the target is to decrease fatal road crashes by 2% per year over the MTSF period and also to reduce traffic offences on public roads. The number and professional conduct of traffic officers will have to be improved for this purpose. An Accident Statistical Analysis Module will also be implemented.



5.10 DEPARTMENT OF SPORT, ARTS AND CULTURE

5.10.1 SOCIAL COHESION

National MTSF Outcome 14 in its quest for a diverse, socially cohesive society with a common national identity, specifies the following key targets:

-  The proportion of people of the opinion that race relations are improving rises from 40% in 2011 to 65% in 2019;
-  The social cohesion index rises from 80.4% in 2011 to 90% in 2019 (from Brand SA);
-  The active citizenship index rises from 79% in 2011 to 85% in 2019 (from Brand SA); and
-  The number of people over 18 that belong to a charitable organization rises from 5% in 2011 to 10% in 2019.

Inclusive Social Cohesion Summits have been held over the past three years in Limpopo e.g. The Social Cohesion Community Conversation and the Limpopo Grassroots Movement Conference. However, due to various leadership changes at both political and administrative levels, the resolutions of these consultative sessions have largely not materialised. It is important that the key issues highlighted at these Summits be prioritised and followed-up. An extract of the issues recommended at the Social Cohesion Summits is outlined below for illustrative purposes.

Table 5.118: Extract of Social Cohesion Summit Resolutions

SUMMIT RESOLUTION		ACTIVITY / STEPS	RESPONSIBILITY/ CHAMPION
1.	Promote inter-cultural, inter-racial and inter-gender cohesion	Hold ongoing social cohesion community conversations	Depts. Sports, Arts and Culture / OP / the Media
2.	The media is to pay a more supportive role in promoting social cohesion	Establish a media forum promoting moral regeneration based on UBUNTU principles	Depts. Sports, Arts and Culture / OP / the media
7.	There is a need for a common understanding of poverty and its root causes	Create an awareness of the realities of poverty in our communities and the need for a caring society Promote and support positive examples of shared endeavours in poverty alleviation	All Departments / the media
9.	Promote gender and racial tolerance	Issues of gender and racial tolerance should form a more aggressive component of the schooling curriculum	Depts. of Sport, Arts and Culture and Education
10.	Develop leadership qualities in support of social cohesion	Promote leadership qualities through planned programmes for the youth and for teachers and parents	Depts. of Sports, Arts and Culture and Education All Depts. / schools, private training centres, FETs and universities
13.	1. Revive Mapungubwe as an internationally known brand	Hold grassroots road shows across districts and schools, in building up the campaign to the main Mapungubwe Cultural Heritage Festival	DSAC



14.	2. Harness sports skills in the development of morals and values	Harness professional bodies and community structures in developing sports stars and role models. Start at formative years and in schools, developing creativeness and learning skills. Promote community-based sports	DSAC, Community structures and professional bodies
18.	6. Undertake an awareness campaign regarding substance abuse, teenage pregnancy, social network abuse, xenophobia	Intensify the campaign on drug abuse and social network abuse using the media. Harness the radio, starting from toddlers	DSAC, DSD
19.	7. Communities to be seen to be doing something	Communities to initiate and establish community structures and take responsibility Support child-headed families Be seen to be caring for the environment	Community Organisations / DSAC
20.	8. Extra-Mural activities to be compulsory	Schools to promote extra-mural activities. Government to assist with the necessary budgets	DSAC & LDE
22	Preserve our ecology / environment	Promote the green economy, environmental education and nature conservation in schools	LDE, LEDET
24.	Determine Roles in supporting community organisations and the youth	Determine the roles of government, communities and the private sector Find the necessary skills in raising / accessing funding in supporting community organisations	DSAC, OtP & CoGHSTA
25.	Address rape and suicide amongst the youth	Undertake comprehensive research regarding age groups and location, as possible causes, in order to address challenges amongst the youth	DSAC & DSS&L
26.	Youth to learn from each other from across the region and internationally	Promote exchange programmes within the region and internationally. Work with existing exchange programmes in adapting local and regional partnerships	DSAC & LDE

Source: Extracted from Social Cohesion Community Conversation and the Limpopo Grassroots Movement Conference Reports

DSAC will compile and implement an action plan to respond to all the summit resolutions.

