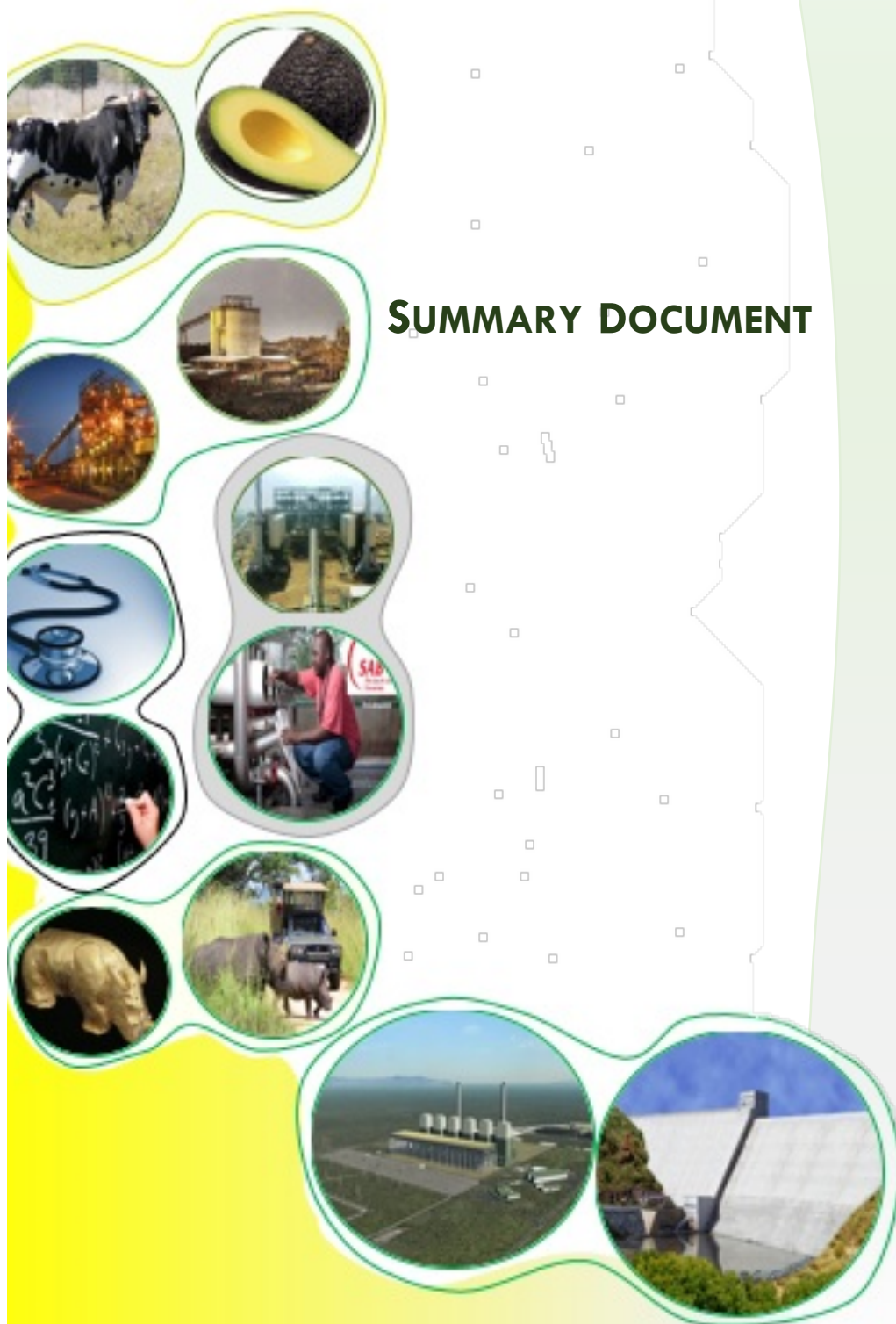




LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

LIMPOPO DEVELOPMENT PLAN (LDP) 2015-2019

SUMMARY DOCUMENT



MARCH 2015

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Acronyms and Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
ANA	Annual National Assessments
ART	Anti-Retroviral Treatment
CGICTOF	Corporate Governance of ICT Policy Framework
COE	Compensation of Employees
COGHSTA	Cooperative Governance, Human Settlement and Traditional Affairs
COGTA	Cooperative Governance and Traditional Affairs
CPF	Community Policing Forum
CPT	Co-Trimoxazole Preventative Therapy
CPTR	Current Public Transport Record
CWP	Community Works Programme
DAFF	Department of Agriculture, Fishery and Forestry
DBE	Department of Basic Education
DGP	District Growth Point
DBSA	Development Bank of Southern Africa
DRDLR	Department of Rural Development & Land Reform
DSAC	Department of Sport, Arts and Culture
DSD	Department of Social Development
DTI	Department of Trade and Industry
DWA	Department of Water Affairs
DWAF	Department of Water Affairs and Forestry
ECD	Early Childhood Development
EBMS	Electronic Bus Monitoring System
EMIS	Education Management Information System
EPWP	Extended Public Works Programme
EXCO	Executive Council
FOSS	Free & Open-Source Software
GAAL	Gateway Airports Authority Limited
GBH	Grievous Bodily Harm
GCIS	Government Communication and Information System
GDP	Growth Domestic Product
GGP	General Growth Properties
HAD	Housing Development Agency
HIV	Human Immune Deficiency Virus
HRD	Human Resource Development
IAP	Implementation Action Plan
ICT	Information & Communications Technology
IDP	Integrated Development Plan
IGF	Inter-Governmental Forum
IPAP	Industrial Policy Action Plan
IPSO	Infrastructure Programme Support Office
ISPH	Infrastructure Strategic Planning Hub
KAPs	Key Action Programmes

