

Limpopo Office of the Premier 2025/2030 Strategic Plan

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#7thAdministration

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LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA





LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

OFFICE OF
THE PREMIER

Strategic Plan 2025 - 2030

Date of Tabling

11 March 2025

EXECUTIVE AUTHORITY STATEMENT



As the Premier and head of our Provincial Government, I am pleased to present the Strategic Plan 2025-2030, for the Office of the Premier. This document outlines the strategic vision and goals of the Office of the Premier in the continued pursuit for a better life for all the residents of Limpopo. We move from an appreciation that for government to meet its policy, legislative and constitutional imperatives, the people must be at the centre of the government's effort to bring about the much-desired socio-economic transformation, hence our unrelenting belief that "development is about the people".

The Office of the Premier plays a crucial role in providing leadership, coordination, and support to the provincial administration through three key programmes: Corporate Management, Institutional Development Support, and Planning, Coordination, Monitoring, and Evaluation.

In developing this 5-year Strategic Plan, we allowed ourselves to zoom into the legacy report of the 6th Administration especially in the context of the 30-year anniversary of our democratic dispensation, in order to guide our path for the 7th Administration trajectory. The goals and plans encapsulated in this Plan represent our efforts to respond to the challenges facing the people of Limpopo and to construct a brighter future for the generations to come. These plans have also taken into account the changing environment and the ever-changing needs of the people.

Our Strategic Plan aims to achieve the following goals: -

Transforming the economy of the province, through interventions that promote a developmental growth path to create more and decent jobs. We will also drive innovative and digital revolution to increase levels of investment in the economy, accelerate the

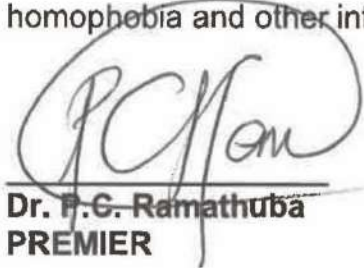
provision of infrastructure to support the economy and meet basic needs, consolidate support for small businesses and cooperatives, as well as grow the township and village economy.

Advancing social transformation, in this regard we will continue with our efforts to make education and health our priorities to radically improve the quality of life of our people and increasing access to housing, better infrastructure and water service provision.

Stepping up the fight against corruption, we will do this in order to safeguard the integrity of the state and ensure ethical leadership throughout the various layers of our Provincial Administration.

Building a capable and developmental state, this being one of the three priorities of the Medium-Term Development Plan (MTDP), our focus in this regard will be to re-organize the way government interacts with the people, rebuilding and improving local government, and improving public accountability and responsiveness to the needs and concerns of the people, and rebuilding and improving the local government system.

Advancing nation-building and social cohesion, this will be done through the stepping up of the fight against racism, sexism, homophobia and other intolerances.



Dr. P.G. Ramathuba
PREMIER

ACCOUNTING OFFICER'S STATEMENT



I am pleased to present our Strategic Plan for 2025 – 2030. The Office of the Premier serves as a pivotal institution within the provincial government, dedicated to enhancing the lives of our citizens through effective governance, strategic leadership, and collaborative partnerships.

Our vision ***"Good governance for sustainable growth and development for all"*** continues to guide our efforts in building a prosperous province where governance is anchored on transparency, accountability, and inclusivity.

We aim to create a prosperous and inclusive province, where every citizen can thrive. We want to lead with integrity, innovation, and service excellence, ensuring that we respond effectively to the needs of our communities. This commitment drives our policies and programs, fostering economic growth, social cohesion, and sustainable development across the province.

During the 6th administration, the focus was on strengthening governance frameworks, improving service delivery, and enhancing community engagement. The Office also consolidated the provincial 30-year review report, documenting and highlighting the progress made in the three decades post the herald of democratic governance. It is worth noting that, the province has witnessed significant strides in various sectors including education, healthcare, infrastructure, and economic development, albeit with challenges that have served as both impediments and learning curves.