5.10.2 Sport, Arts and Culture

The targets are firstly to raise the competitiveness of contestants from Limpopo in national and international sport, arts and cultural events and secondly, to create sport, arts and culture sub-committees among communities in every ward of every municipality in Limpopo. Thirdly, development plans should be formulated and implemented at three of the highest priority proclaimed heritage sites in Limpopo. Indicators are the achievements of contestants from Limpopo in all national and international events; the number of functional ward committees established relative to the number of wards in Limpopo; and development progress at the three top priority proclaimed heritage sites in Limpopo. DSAC should create a management information system for this purpose.



In his State of the Province Address, Premier Mathabatha emphasised that the utilisation of 15% MIG allocation to address issues of sport development in Municipalities must be enforced; and that the maintenance & upgrading of recreational facilities is to be budgeted for by Municipalities.

DSAC, in conjunction with district and local municipalities, will compile a development plan for the establishment and maintenance of basic facilities for the most popular sport, art and culture activities in all municipalities, intermediate facilities for every district and facilities at national competition standards for the Province.

Table 5.14: MTSF Targets for Nation Building

MTSF OUTCOME 14		NATION BUILDING	
NDP CHAPTER 15		TRANSFORMING SOCIETY AND UNITING THE COUNTRY	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5 YEAR TARGET
Promote heritage and culture	Number of museums maintained	3	37
Transform the utilization of currently marginalised languages	Number of projects implemented that redress previously disadvantaged languages	4	5
Promote heritage and culture	Number of new library facilities built	12	18
Provide mass participation opportunities	Number of clubs supported with equipment and / attire.	225	225
Equal opportunities exist for all South Africans to participate and excel in sport and recreation	Number of affiliated clubs provided with technical support	225	300

5.10.3 Moral Regeneration and Shared Values

The national Moral Regeneration Movement (MRM) was initially launched in Pretoria and expanded to provinces and metros, municipalities and districts, in April 2002. From inception, it was emphasized that this campaign should be rooted in the villages, townships and every local area, to ensure effective implementation. It was meant to entrench positive values among our communities about commitment to high moral values as well as the high regard to the right to human dignity and all other human rights. MRM was a national campaign to reclaim the nation's higher values of, among others, moral uprightness, peace, tolerance, ethically sound lifestyles, good neighbourliness, and civic responsibilities within the context of a stable South Africa.

This campaign came about as a result of the realization that South Africa's past has destroyed the moral fabric of our society. Societal concerns such as crime and corruption, theft and graft, child abuse, violence against women and children, etc. continues to stain the face of the new nation and poses the danger of undermining the hard work of development and nation building.

This campaign started from the premise that every South African must be a moral regeneration agent. Proceeding from the ground that the Constitution of the Republic of South Africa provides a framework for the realisation of the country's moral values, all South Africans have to play their part in the promotion of national morals and values. Government was and is working on mainstreaming moral renewal and making it part of its programmes.



Among others, Government's programmes include the promotion of a caring society, building stronger family structures, and encouraging respect and assistance for the vulnerable members of our society. They also entail rehabilitation programmes for prisoners; encouraging debate about the role that the broadcast media and advertising industry can play in building a new value system; promoting and strengthening partnerships with communities in building safer neighbourhoods and the creation of firearm free zones. In addition, civil society structures including faith-based organisations also have many programmes in place.

A key challenge was that of sustainability – whether the campaign could be sustained as a ‘civil society initiative’ in the absence of a popular, organic support base. The other related challenge was that of financial sustainability. The government grant to fund the establishment of the MRM was for an initial period of three years, to the end of March 2005.