LAM	Land Assembly Management
LDA	Limpopo Department of Agriculture
LDH	Limpopo Department of Health
LDE	Limpopo Department of Education
LDF	Lephalale Development Forum
LDP	Limpopo Development Plan
LDPW	Limpopo Department of Public Works
LDPWR&I	Limpopo Department of Public Works, Roads & Infrastructure
LDRT	Limpopo Department of Roads and Transport
LDSAC	Limpopo Department of Sport, Arts and Culture
LDSD	Limpopo Department of Social Development
LDSSL	Limpopo Department of Safety, Security and Liaison
LED	Local Economic Development
LEDA	Limpopo Economic Development Agency
LEDET	Limpopo Department of Economic Development, Environment and Tourism
LEGDP	Limpopo Employment Growth and Development Plan
LSDF	Limpopo Spatial Development Framework
LSR	Limpopo Spatial Rationale
LSP	Local Service Point
LPT	Limpopo Provincial Treasury
LSDF	Limpopo Skills Development Forum
LTSM	Learner-Teacher Support Material
MDG	Millennium Development Goal
MEC	Member of the Executive Council
MGP	Municipal Growth Point
MINMEC	Ministers and Members of Executive Councils
MITP	Municipal Integrated Transport Plan
MNEs	Multi-National Enterprises
MRM	Moral Regeneration Movement
MTSF	Medium-Term Strategy Framework
MUTASSHI	Musina to Africa Strategic Supply Hub Initiative
NAFCOC	National African Chamber of Commerce and Industry
NERSA	National Energy Regulator of South Africa
NIP	National Infrastructure Plan
NSDA	Negotiated Service Delivery Agreement
NSDP	National Spatial Development Plan
NDP	National Development Plan
NGP	New Growth Path
NPC	National Planning Commission
OtP	Office of the Premier
PCP	Population Concentration Point
PDPF	Provincial Development Planning Forum
PEGAC	Premier's Employment Growth



	Advisory Council
PFS	Provincial Freight Strategy
PGDS	Provincial Growth and Development Strategy
PGP	Provincial Growth Point
PICC	Presidential Infrastructure Coordinating Commission
PICC (Limpopo)	Premier's Infrastructure Coordinating Committee
PLTF	Provincial Land Transport Framework
PPP	Public Private Partnership
PRE	Provincial Regulating Entity
PTMP	Provincial Transport Master Plan
PTOG	Public Transport Operations Grant
R&D	Research and Development
RDP	Reconstruction and Development Plan
REFIT	Renewable Energy Feed-In Tariffs
RESIS	Revitalisation of Infield Irrigation Systems
RISDP	Regional Integrated Strategic Development Plan
RAL	Road Agency Limpopo
SADC	Southern African Development Community
SALGA	South African Local Government Association
SANRAL	South African National Roads Agency
SAPS	South African Police Services

SARS	South African Revenue Services
SASSA	South African Social Security Agency
SETA	Sector Education and Training Agency
SEZ	Special Economic Zone
SGB	School Governing Body
SIPs	Special Infrastructure Projects
SMME	Small, Medium and Micro Enterprise
SMS	Senior Management Services
SOE	State-Owned Enterprise
SoG	School of Governance
SONA	State of the Nation Address
SOPA	State of the Province Address
SPLUMA	Spatial Planning and Land-use Management Act
SSA	State Security Agency
TB	Tuberculosis
ToR	Terms of Reference
TVET	Tertiary Vocational Education and Training
TWG	Technical Working Group
UL	University of Limpopo
UNESCO	United Nations Educational Scientific and Cultural Organisation
UNIVEN	University of Venda
WAN	Wide Area Network
WHO	World Health Organisation

FOREWORD BY THE PREMIER



This Limpopo Development Plan (LDP) reflects our own steps in an ongoing journey to eliminate poverty, reduce inequality and improve the quality of life of our citizens, as visualised in the National Development Plan (NDP). For our Province to realise its developmental objectives, we need to institutionalise long-term planning, integration and coordination. This institutionalisation will be managed by the Office of the Premier and will be rolled out into every organization in Limpopo.

We have ensured that the process of crafting the Limpopo Development Plan is all-inclusive and participatory for all stakeholders. We have specifically enjoyed the participation of public entities, private sector, organised labour and civil society, in developing this Plan. Therefore, we can safely say that the ultimate product is an honest reflection of the views of the people of this Province regarding their own future and destiny.

The essence of this Plan is to improve standards of living and to reduce poverty, unemployment and the unacceptable levels of inequality. We aim to achieve this through sustainable economic, social, infrastructure and institutional development, with emphasis on transformation.

With regard to economic development and transformation, we will focus on mining, agriculture, tourism, and manufacturing, as well as empowering SMMEs and Cooperatives. We will also be strengthening our support towards identified Growth Point areas. The horticulture, meat, forestry and tourism clusters will be specifically aimed at promoting development in rural areas.

A critical condition for reduced unemployment is improved levels of education and skills development. The world, the country and the Province are undergoing a digital revolution, which means that skills are required for employment. We have to take our skills development, our learning and our careers very seriously.

This Plan will guide us to ensure appropriate measures for fostering social cohesion towards a vibrant, self-reliant and mutually supportive society. Active citizens, Traditional Authorities, faith-based organisations and volunteer groups have essential contributions to make towards the achievement of the Limpopo Development Plan. We have to encourage an entrepreneurial spirit, where every individual contributes towards growing prosperity, well-being and tolerance, in order to make a prosperous Limpopo.

I call upon all citizens of Limpopo, all public servants, all workers and all businesses to support and promote the Limpopo Development Plan so that we may fulfil the dream of our National Democratic Society.



1. INTRODUCTION

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

-  Outline the contribution from Limpopo Province to the National Development Plan (NDP) objectives and the national MTSF¹ for this period;
-  Provide a framework for the strategic plans of each provincial government department, as well as the IDPs 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.

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. Risks to the achievement of LDP objectives were identified and mitigation plans were devised.

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 sustainable development.