The National Development Plan Vision 2030 remains the defining blueprint for our country's growth and development. The Government of National Unity has resolved to dedicate the next five years to actions that will advance three strategic priorities namely: to drive inclusive growth and job creation, to reduce poverty and tackle the high cost of living and to build a capable,

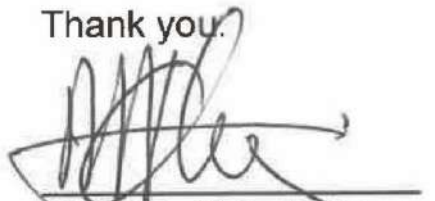
ethical and developmental state. The Office will continue to drive the implementation of the Limpopo Development Plan 2025 – 2029 which is the central guiding growth and development framework that outlines provincial priorities for social and economic development. The development vision of the province is **“resilient, vibrant and prosperous inspired by its diverse and creative people and the environment”**.

The 7th term of administration will consolidate on a solid foundation established by the previous administration. At the core of this development trajectory, the focus will be on accelerating socio-economic development, building a capable ethical public service and administration, and implementing the integrated social security system towards poverty eradication. The Office has resolved to implement Government of National Unity priorities by committing to institutionalising the MTDP as evident in our outcomes in this plan. We will intensify our efforts to achieve the overarching impact statement: ***Improved quality of life of Limpopo citizens through the effective implementation of the LDP***. Our strategic focus for the next five years will be anchored on two primary outcomes: **1. A capable, ethical, and professional provincial administration:** We will continue to drive compliance with the National Framework towards the Professionalisation of the Public Sector, fostering a competent and accountable workforce. **2. An integrated government in the province:** We will enhance coordination across all spheres of government, ensuring alignment with the LDP priorities and streamlining service delivery to maximize impact.

We recognize that the successful implementation of this Strategic Plan requires collective effort from all stakeholders, including government departments, civil society, the private sector, and the citizens of Limpopo. Together, we will strive to realize our vision, ensuring that the needs and aspirations of our citizens remain at the heart of all we do.

I extend my sincere gratitude and acknowledge the dedication of our public servants who continue to work tirelessly to improve governance and service delivery in the province. I reaffirm the Office of the Premier's unwavering commitment to implementing this 2025 – 2030 Strategic Plan. We remain steadfast in providing strategic, capable, and ethical leadership to drive service delivery excellence to transform Limpopo into a province characterized by good governance, sustainable growth, and development for all.

Thank you.



Mr. N.S. Nchabeleng
DIRECTOR GENERAL

OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

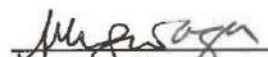
- Was developed by the management of the Office of the Premier under the guidance of the Premier Dr. P.C. Ramathuba.
- Takes into account all the relevant policies, legislation and other mandates for which the Office of the Premier is responsible.
- Accurately reflects the impacts and outcomes which the Office of the Premier will endeavour to achieve over the period 2025–2030.



Ms. M.G. Mapheto
DDG – CMS



Mr. R.W. Segooa
ADDG – IDS



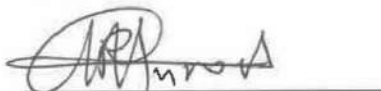
Ms. S.E. Magwaza
DDG – PCM&E



Mr. R.W. Segooa
DDG – SMC



Ms. T. Kgowana
CHIEF FINANCIAL OFFICER

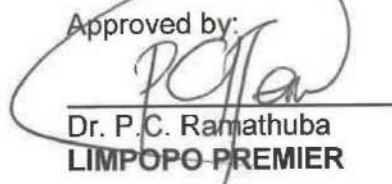


Mr. R Murovhi
CHIEF DIRECTOR STRATEGIC MANAGEMENT SERVICES



Mr. N.S. Nchabeleng
DIRECTOR GENERAL

Approved by:



Dr. P.C. Ramathuba
LIMPOPO PREMIER

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LIST OF ABBREVIATIONS / ACRONYMS