The National Development Plan 2030 vision and trajectory states that in 2030, South Africans will be more conscious of the things they have in common than their differences. Their lived experiences will progressively undermine and cut across the divisions of race, gender, disability, space and class. The nation will be more accepting of peoples’ multiple identities. In this South Africa there will be:

-  Broad-based knowledge about and support for a set of values shared by all South Africans including the values contained in the Constitution.
-  An inclusive society and economy. This means tackling the factors that sustain inequality of opportunity and outcomes by building capabilities, removing participating barriers and redressing the wrongs of the past.
-  Increased interaction between South Africans from different social and racial groups.
-  Strong leadership across society and a mobilised, active and responsible citizenry.

This MTSF period will promote universal knowledge of the Constitution and the values enshrined therein. Improved access to quality public services will greatly reduce inequality of opportunity. Instruments to optimise redress will be in place and government across the three spheres will be more responsive and thus ignite a citizenry positively engaged and active in their own development.

The National MTSF Outcome 14, calls for Nation Building and Social Cohesion and emphasises the need to popularise the Moral Regeneration Movement and the charter of good values. Towards this end it calls for the need to establish a baseline and 100 % increase on baseline of populace displaying knowledge of the charter of good values.

DSAC-Limpopo will engage with the religious community, the Limpopo Department of Education and the media to formulate a moral regeneration programme for the Province.

This Department is part of the Exco Social Cluster and will report through that structure.



5.11 DEPARTMENT OF SAFETY AND SECURITY

5.11.1 Targets and Indicators for Safety and Security

Targets are firstly to establish and maintain effective Community Police Forums in every ward of every municipality in Limpopo; and secondly to reduce the crime incidence across the spectrum of crime categories as reported in the crime statistics of the national SAPS Department. The Safety and Security Secretariat in Limpopo will create a management information system to report on progress with regard to the local Community Police Forums.

The National MTSF under Outcome 3 emphasises the need to ensure that all South Africans are and feel safe. The following key targets are stated:

-  A 2% per annum reduction in the number of reported contact crimes;
-  An increase in the percentage of citizens who feel safe walking alone during the day from 86% in 2012 to 88% in 2019, and at night from 37% in 2012 to 39% in 2019, as measured by Stats SA surveys;
-  An increase in the percentage of households who are satisfied with the police in their area from 62% in 2012 to 70% by 2019, as measured by Stats SA surveys;
-  An increase in the percentage of households who are satisfied with the way courts deal with perpetrators of crime from 63% in 2012 to 70% by 2019, as measured by Stats SA surveys;
-  An increase in the percentage of households believing that the levels of crime have decreased, from 38% in 2012 to 55% by 2019, as measured by Stats SA surveys; and
-  An improvement in South Africa's ranking on the Transparency International Corruption Perception Index from 72 in 2013 to under 50 by 2019.

In his State of the Province Address, the Premier emphasised the need to enforce Liquor Act restrictions at taverns and shebeens in the townships; facilitate and enhance cooperation, integrated planning and implementation of rural safety; and establish Community Safety Forums, to streamline all crime combating strategies at local level.

Safety and Security is a national mandate, but Limpopo has a liaison secretariat for this purpose, which is headed by a member of the Provincial Executive Council. In addition to liaison with the national department, the Action Plan of the provincial secretariat, within the context of the provincial crime prevention strategy, is to launch and manage a mass community mobilization campaign against crime. This will be done in consultation with local government ward committees, traditional leadership, natural leaders, religious leaders, youth and women formations as well as other community structures. The programs and projects that will be intensified include the focus Intervention, youth empowerment, as well as domestic and gender violence awareness campaigns.

The Department and the police will promote sector policing as a mass community mobilization campaign. It will start with discussions with the District and Local Municipality portfolio committees on Safety and Security. This partnership will assist the department to implement its mandate and legislative imperatives for the creation of an enabling environment through Community Policing Forums (CPFs). These forums will be made aware of development priorities, such as the security of schools, clinics and tourists in settlements; as well as the importance of telecommunication cables and water pumps. All the forums will be given operating procedures and reporting systems.