Although employment is a means to the end objective in this development context, it is 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 human resource and 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. Support was provided to the Office of the Premier by a core inter-departmental team of officials. The Limpopo Development Planning Forum (LDPF), the Premier's Employment Growth Advisory Council (PEGAC), 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 provide baseline information to ensure that new targets are achievable. The format of the LDP document is briefly summarised below:

-  Legislative and policy context;
-  Situation assessment and trend analysis;
-  Strategy formulation with appropriate targets;
-  Action Plans to achieve the targets; and
-  An Integrated planning framework and critical sector development plans.

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



2. LEGISLATIVE AND POLICY FRAMEWORK

This Limpopo Development Plan (2015-2019) is based on lessons learnt from previous Limpopo Strategies and Plans, on the National Development Plan (NDP), the MTSF Outcomes, the State of the Nation and Province Addresses, the provincial Lekgotla of May 2014 and the LDP Summit of Dec 2014.

2.1 New Growth Path

The purpose of the New Growth Path (NGP) Framework 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 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.

2.2 National Development Plan

The National Development Plan seeks to create a South African economy² that is more inclusive, more dynamic and in which the fruits of growth are shared more equitably. 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. 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. Meeting these objectives requires leadership to drive implementation, and convince South Africans of the need to make mutual sacrifices for long-term benefits. It will also require a change in the structure of the economy and the pace at which it grows.

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. In the short-term, the world economy is expected to grow at a relatively slow pace. As a small open economy, South Africa can develop niche products.

² National Planning Commission, November 2011



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;
-  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; and
-  Procuring about 20 000 MW of renewable electricity by 2030.

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

2.3 Medium-Term Strategic Framework

The Medium-Term Strategic Framework (MTSF) 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). The MTSF is underpinned by the following fourteen Outcomes:

- 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 protected and continually enhanced;
- Outcome 11: Create a better South Africa and contribute to a better Africa and world;
- Outcome 12: An efficient and development oriented public service and an empowered citizenship;
- Outcome 13: An inclusive and responsive Social Protection System; and
- Outcome 14: Nation Building.

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.

3. CURRENT SITUATION AND TREND ANALYSIS

3.1 Economic Situation and Trend Analysis

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
Agriculture & 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, Accommodation & Catering	12.7	11.7	10.5	11
Transport, Storage & Communication	7.7	8.5	6.7	5.4
Financial, Real Estate & Biz Services	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. 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.

The implication for the Limpopo Development Plan is that, in addition to the two envisaged Special Economic Zones (SEZs), specific manufacturing clusters for appropriate industrial value-chains should be identified to enable the manufacturing sector in Limpopo to be more competitive nationally

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.

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. Based on the current national and provincial economic growth trajectory, the 5% average growth rate is likely to be achieved on an incremental basis.

The historical growth performance of the Limpopo economy between 2002 and 2012 has been significantly lower. 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.



3.1.3 Employment

It appears that the strict unemployment rate of 15.9% in Limpopo has been consistently below the national unemployment rate since 2012. This is the official definition of unemployment, but it must be kept in mind that Limpopo has a high incidence of discouraged work seekers. They have given up on trying to find work and are therefore, not included in the official definition of unemployment. However, the implication for poverty, income distribution and the dependency ratio is the same as that of unemployed people. When the expanded definition of unemployment is used, then the rate of unemployment in Limpopo (35% in September 2014) is higher than the national unemployment rate (32.8% in September 2014). A related concern is the low labour force participation rate in Limpopo. This Limpopo Development Plan has important contributions to make in terms of facilitating new job-creation and encouraging constructive attitudes towards work.

3.1.4 Income Distribution

Household income distribution information is grouped into three income categories. At the lowest level, 55.6% of households have annual income levels below 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. 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%.

3.2 Social Situation and Trend Analysis

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. 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 long-term, because fertility drops with age. 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.

Early Childhood Development (ECD) is one of the focus areas for ensuring that there is improvement in education. 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 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. Provincial pass rates have, in the main, increased in all provinces between 2008 and 2013. The pass rate in Limpopo is still among the lowest in the country.

As a result of high poverty levels, some children still spend the day at school without a meal. This hampers learning and concentration levels. Government introduced school feeding programmes to enhance learning capacity. The total number of learners that benefitted from school nutrition increased from 1.25 million in 2009 to 1.62 million in 2012. 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.

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.

During 2012/13, the incidence of malaria has been at its lowest level in Limpopo, since the malaria outbreak of 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.

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%. Limpopo experienced a significant increase in the prevalence of HIV/AIDS during the last ten years.

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. The under-5 children mortality followed a similar trend declining by 29% between 2005 and 2011. Adult mortality remained stable during the same period.

Limpopo had 41 hospitals, 409 clinics, 27 Community Health Centres (CHCs), and 18 Gateways in 2011, evenly distributed across the five districts in the Province. The critical challenge is the maintenance of facilities.

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

Limpopo Province comprises five district municipalities and 25 Local Municipalities as indicated in figure 3.1. 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.

The thrust of the National Development Plan is to eliminate poverty and reduce inequality by 2030, which 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 3.1: Five District and 25 Local Municipalities of Limpopo



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 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]; and
-  Fifth Order Settlements (Remaining Small Settlements) [SS].

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.

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).

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 communal 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:

-  Lephalale;
-  Greater Tubatse;
-  Musina;
-  Makhado;
-  Greater Tzaneen;
-  Ba-Phalaborwa;
-  Elias Motsoaledi;
-  Mogalakwena;
-  Thabazimbi; and
-  Polokwane.

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.

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; and
-  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.

3.3 Infrastructure Situation and Trend Analysis

3.4.1 National/Provincial Infrastructure

According to the Water Strategy (2007-2012) (DWAF, 2007), Limpopo had a deficit of 212 million m³ 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 m³ 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.

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 Grooteegeluk) to deliver coal, requiring a doubling of the mine and its beneficiation plant. 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. The South African Cabinet has strengthened its commitment by approving Medium-Term Mitigation Scenarios for the deployment of clean and renewable energy technologies.

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.