ACRONYM/ABBREVIATIONS	DEFINITION
AGSA	Auditor General South Africa
AIDS	Acquired Immune Deficiency Syndrome
CFO	Chief Financial Officer
CL	Clean
CoGHSTA	Cooperative Governance, Housing Settlement, and Traditional Affairs
COVID-19	Coronavirus Disease 2019
DARD	Department of Agriculture and Rural Development
DDG	Deputy Director General
DoE	Department of Education
DoH	Department of Health
DPSA	Department of Public Service and Administration
DPWR&I	Department of Public Works, Roads and Infrastructure
DSAC	Department of Sport, Arts and Culture
DSD	Department of Social Development
DTCS	Department of Transport and Community Safety
EXCO	Executive Council
FET	Further Education Training
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus

ACRONYM/ABBREVIATIONS	DEFINITION
IDP	Integrated Development Plan
LEDET	Limpopo Economic Development, Environment and Tourism
LPT	Limpopo Provincial Treasury
M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
N/A	Not Applicable
NDP	National Development Plan
NGO	Non-Governmental Organisations
OTP	Office of the Premier
Q	Qualified
QLFS	Quarterly Labour Force Survey
SETA	Sector Education and Training Authority
SITA	State Information Technology Agency
StatsSA	Statistics South Africa
STIs	Sexually Transmitted Infection
TB	Tuberculosis
UQ	Unqualified

PART A

OUR MANDATE

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996	
Section 40 (1-2)	Section 41 (1-4)
<p>1.1. Government of the Republic</p> <p>1. In the Republic, government is constituted as national, provincial and local spheres of government which are distinctive interdependent and interrelated.</p> <p>2. All spheres of government must observe and adhere to the principles in this Chapter and must conduct their activities within the parameters that the Chapter provides.</p>	<p>1.2. Principles of co-operative government and intergovernmental</p> <p>1. All spheres of government and all organs of state within each sphere must:</p> <p>a. preserves the peace, national unity and the indivisibility of the Republic;</p> <p>b. secure the well-being of the people of the Republic;</p> <p>c. provide effective, transparent, accountable and coherent government for the Republic as a whole;</p> <p>d. be loyal to the Constitution, the Republic and its people;</p> <p>e. respect the constitutional status, institutions, powers and functions of government in the of spheres;</p> <p>f. not assume any power or function except those conferred on them in terms of the Constitution;</p> <p>g. exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere; and</p> <p>h. co-operates with one another in mutual trust and good faith by:</p> <p>i. fostering friendly relations;</p> <p>ii. assisting and supporting one another;</p> <p>iii. informing one another of, and consulting one another on, matters of common interest;</p> <p>iv. co-ordinating their actions and legislation with one another;</p> <p>v. adhering to agreed procedures; and</p> <p>vi. avoiding legal proceedings against one another</p>
<p>2. An Act of Parliament must -</p> <p>2. An Act of Parliament must -</p> <p>a. establish or provide for structures and institutions to promote and facilitate intergovernmental relations; and</p> <p>b. provide for appropriate mechanisms and procedures to facilitate settlement of intergovernmental disputes.</p> <p>3. An organ of state involved in an intergovernmental dispute must make every reasonable effort to settle the dispute by means of mechanisms and procedures provided for that purpose and must exhaust all other remedies before it approaches a court to resolve the dispute.</p> <p>4. If a court is not satisfied that the requirements of subsection (3) have been met, it may refer a dispute back to the organs of state involved.</p>	