The second focus area in the Action Plan of the Safety and Security Secretariat is to promote co-ordination among the government departments that are responsible for the control of border posts in Limpopo.

Thirdly, the Secretariat should assist SAPS in rooting out unscrupulous buyers of infrastructure cables and equipment, who derail honest attempts at accelerating infrastructure service delivery, particularly in rural areas.

Community Police Forums will be established at the ward level in every local municipality. A member of the Safety and Security Secretariat should attend Provincial Planning Forum meetings and present a consolidated report from the Community Police Forums and from SAPS crime statistics as a standing agenda item.

Table 5.15: MTSF Targets on Safety and Security

MTSF OUTCOME:3		ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE	
NDP CHAPTER: 12 NDP CHAPTER 14		BUILDING SAFER COMMUNITIES FIGHTING CORRUPTION	
PROVINCIAL OBJECTIVE	OUTCOME INDICATOR	BASELINE	5-YEAR TARGETS
Reduced the overall levels of serious reported crime	Effective crime combating strategy and actions for contact crimes implemented - (murders, attempted murders, sexual offences, Assaults GBH, common Assaults, robbery aggravating and robbery common)	4% reduction rate of high priority crimes	4-7%
Perceptions of crime among the population managed and improved	Implementation of substance abuse prevention programme to young children and youth	815 900	1 497 470
	Implementation of treatment and rehabilitation programme to substance abusers	0 (new indicator) service users who accessed inpatient treatment services at treatment centres	670
		700 service users who accessed outpatient based treatment services	2 200
An efficient and effective Criminal Justice System	Incarcerate offenders in safe, secured and humane custody (Overcrowding)	4248 offenders in custody against 2247 approved accommodations	120%
	Increase level of literacy, education and skill competency among offenders	68% participated in educational programmes	80%

This Department is part of the Exco Social Cluster and will report through that structure.



5.12 Municipalities

The District and Local Municipality IDP revision process commencing in 2015 will be expected to reflect contributions towards achieving the MTSF outcomes in Limpopo. A summary of the key aspects to be reflected is contained in the table below.

Table 5.16: Summary of MTSF Outcomes for the IDP Revision Process

MUNICIPALITY	MTSF OUTCOME
All	Job creation, econ growth & poverty reduction, including informal sector
All	Institutional capacity building and improved municipal service delivery
All	Spatial planning, land use management and land protection
All	Constructive engagement of organised business and labour
All	Engagement of citizens in development
All	Tourism and meat clusters
Polokwane	Logistics Cluster
Molemole	Horticulture Cluster
Makhado	Horticulture, Forestry and Coal Cluster
Musina	Logistics and Diamond Mining Cluster
Tzaneen	Horticulture and Forestry Cluster
Greater Letaba	Horticulture and Forestry Cluster
Maruleng	Horticulture and Forestry Cluster
Ba-Phalaborwa	Copper and Magnetite Cluster
Tubatse	Platinum and Chrome Cluster and SEZ
Elias Motsoaledi	Horticulture Cluster
Ephraim Mogale	Horticulture Cluster
Lephalale	Coal and Energy Cluster
Mokopane	Platinum Cluster
Thabazimbi	Platinum Cluster
Modimolle	Horticulture Cluster

5.13 Organised Business and Labour

The direct interface between business and organised labour as two primary stakeholder groups on the one hand, and the LDP on the other, is through the selected competitive cluster value chains. It is envisaged that the interactions will be specific rather than general. Business and labour interactions regarding the Coal and Energy Cluster, for example, will be confined to the local stakeholder formations in that specific cluster and likewise with other clusters. Cluster working groups will be established for this purpose by convening departments.

At a more strategic level, business and labour will contribute to the management of the LDP implementation process through their participation in the Premier's Advisory Council, which will meet every six months to consider and comment on the progress that has been achieved.

At a local level, business and labour are encouraged to participate in and contribute to voluntary development initiatives of citizens, ranging from community care groups to sporting clubs and to community enterprises, such as waste recycling and rainwater harvesting. Official certificates of recognition from business or from organised labour will be important incentives that recipients can use when applying for formal sector jobs.