Motor vehicle ownership in Limpopo is low due to household income levels, making commuters 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 Current Public Transport Record (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; and
-  Buses: 1 166 buses; 3 623 bus trips daily transporting 230 384 passengers daily.

A very large group of respondents in the National Household Travel Survey, 2013 indicated their dissatisfaction with bus and taxi services due to a lack of or poor condition of facilities at bus ranks and bus stops. Transport Authorities in the Province will need to plan and invest in public transport infrastructure construction and maintenance, and integration with public services.

The 18 Strategic Infrastructure Projects (SIPs) are part of the National Infrastructure Plan approved by National Government in 2012 and co-ordinated through the Presidential Infrastructure Coordinating Commission (PICC). 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. 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.

3.4.2 Community Infrastructure

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.



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

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

Most of the households in Limpopo (75%) are obliged to manage their own household refuse. Only 21% have municipal services for this purpose. At the national level, household access to municipal services for refuse removal is considerably higher at 62%. Improving the level of service in this regard could include community entrepreneurship, such as waste recycling and compost-making.

3.4 Environment and Green Economy: Situation and Trend Analysis

Limpopo Province has the potential to be a national pioneer in the Green Economy. 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. 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.

A biodiversity map has been compiled for the Province, which describes the compatible and incompatible land uses associated with each biodiversity category.

3.5 Institutional Situation and Trend Analysis

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 regarding 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.

Some departments have not spent according to budget or exhausted the budget without achieving all the planned outputs, raising concerns about planning and/or performance management. Another concern is the increasing percentage of expenditure on Compensation of Employees (COE).

Expenditure levels on conditional grants are disturbingly low. Unspent conditional grants in Limpopo for the 2013/14 financial year amounted to R928 million as at 31 March 2014. (Provincial Treasury Media Statement on 18 Nov 2014). 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 R5 billion in the 2013/14 financial year.



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.

3.6 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.

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.

3.7 Social Cohesion Situation and Trend Analysis

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.

3.8 ICT/Knowledge Economy Situation and Trend Analysis

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. The greatest threat to Research and Development (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.

3.9 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. Several partnership and co-operation agreements have been signed between Limpopo, its municipalities and its neighbours in order to promote regional development.

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 is therefore, likely to be constrained for the first part 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 NDP and national MTSF³ for this period;
-  Provide a framework for the strategic plans of each provincial government department, as well as the IDPs 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 be active in promoting higher standards of living in their communities.

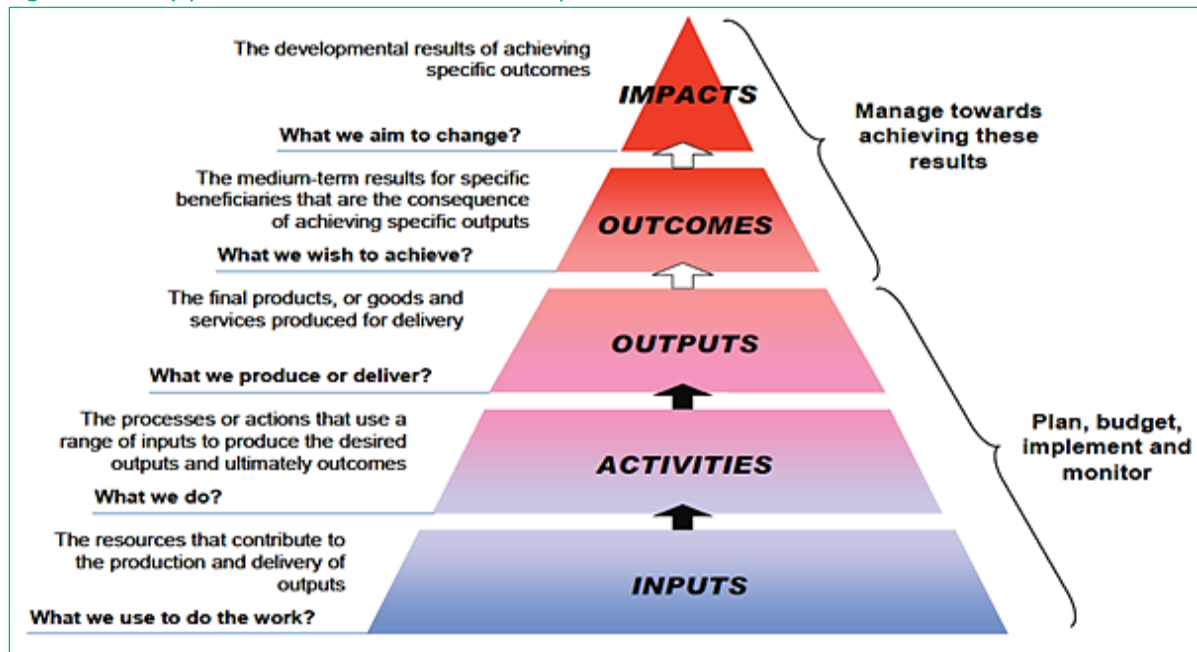
The entire strategy outline is therefore, designed on the floor plan of the 14 development outcomes contained in the National Medium-Term Strategic Framework for 2015-2019. Development is defined as broad-based improvements in the standard and quality of living of people throughout the Province, to which 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.

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

³ 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

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; and
-  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 the individual's 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; and
6. Infrastructure and learning materials to support effective education.

4.4 Outcome 2: Long and Healthy Life

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

- 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; and
- 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.

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. 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.

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; and
- 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, supporting equitable workplaces and increasing investment in new 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 up-skilling 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.

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

-  Coal and Energy Cluster in Lephalale Green City urban development Growth Point;
-  Platinum Cluster in Tubatse and Mokopane Growth Points;
-  Musina-Makhado Corridor Mining Cluster;
-  Phalaborwa Mining Cluster;
-  Polokwane and Musina Logistical Hubs;
-  Agricultural Clusters; and
-  Tourism Clusters.

LEDET and the Limpopo Department of Agriculture (LDA), 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.