Social and labour plans of mining companies should also be formulated and managed in such a way that they contribute towards the achievement of the LDP outcomes.



5.14 Civil Society

Suggestions for citizens to become more active in the local development process are contained in the table below. Relevant provincial government departments and municipalities are expected to expand on these suggestions. Community leaders can transform their local areas by motivating community members to rise to the challenge of beating poverty and underdevelopment through voluntary engagement in local development initiatives.

Table 5.17: Suggestions for Voluntary Community Development Actions

SECTOR	ACTIVE CITIZENS
Education	Active SGB's and voluntary supervision of homework with learners
Health	First aid, midwife and community health volunteers
Social Services	Social work volunteers
Sport, Art & Culture	Sports coaches and organizers, choir masters
Municipal Services	VIP construction and internal road repair teams
Green Economy	Waste recycling and compost-making community entrepreneurs
Safety	Community Safety Forums
Religious	Moral Regeneration Campaign
Finance	Stokvel promotion and integration as per Grameen Bank (Bangladesh)

5.15 STRATEGIC BUDGETING FRAMEWORK

Over the past five years, the Province has underspent, mainly on conditional grants, due to the conditions attached to the grants not being followed and challenges in procurement processes.

Provincial Treasury has developed an Infrastructure Strategic Planning Hub and a monitoring mechanism, especially for conditional grants to improve spending by departments. The Legislature has been included as part of monitoring implementation on these grants. The intention is to brief the portfolio committee chairpersons about the spending of each department.

In addition, the Limpopo G & A Cluster monitors the implementation of Audit Action Plans across the 30 Municipalities in Limpopo, to ensure sound financial management within municipalities.

Provincial Treasury, together with departments and public entities, have a huge task to improve revenue management information systems and strengthen revenue collection mechanisms. Furthermore, the public at large should understand the importance of paying for government services, such as patient administration fees at provincial hospitals; motor vehicle licenses and traffic fines, which will in turn be channelled to fund provincial priorities to enhance service delivery which seek to better the life of all Limpopo citizens.

5.16 MONITORING AND EVALUATION

Monitoring of the LDP IAP will be in accordance with the M & E framework developed by the Provincial Government. Provincial departments will align their indicators with the LDP and its implementation Action plan. On a quarterly basis, the cluster coordinators will provide reports on the actual outputs and outcomes relating to LDP implementation. The provincial government will also strengthen M & E capacity both at provincial and district level. M & E of LDP IAP will be coordinated by Office of The Premier and reports will be shared.



To ensure that the LDP IAP is implemented in partnership, government has developed a Provincial Integrated Planning Framework (PIPF). The Framework endeavours to ensure integrated planning and improved decision-making. It is critical towards ensuring improved governance/institutional efficiency and integration between the spheres of government, between government and the broader community and between government and the private sector. It provides mechanisms for integrated planning, coordinated implementation and monitoring and evaluation of government programmes. In addition, it also outlines the roles and responsibilities of the stakeholders in the implementation process. The PIPF will ensure that strategic sector plans are developed and updated.

5.17 Adequate Resources and Adherence to Strategic Budgeting Framework

Successful implementation of the LDP IAP will depend on the resource envelope that will be revised from time-to-time. In the previous strategies, allocations were tilted towards general administration and social services. The emphasis of the LDP is to ensure a balance between the economic and social sectors. Budget prioritisation and support towards improved decision-making are essential towards realisation of the objectives of the LDP. The LDP Budget Framework should provide an enabling environment for private sector development and improved economic infrastructure, such as road networks, energy, water systems and telecommunications. Appropriate and relevant human resources, with skills, capabilities, attitudes and experience, are required to anchor implementation of the Plan and ensure sustainability.

5.18 Enabling Environment for Public Private Partnerships

The provincial government acknowledges and recognises that the private sector is an engine for growth and development and wealth creation. In this regard there is an intention to create an enabling environment for private sector to increase its domestic and foreign investment. To achieve this government will support, encourage and engage the private sector and all relevant stakeholders in result-oriented dialogue to improve tangible improvement in the business environment. Emphasis will be on economic policies, infrastructure and improved governance. Deliberate efforts will also be made to empower provincial society through strengthening SMME support and development so that they benefit from their engagement in the economic activities. Premier Employment Growth and Advisory Council, the Provincial Growth Point Forums, Provincial and District Planning Forums, and other key institutional arrangements that promote engagements and coordinated planning and development will be strengthened to ensure that the PPP yield intended benefits.

5.19 Executive Council Institutional Framework

Executive council and its provincial structures will provide oversight in the implementation of the LDP IAP. The aim is to ensure integrated planning across all stakeholders such that all stakeholders align their activities to the priorities of the LDP to ensure its successful implementation. Stakeholders will also need to be kept abreast in terms of the implementation process of the LDP; as such it is the responsibility of EXCO to decide on the information to be disseminated, as well as providing guidance in-terms of the appropriate communication channels to be used. Improved information management and the sharing and utilisation of information are an essential aspect of the Framework. The mobilisation of community development volunteers by way of transformational leadership and communication is a crucial aspect of this LDP.



6 INTEGRATED PLANNING FRAMEWORK

Figure 6.1 below indicates how the integration of different levels of government will be managed, with essential contributions from organised business and labour, as well as from developmentally active citizens, in order to implement the Limpopo Development Plan.

The point of departure is the National Development Plan (with its planning horizon to 2030), as well as the Medium Term Strategic Framework (MTSF), which is the implementation plan for the first five years of the NDP from 2015 to 2019. Detailed information on the relevant Strategic Infrastructure Projects (SIP's), that are managed from the Presidency), is added to the MTSF in order to provide a floor plan for the Limpopo Development Plan (LDP).

The LDP is compiled with official statistics and inputs from provincial departments, local government, organised business and labour, as well as from civil society. Once the LDP is adopted, progress with implementation is reported to the Premier's Advisory Council every six months. The Council will comprise representatives of business and organised labour who are selected and invited on the basis of the strategic roles that they can play in achieving the broad LDP objectives, but also the specific cluster value chain development targets. The Advisory Council will facilitate and make recommendations regarding effective implementation of and essential modifications to the LDP.

After adoption, all the provincial departments will align their strategic and annual performance plans to the LDP. These plans will be presented to National Treasury and the Provincial Government. Progress with regard to implementation at the departmental level, will be reported to National Government via the Minister-MEC organisational structures, which is also the channel through which national government support will flow towards the achievement of provincial development objectives. Conditional grant funding support for provincial development objectives will flow through the National Treasury channel.

All provincial government departments will be expected to actively engage citizens as part of their strategic objectives. Examples are school governing bodies in the Education Strategic Plan, Community Health volunteers in the Health Strategic Plan and Community Safety Forums in the Safety and Security Strategic Plan.