The Planning Branch in the Office of the Premier will take responsibility to co-ordinate the up-skilling of the labour force within Limpopo, in conjunction with LEDET (cluster context) and with SETAs, TVET Colleges, as well as the University of Limpopo. The provincial Department of Education also has an important contribution to make in this regard.

Limpopo Department of Agriculture will co-ordinate the promotion of employment in this sector 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 Limpopo Office of the national Department of Rural Development and Land Reform will be invited to participate in the strategy.

LEDET will liaise with the Limpopo Branch of the national Department of Labour to manage the reduction of workplace conflict. 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. Limpopo Department of Public Works, Roads and Infrastructure is responsible to manage public employment schemes within the Province.

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. The different parts of the education system should work together allowing learners to take different pathways that offer high quality learning opportunities.

South Africa and Limpopo need engineering skills to deliver the massive infrastructure programme 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. The following sub-outcomes are prioritised, in order 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; and
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 the National HRD Council, where the province is represented through the Limpopo HRD Council. Essential feedback will be given to appropriate structures within Limpopo (educational, public and private) to mobilise the necessary support to achieve the outcomes.

4.8 Outcome 6: Competitive Economic Infrastructure

South Africa needs to invest in a strong network of economic infrastructure designed to support 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. 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. Private sector should commit more investments to supplier industries for the infrastructure programme. Government will commit to ensuring that the supply of energy and water is reliable and sufficient for a growing economy, and that the responsibilities for municipal maintenance of distribution systems are appropriately allocated and funded.

The Office of the Premier is responsible to attend SIP committee meetings, as well as the Presidential Infrastructure Coordinating Commission (PICC) and to feedback information for provincial strategy formulation and implementation purposes to relevant structures and stakeholders in Limpopo, such as the Premier's Infrastructure Coordinating Committee (PICC). 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, IDPs 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 Mamitwa Dam;
-  Raising of Tzaneen Dam wall;
-  Integrated Mooihoek Water Scheme;
-  Reticulation from De Hoop and Nandoni Dams;
-  Purified water supply to Bela-Bela, Modimolle and Mookgopong local municipalities;
-  Rural access roads in support of agriculture and tourism clusters;
-  Solar photovoltaic electricity generation;
-  Information and communication technology;
-  Nodal infrastructure for the priority growth points; and
-  Adequate maintenance for all existing infrastructure.

4.9 Outcome 7: Comprehensive Rural Development

The NDP 2030 vision is rural areas which are spatially, socially and economically well integrated, 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 following policy imperatives 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 for agrarian transformation;
6. Increased access to quality basic infrastructure and services, particularly in education, healthcare and public transport in rural areas; and
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.

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.

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 progress in creating functionally integrated, balanced and vibrant urban settlements by 2030. This requires institutional capabilities for effective coordination and spatial investment 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 2015 - 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; and
- d) Improving institutional capacity and coordination.

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 (CoGHSTA). Their contribution towards these sub-outcomes will be captured in the departmental strategic and annual performance plans, as well as in the IDPs and SDFs 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 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 urban development; 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 citizens' priorities and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy. 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 inter-governmental system.

Such a developmental state cannot materialise by decree, nor can it be legislated 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. 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;
-  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;
-  Work opportunities are created and expanded through programmes such as the Community Works Programme (CWP);
-  Quality of governance arrangements and political leadership are enhanced;
-  Corruption within local government is tackled more effectively and consistently; and
-  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. 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.

The ultimate responsibility for achieving the vision of development local government rests with municipalities themselves. It is important that the priorities contained in this Outcome inform the preparation of municipal 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.

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 (2015-2019) focuses on the transition to an environmentally sustainable, low-carbon economy. This phase will include unblocking regulatory constraints, data collection and establishment of baseline information, and testing some of the concepts and ideas to determine if these can be scaled up. Priority sub-outcomes are that:

-  Ecosystems are sustained and natural resource are used efficiently;
-  An effective climate change mitigation and adaptation response is developed;
-  An environmentally sustainable, low-carbon economy is created;
-  Governance systems and capacity are improved; and
-  Sustainable human communities are established.

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 inter-governmental mechanisms known as MINMEC and MINTECH, which have been extended to include nine provincial departments responsible for environmental affairs. It also includes sector departments, public entities and other partners such as South African Local Government Association (SALGA) that contribute to the achievement of outputs.

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. Sub-outcomes to realise this vision include:

-  Strengthen regional political cohesion and accelerate regional economic integration;
-  Enhanced implementation of the African Agenda and sustainable development;
-  Strengthen bilateral political and economic relations; and
-  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.

Specific regional integration priorities for Limpopo include:

-  Constructive and mutually rewarding relationships with Botswana and Zimbabwe relating to the Coal and Energy Cluster in Lephalale and the Mining Cluster in the Musina-Makhado Corridor;



-  Agreement with Zimbabwe to improve the effectiveness and efficiency of the Beit Bridge Border Post, as part of the Logistics Cluster; and
-  Agreement with Mozambique with regard to tourism and nature conservation.

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. There is a 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 to create the mechanisms 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;
- 2) A public service that is a career of choice;
- 3) Sufficient technical and specialist professional skills;
- 4) Efficient and effective management and operations systems;
- 5) Procurement systems that deliver value-for-money;
- 6) Strengthened accountability to citizens;
- 7) Improved inter-departmental coordination; and
- 8) Reduced corruption in the public service.

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.

4.15 Outcome 13: Inclusive Social Protection System

The vision is that by 2030, everyone will enjoy an adequate standard of living. There must be basic social protection guarantees aimed at 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.

To achieve the 2030 vision, the LDP requires that focus be placed on 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.

4.16 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.

Sport and recreation will be used to promote social cohesion. Active citizenry and broad-based leadership will also be promoted. 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 will lay the basis for equity, inclusion and prosperity for all.

The area that demands a social contract is the area of employment creation. While 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 long-term perspective by investing more and training more; and labour would have to recognise that some wage moderation is required, with efforts to raise productivity.

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.

4.17 Other Strategies

In addition to the fourteen outcomes contained in the MTSF, the strategic framework of the LDP provides for a communications plan and for a risk mitigation plan. The communications plan will be to keep primary stakeholders updated on progress with LDP implementation and facilitate continuous feedback from them in preparation for the mid-term and the five-yearly LDP reviews. It will include the modernisation of the Provincial Website and will provide a channel for communication from stakeholders.

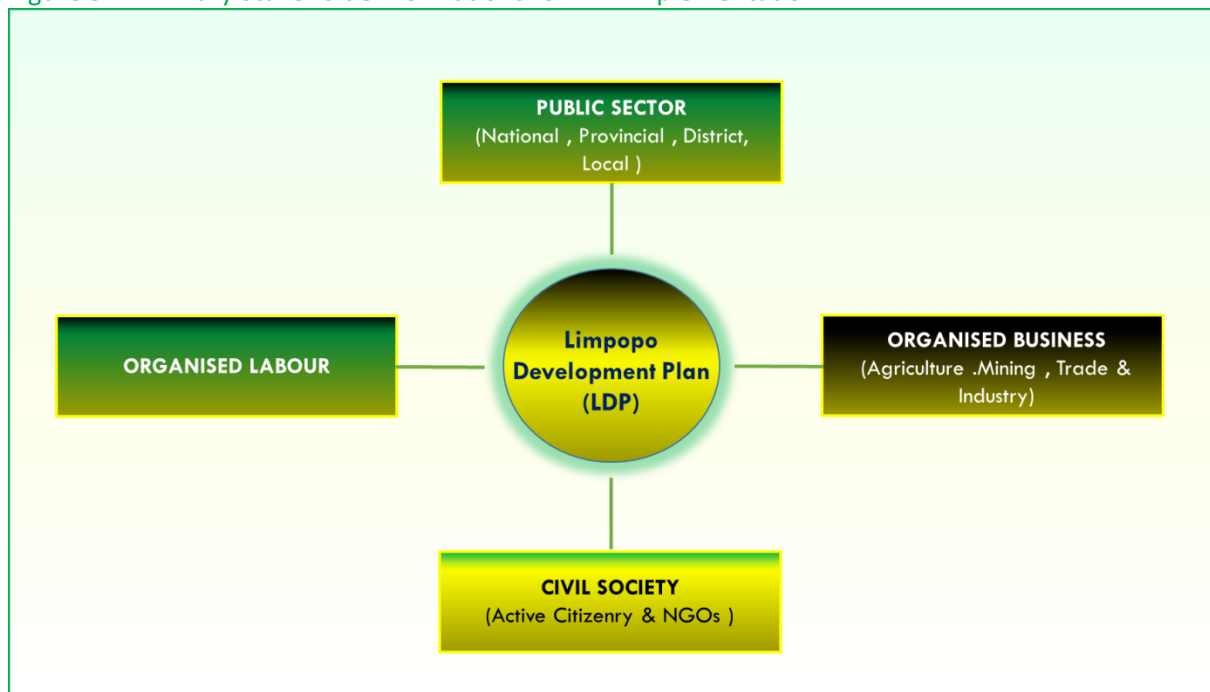
Several risks to the LDP deal with issues of organisational development. The mitigation strategy for these risks is to engage with the Provincial Public Service Commission and with SALGA to access professional services so that a customised organisational development programme is prepared and implemented in Limpopo during 2015. Mitigation of other risks is also contained in the LDP. It is essential that a complete Provincial Risk Profile should be compiled and appropriately managed.

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.

The main development targets for the Province by 2019/20 Financial Year are summarised below:

- 1) Limpopo's Growth Trajectory Scenario (Current MTSF) at 3%;
- 2) Increase Matric pass rate from 72.9% in 2014 to beyond 80%;
- 3) Create 429 000 jobs;
- 4) Reduction of official unemployment rate from 16.9% in 2014 to 14%. (Expanded unemployment rate from 38.4% in 2014 to less than 33%;
- 5) Improve access to basic services (water) from 83% in 2014 to 90%;
- 6) Improve access to electricity supply from 83% in 2014 to 90%;
- 7) Improve access to sanitation from 43% in 2014 to 50%;
- 8) Reduce HIV Incidence from approx. 9% of the total population of Limpopo in 2014 to 5%;
- 9) Increase Life expectancy M = 58.3, F = 62.5 in 2014 to M = 60, F = 65;
- 10) Reduce inequality (Gini-Coefficient) from 0.61 in 2014 to 0.50; and
- 11) Increase GGP contribution to national economy from the current 7.1%.

5.2 OFFICE OF THE PREMIER

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 general LDP co-ordinating role, Office of the Premier is directly responsible to manage the LDP implementation process, as convenor for the Provincial Skills Development Strategy, Improved Institutional Capability in the Limpopo Provincial Government; Regional Co-operation, and for the LDP Communication Plan. The Growth Point Programme must also be managed.

5.2.2 Managing the LDP Implementation Process

The Office of the Premier has a pro-active project management role to drive the implementation process. It is mandated by the Premier and the Director-General to hold other public sector



participants to account with regard to their commitments towards the LDP. It will also be the lead co-ordinator on the Strategic Infrastructure Projects with the Presidency.

5.2.3 Provincial Skills Development Strategy

The achievement of growth and development objectives is constrained by a shortage of skills and by high levels of unemployment. The 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 2015 to 2019.

5.2.4 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 confined to government, but applies to all development organizations.

The implementation plan is to prioritise the improvement of institutional capacity, the political-administrative interface at municipal level, as well as integration between the LDP and IDPs. The Premier and the Director-General will therefore, champion a process to keep political authority and the operational responsibilities of government administration separate throughout all the public institutions of Limpopo. In addition, a campaign will be planned and managed to delegate the responsibility for service delivery to the most local level where it can be effectively and efficiently provided. Regulation by government will be sufficient to encourage and direct private sector investment, but not so excessive that it stifles investment. Elimination of unnecessary regulatory burdens is also specified in the National MTSF. Provincial public service regulations will be reviewed from this perspective. This will form part of an organisational development process throughout all the public sector institutions of Limpopo. The Public Service Commission (PSC) and the South African Local Government Association (SALGA) will be consulted in this regard.