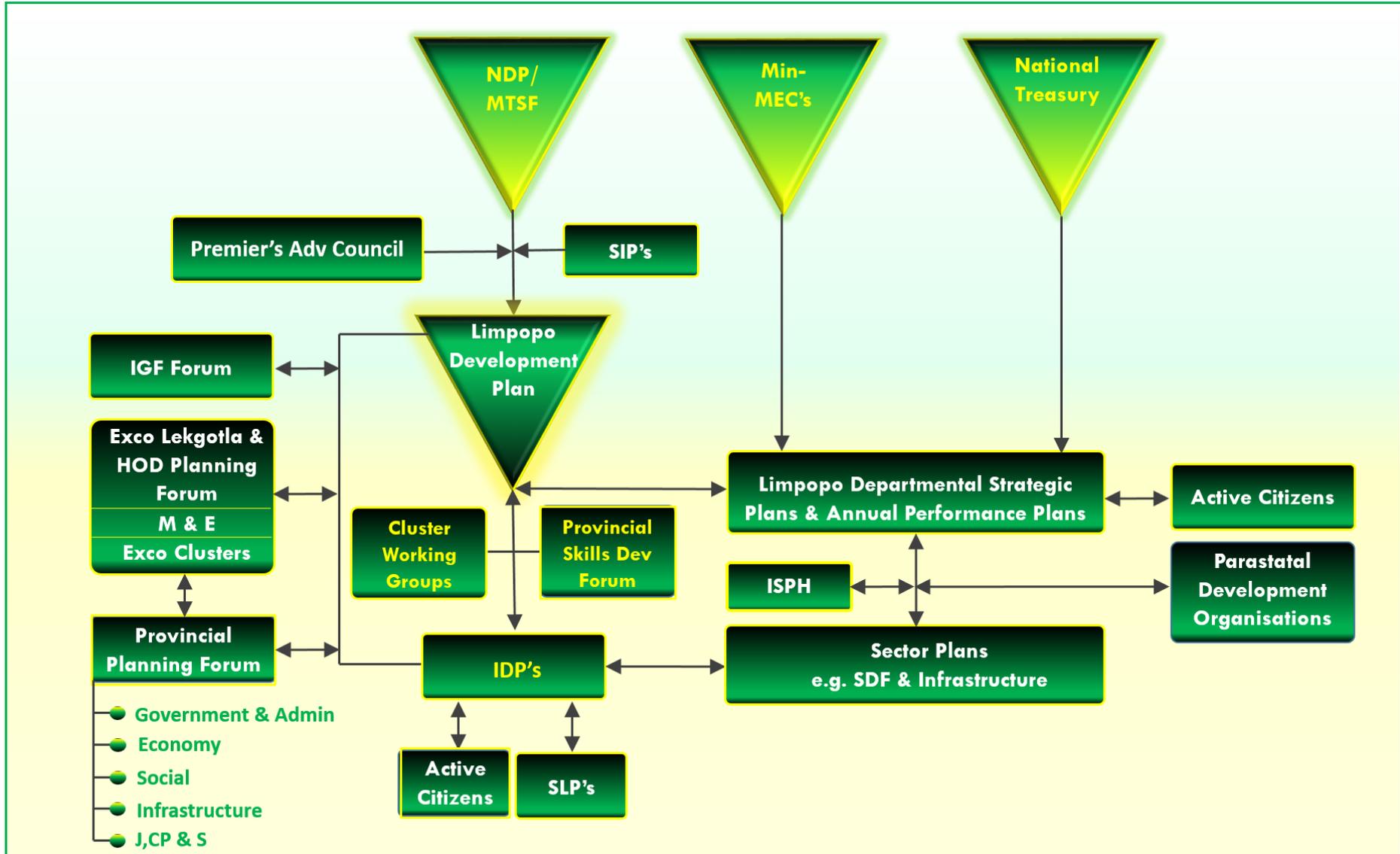
The Intergovernmental Forum (IGF Forum) serves as a channel for the Premier to report progress with regard to LDP implementation to district and local government politicians, as well as to mobilise their support towards the achievement of implementation targets.

Once a year the HOD Planning Forum will meet to review LDP implementation progress and to consider operational adjustments. Their assessment will be informed by recommendations from the Premier's Advisory Council and by reports from the Provincial Monitoring and Evaluation Unit. This will form the basis for a submission from the Director-General regarding LDP progress and proposed operational adjustments to the annual Executive Council Lekgotla, which is held at the beginning of every year. A mid-term assessment is critical and will take place in the 2017/18 Financial Year.

A Cluster Working Group will be formed for each of the cluster value chain development proposals, by the responsible Department. The Platinum Cluster Working Group, for example, will be formed by LEDET. The existing Lephalale Development Forum could fulfil the function of the Coal and Energy Cluster Working Group, until the Makhado Coal Cluster gathers momentum. The primary function of the cluster working groups is to forge stakeholder contributions (government at all levels, business, labour and civil society) towards the cluster value chain development process.