5.2.5 Regional Co-Operation

The Action Plan includes implementing the New Partnership for Africa Development (NEPAD) and improving the regional climate for growth and development; implementing the twinning agreements that have been signed with neighbours and promoting regional integration through cluster value-chain developments.

5.3.6 LDP Communication Plan

Office of the Premier will update the Provincial Communications Strategy to include a Communication Plan for the LDP.

5.3 DEPARTMENT OF EDUCATION

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 challenges⁴, creating the sense that financial resources will never be sufficient. Creativity, innovation and choices are therefore, imperative. The departmental management plan to achieve its objectives is adequate, but its implementation will require greater commitment and a change-management approach from all members.

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 TVET colleges.

The entire system for school planning will have to be improved upon. 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.

Table 5.1: 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.

5.4 DEPARTMENT OF HEALTH

The 2030 vision of the LDP for the Millennium Development Goals (MDGs) and for this outcome, is for a health system that works for everyone, produces positive health outcomes, and is not out-of-reach. The following are expected outcomes:

 Average male and female life expectancy increased to 70 years;

⁴ Challenges are the critical shortage of Curriculum advisors, educators for Maths, Science and Commerce, as well as a lack of remedial support for learners.



-  Tuberculosis prevention and cure rates progressively improved;
-  Maternal and child mortality rates reduced;
-  Prevalence of chronic Non-Communicable Diseases reduced by 28%;
-  Health systems reforms completed;
-  Primary Health Care teams deployed to provide care to families and communities;
-  Universal Health Coverage achieved; and
-  Posts filled with skilled, committed and competent personnel.

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

-  Universal Health Coverage achieved through implementation of NHI;
-  Improved quality of health care in the public sector;
-  Re-engineering of primary health care;
-  Reducing health care costs;
-  Improved human resources for health;
-  Improved health management and leadership;
-  Improved health facility planning and infrastructure delivery;
-  HIV & AIDS and Tuberculosis prevented and successfully managed;
-  Maternal, Infant and Child mortality reduced; and
-  An Efficient Health Management Information System for improved decision-making.

The Social Determinants of Health:

Many factors individually or together affect the health of individuals or communities. Whether people are healthy or not it is determined by their circumstances and environment. Factors such as where we live, the state of our environment, genetics, income, education level and our relationships with friends and family have considerable impact on our health. The following are the social determinants of Health:

- i. Income and social status – higher income and social status are linked to better health
- ii. Education – low education levels are linked to poor health
- iii. Physical environment – safe water and clean air, healthy workplace, safe houses, communities and roads contribute to good health
- iv. Social support networks – greater support from families, friends and communities is linked to better health
- v. Health service – access and use of services prevent and treat diseases therefore influences the health of communities

In order to deal with the determinants of health, inter-sectoral collaboration is paramount. 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.



5.5 DEPARTMENT OF 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. The Limpopo Department of 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.

Social Development in SA and 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. Communication between NGOs and the Department of 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.

Social development committees will be established in all local municipalities throughout Limpopo with the assistance of social workers, ward councillors and traditional leaders. Constitutions for 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 Development Planning Forum will co-ordinate social development between the Departments of Health, Social Development, Education, Safety and Security and Co-operative Government at the operational level.



5.6 DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT & TOURISM

5.6.1 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 an incremental increase in average economic growth rate to 3% by 2019, primarily by way of:

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

5.6.2 Cluster Value-Chain Development Strategies

LEDET has conducted extensive investigations into the following cluster value-chain and beneficiation opportunities for Limpopo and will fast-track pro-active development interventions with regard to the findings, as well as the co-ordination of stakeholders, in collaboration with OtP during this implementation period:

-  Coal and Energy Cluster;
-  Platinum Cluster;
-  Diamond Mining Cluster;
-  Tourism Clusters;
-  Logistics Clusters; and
-  Copper, Phosphate and Magnetite Cluster.

5.6.3 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. The Green Economy Unit will also be responsible to drive the provincial electricity risk mitigation strategy by way of new solar photovoltaic projects as mentioned above, as well the promotion of co-generation and a provincial electricity conservation campaign.

5.6.4 Information and Communication Technology

The ICT Division has timeframes for the implementation of the programmes and projects, including:

1. Establish e-strategies/technology innovation hubs/science and technology parks by 2019/20;
2. Establish an affordable secure environmentally friendly (Green IT) share open access broadband telecommunications infrastructure - by 2019/20; and
3. Develop the Limpopo Integrated Regional Innovation Strategy and Implementation Plan.

These interventions will be intensified after 2015, in order to transform Limpopo into a Knowledge Economy Province by 2030.



5.6.5 SMMEs 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 the Limpopo Economic Development Agency (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.

5.6.6 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 proposed Action Plan is that the LED Units of municipalities should become more pro-active in terms of informal economy support.

5.6.7 Biodiversity Development

The targets are to have development plans for the three mega-conservation areas⁵ and the three centres of endemism⁶ 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.

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. 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 2019/20 (42% by 2025);
-  Climate change response implemented for 6 key sectors; and
-  Increasing the compliance of mines with the National Water Act to 60% by 2019/20.

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. These waste management plans should be

⁵ Waterberg, Soutpansberg and Drakensberg

⁶ Soutpansberg, Wolkberg and Sekhukhune



incorporated into municipal environmental management plans as recommended in the Green Economy Strategy.

5.7 DEPARTMENT OF AGRICULTURE

5.7.1 Introduction

Outcome 7 of the National MTSF calls for vibrant, equitable, sustainable rural communities contributing towards food security for all. It has 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; and
-  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 rural development plans will be needed to achieve the vision of an inclusive rural economy. Led by the Department of Rural Development and Land Reform (DRDLR), the implementation of the identified actions will require collaboration with other government departments, especially Agriculture.