Figure 6.1: Integrated Planning Framework for Limpopo





The Provincial Skills Development Forum is tasked with the facilitation and co-ordination of all skills development objectives, including skills for improved institutional efficiency and for each of the cluster value chain development proposals.

Annual revisions of Integrated Development Plans (IDP's) of district and local municipalities must be informed by the LDP and by the implementation progress that is achieved each year. In this manner, district and local governments will also contribute towards the achievement of MTSF objectives and targets, specifically from within their respective geographic spaces. IDP's are specifically expected to indicate how citizens will be actively engaged in the local development process, for example by encouraging the formation of village teams for the building of VIP's and for waste recycling. Databases on unemployed people with their qualifications and experience can also be kept by local municipalities, especially for use by contractors on construction projects. Citizens should be able to send information to the database by cell phone. Social and Labour Plans of mines, that reflect the MTSF, the provincial and the local development priorities, must also be included in the IDP's.

Departmental strategic and Annual Performance Plans of provincial government will also inform and contain the strategic plans of parastatal development organisations, such as the Limpopo Economic Development Agency. The contribution of these development organisations towards MTSF, provincial and departmental objectives and targets must be defined and monitored. Departmental strategic plans will reflect on provincial sectors plans and the processes for their revision. All sector plans must contribute to provincial development objectives and to the MTSF. An Infrastructure Strategic Planning Hub will provide professional support for departmental infrastructure projects.

The last major building block of the integrated planning framework in Limpopo is the Provincial Planning Forum (PPF). It facilitates the implementation of the LDP by providing a platform for the planning managers of all provincial departments, district and local municipalities, as well as provincial offices of National Government departments and state-owned enterprises, to meet. The PPF is chaired by the Planning Branch in the Office of the Premier. It has permanent subcommittees according to the organisational cluster structure of the Executive Council, which is indicated below:

-  Governance and Administration
-  Economic
-  Social
-  Infrastructure
-  Justice, Crime Prevention and Safety.

The PPF meets every quarter to discuss planning and operational progress with regard to LDP implementation, within the context of the five permanent subcommittee clusters. Subcommittees will elect their own convenors as required and can more often as required. Convenors will report back at the quarterly PPF meetings. Decisions of the PPF are fed back to the Exco organisational clusters by the OtP Planning Branch (with support from subcommittee convenors as required) and to respective organisational managers by all other representatives of the PPF.

The Planning Branch in the Office of the Premier will oversee the entire planning framework to facilitate integration and to manage any contingencies that may arise. It will be supported by heads of provincial government departments and by CoGHSTA with regard to the IDP's of district and local municipalities.



7 STRATEGIC SECTOR PLANS

A brief listing of the most important sector development plans in Limpopo is provided in the table below.

Table 7.1: Sector Development Plans in Limpopo

SECTOR	TITLE AND DATE	COMMENTS
Social		
Social		
Economic	Limpopo Information Society and Knowledge Economy Plan, 2013	
Economic	Green Economy Plan, 2013	
Economic	Limpopo Industrial Development Master Plan, 2012	
Economic	Mineral Beneficiation Plan, 2012	
Economic	Mapping of Agricultural Commodity Production in Limpopo, 2012	
Economic	Opportunity Analyses for Cluster Value Chains, 2008	
Economic	Agro-processing Research Study, 2007	
Economic	Feasibility Study on Industrial Parks, 2007	
Economic	LED Strategies for District and Local Municipalities	
Economic	Agriculture Sector Study, 2003	
Infrastructure	PEP for Infrastructure Strategic Planning Hub, 2014	
Infrastructure	Freight Transport Implementation Strategy, 2012	
Infrastructure	Integrated Cluster Infrastructure Plan, 2009	
Infrastructure	Integrated Infrastructure Development Plan, 2004	
Institutional	Limpopo HRD Strategy, 2010-2014	
Spatial	Limpopo Spatial Rationale, 2007	
Spatial	SDF's for all District and Local Municipalities	