5.7.2 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 (horticulture, meat and forestry).

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



5.7.3 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.

5.8 DEPARTMENT OF CoGHSTA

5.8.1 Introduction

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

5.8.2 Housing and Human Settlements

With regard to housing and integrated sustainable human settlements, the Premier in his State of the Province Address (SOPA), 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. Constraints to housing development include the availability of land; bulk infrastructure and site services; migration of people and lack of inter-governmental co-ordination.

5.8.3 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 for the Province, including:

-  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;
-  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 to 75% 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.

5.8.4 Traditional Authorities

The LDP Stakeholder Engagement Sessions on issues of Governance, highlighted the need to strengthen the relationship between traditional leadership and local government, which is a critical aspect of social cohesion, important for the implementation of the Spatial Planning and Land Reform



Management Act (SPLUMA) and essential for good governance. CoGHSTA-Limpopo will be responsible to promote the constructive engagement of Traditional Authorities in the LDP.

5.8.5 Developmentally Active Citizens

CoGHSTA-Limpopo will be responsible to provide guidance on the facilitation of greater citizen participation in the provincial development process, especially at the level of the community. It is evident that many provincial departments and municipalities will be involved in leading and supporting the process. Responsibility for providing leadership and for the co-ordination of this process will lie with CoGHSTA-Limpopo. The ultimate objective is to promote a sense of resourcefulness among all the residents of the Province.

5.9 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). 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 bring about a turnaround in the delivery of infrastructure in Limpopo Province.

The Department will establish and manage the proposed hub. It is envisaged that the hub will continue on a permanent basis. It is imperative that access roads, water & sanitation, as well as electricity infrastructure be put in place to support education and health facilities. Integrated planning is essential.

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).

5.10 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;
-  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 low environmental impact.

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 inter-modal facilities;
-  Facilitate the development of the Municipal Integrated Transport Plans (MITPs); and
-  Review and implement the Provincial Land Transport Framework (PLTF).

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 5 year period.

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.

5.11 DEPARTMENT OF SPORT, ARTS AND CULTURE

5.11.1 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. It is important that the key issues highlighted at these Summits be prioritised and followed-up.

5.11.2 Sport, Arts and Culture

In addition to museums and libraries, the targets are 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. 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.

5.11.3 Moral Regeneration and Shared Values

Government programmes include the promotion of a caring society, building stronger family structures, and encouraging respect and assistance for the vulnerable members of our society. Civil society structures including faith-based organisations also have many programmes in place.

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.

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. 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.

5.12 DEPARTMENT OF SAFETY AND SECURITY

5.12.1 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 key targets include:

-  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; and
-  An improvement in South Africa's ranking on the Transparency International Corruption Perception Index from 72 in 2013 to under 50 by 2019.

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.

5.13 PROVINCIAL TREASURY

Provincial Treasury is responsible for general risk mitigation relating to the LDP, primarily through the Provincial Risk Office, but in collaboration with the risk managers of other departments. The compilation and management of a Provincial Risk Profile is urgently needed. Treasury is also responsible for the financial risk mitigation strategy, including the provincial value-for-money expenditure review. This review should be aimed at maximising the development impact of the provincial budget in terms of quality of life improvements and job-creation for all citizens.

Thirdly, Treasury will help refine and will support the Provincial Infrastructure Hub concept, in order to avoid the forfeiture of conditional grants due to project management weaknesses.

Finally, Provincial Treasury has an indispensable role in mobilising funding for projects and programmes in the LDP. This includes a mandate to assist with development prioritisation in the event of funding constraints.

5.14 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 5.2: 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
Thohoyandou	Horticulture 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

5.15 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 and growth points. It is envisaged that the interactions will be specific rather than general.

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 Employment Growth Advisory Council, which will meet twice a year to consider and comment on the progress that has been achieved and to support the budget process.

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. 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.

5.16 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 5.3: Suggestions for Voluntary Community Development Actions

SECTOR	ACTIVE CITIZENS
Education	Active SGBs 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)

5.17 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. This facility will be transferred to the Department of Public Works, Roads and Infrastructure. Provincial Treasury will assist with the risk assessment, prioritisation and augmentation of development funding needs.

5.18 MONITORING AND EVALUATION

Monitoring of the LDP Implementation Plan will be according to the M & E framework of the Provincial Government. Departments will align their indicators with the LDP and its implementation action plan. 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.

5.19 ADEQUATE RESOURCES AND ADHERENCE TO STRATEGIC BUDGETING FRAMEWORK

Successful implementation of the LDP IAP depends on the resource envelope that will be revised from time-to-time. In previous strategies, allocations were tilted towards general administration and



social services. The emphasis of the LDP is on a balance between the economic and social sectors and also on deriving development value from social investments.

5.20 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. There is an intention to create an enabling environment and mutual trust for private sector to increase domestic and foreign investment.

5.21 EXECUTIVE COUNCIL INSTITUTIONAL FRAMEWORK

The Executive Council (EXCO) and its provincial structures will provide oversight in the implementation of the LDP IAP. The aim is integrated planning across all stakeholders such that activities are aligned to the priorities of the LDP and the NDP. Stakeholders will also need to be kept abreast in terms of the implementation process of the LDP. Improved information management and the sharing and utilisation of information are essential. 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 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 Executive Council and the Premier's Employment Growth Advisory Council (PEGAC) on an annual basis. The Council will comprise representatives of business and labour who are selected and invited on the basis of the strategic roles they can play in achieving the LDP objectives, including specific cluster value-chain development targets. The Advisory Council will be expected to 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 the Presidency and the Executive Council. Progress with regard to implementation at the departmental level, will be reported to National Government via the Ministers and Members of Executive Councils (MINMEC) organisational structures, which are also the channels through which national government support will flow. Conditional grant funding support for provincial development objectives will flow through the National Treasury channel.

All provincial departments are 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 Health and Community Safety Forums in the Safety and Security Strategic Plan.