Section 125 (1-2)	Section 127 (1-2)
Executive authority of provinces 1. The executive authority of a province is vested in the Premier of a province. 2. The Premier exercises the executive authority, together with the other members of the Executive Council, by: <ul style="list-style-type: none"> a. implementing provincial legislation in the province; b. implementing all national legislation within the functional areas listed in Schedule 4 or except where the Constitution or an Act of Parliament provides otherwise; c. administering in the province, national legislation outside the functional areas listed in Schedules 4 and 5, the administration of which has been assigned to the provincial executive in terms of an Act of Parliament; d. developing and implementing provincial policy; e. coordinating the functions of the provincial administration and its departments; and f. preparing and initiating provincial legislation. g. Performing any other functions assigned to the provincial executive in terms of the Constitution or an Act of Parliament.	Powers and functions of the Premier 1. The Premier of a province has the powers and functions entrusted to that office by the Constitution and any legislation. 2. The Premier of a province is responsible for: <ul style="list-style-type: none"> a. assenting to and signing Bills; b. referring a Bill back to the provincial legislature for reconsideration of the Bill's constitutionality; c. referring a Bill to the Constitutional Court for a decision on the Bill's constitutionality; d. summoning the legislature to an extraordinary sitting to conduct special business; e. appointing commissions of inquiry; and f. calling a referendum in the province in accordance with national legislation.
Section 154 (1)	Section 139 (1)
Municipalities in co-operative government 1. The national government and provincial governments, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.	Provincial intervention in local government 1. When a municipality cannot or does not fulfil an executive obligation in terms of the Constitution or legislation, the relevant provincial executive obligation in terms of the Constitution or legislation, the relevant provincial executive may intervene by taking any appropriate steps to ensure fulfilment of that obligation, including:

	<ol style="list-style-type: none"> a. issuing a directive to the Municipal Council, describing the extent of the failure to fulfil its obligations and stating any steps required to meet its obligations; b. assuming responsibility for the relevant obligation in that municipality to the extent necessary to: <ol style="list-style-type: none"> i. maintains essential national standards or meets established minimum standards for the rendering of a service; ii. prevent the Municipal Council from taking unreasonable action that is prejudicial to the interests of another municipality or to the province as a whole; or iii. maintain economic unity; or c. dissolving the Municipal Council and appointing administrator until a newly elected Municipal Council has been declared elected, if exceptional circumstance warrant such step. <ol style="list-style-type: none"> 2. If a provincial executive intervenes in a municipality in terms of subsection (1)(b) <ol style="list-style-type: none"> a it must submit a written notice of the intervention to: <ol style="list-style-type: none"> i. the Cabinet member responsible for local government affairs; and ii. the relevant provincial legislature and the National Council of the Provinces, within 14 days after the intervention began. iii. dissolving the Municipal Council and appointing an administrator until a newly elected Municipal Council has been declared elected, if exceptional circumstances warrant such a step.
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Amendment to the Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa, (Act N. 108 of 1996) was amended on 02 May 2023 by the National Assembly.

- The amendment of Section 6 to include South African Sign Language (SASL) as an official language to promote the rights of persons who are deaf and hard of hearing.
- The amendment suggests that Special Programs in Office of the Premier should ensure the integration of sign Language in all government programmes to strengthen the stakeholder engagement output that is incorporated in the Annual Performance Plan.
- The Office of the Premier in its mandate of providing oversight to all provincial departments monitors the compliance to this Constitutional mandate.

2. LEGISLATIVE AND POLICY MANDATES.

The Office is guided by amongst others by the following legislation:

1. The Public Services Act, 1994 (Proclamation 103 of 1994)	2. Inter-Governmental Relations Framework Act, 2005 (Act No.13 of 2005)	3. Public Finance Management Act, 1999 (Act No.1 of 1999)
<p>Section 3A provides for the Functions of the Premier; and Section 7(3)(c) provides for the powers and duties of the DG in the Office of the Premier.</p> <p>The Director General in the Office of the Premier must provide strategic direction regarding the following matters:</p> <ul style="list-style-type: none"> (a) the functions of the public service; (b) the organisational structures and establishments of departments and other organisational and governance arrangements in the public service; (c) the conditions of service and other employment practices for employees; (d) labour relations in the public service; (e) health and well-being of employees; (f) information management in the public service; (g) electronic government; (h) integrity, ethics, conduct and anti-corruption in the public service; and (i) transformation, reform, innovation, and any other matter to improve the effectiveness and efficiency of the public service and its service delivery to the public. 	<p>Section 16 provides for the establishment of the Premier's Intergovernmental Forum;</p> <p>Section 18 provides for the role of the Premier's Intergovernmental Forum;</p> <p>Section 19(3) provides that the Office of the Premier must provide administrative and other support to the Intergovernmental Forum;</p> <p>Section 21 provides for the establishment of other intergovernmental forums for any specific functional area to promote and facilitate effective and efficient intergovernmental relations between the province and local governments; and</p> <p>Section 22 provides for the establishment of intergovernmental forums to facilitate intergovernmental relations between other provinces.</p>	<p>Section 36(2)(a) provides that the Director General is the accounting officer of the Office of the Premier</p>

4. Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 of 2019)	5. Customary Initiations Schools Act, 2021 (Act No. 2 of 2021)	6. Public Administration Management Act, 2014 (Act No.11 of 2014)
<p>Section 3 provides that the Premier may recognize a traditional community, headman ship or headwoman ship of a traditional community;</p> <p>Section 4 provides that the Premier may withdraw recognition traditional community, headman ship or headwoman ship of a traditional community;</p> <p>Section 8 provides that the Premier must recognize a senior traditional leader, headman or headwoman;</p> <p>Section 9 provides that the Premier may withdraw the recognition of a senior traditional leader, headman or headwoman;</p> <p>Section 12 provides that the Premier may recognize a Regent;</p> <p>Section 14 provides that the Premier must review acting appointments every two years;</p> <p>Sections 16 and 17 provide that the Premier must recognize Traditional Councils or sub-councils; and</p> <p>Section 59 provides that the Premier must refer disputes to an investigation committee.</p>	<p>Section 11 provides that the Premier must establish the Provincial Initiation Coordinating Committee (PICC) for the province;</p> <p>Section 34 provides that the Premier must consider appeals of any person who is aggrieved by a decision of the PICC.</p>	<p>Section 4 provides for the basic values and principles governing public administration.</p>

7. Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013)	8. The Employment Equity Act, 1995 (Act No. 55 of 1995)	9. The Military Veterans Act, 2011 (Act No. 18 of 2011)
<p>Section 10 provides for provincial support in supervision and monitoring of municipalities in spatial planning and land use management and that the Premier may, subject to the Constitution and any other law regulating provincial supervision and monitoring of municipalities in the province assist a municipality with the preparation, adoption or revision of its land use scheme and facilitate the coordination and alignment of the land use management.</p>	<p>The Employment Equity Act, 1995 (Act No. 55 of 1995) promotes equity in the workplace, ensures that all employees receive equal opportunities, and that employees are treated fairly by their employers. Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination. Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups (A designated group means black people, women, or people with disabilities) to ensure their equitable representation in all occupational categories and levels in the workforce.</p>	<p>The Military Veterans Act, 2011 (Act No. 18 of 2011), provides that certain persons which fall within the definition of “military veteran” are entitled to receive prescribed benefits from the state. All organs of state must cooperate with the National Department responsible for Military Affairs to ensure that available resources and other measures aiding military veterans are made available.</p>
<p>10. Special Economic Zones Act, 2014 (Act No.16 of 2014)</p>	<p>There must be no discrimination based on race, gender, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, or birth. The Office will ensure that all departments achieve the percentage of Presidential preferential procurement spent on 40% women, 30% youth, and 7% disability owned enterprise.</p>	<p>The Office of the Premier is in the process of finalising the Protocol Agreement with the Department of Military Veterans (DMV) to ensure that all relevant departments in the province provide the necessary benefits to military veterans in the province.</p>
<p>The impact of Special Economic Zones (SEZ) in driving industrial and economic growth will contribute towards the realisation of the economic growth and development goals of the province.</p> <p>The Office of the Premier must ensure linkages to, or integration with, the province's growth strategies, local economic development of the host municipality where the SEZ is located, and any other relevant cross-provincial economic initiatives.</p>		

3. BILLS THAT MAY IMPACT THE OFFICE OF THE PREMIER UPON ENACTMENT

Public Service Amendment Bill, 2024	Public Administration Management Amendment Bill, 2024	Public Procurement Act, 2024
<p>Provides for the devolution of administrative powers from executive authorities to heads of department; to augment the role of the Director-General; to provide for a mechanism to deal with the recovery of overpayments of remuneration and benefits; to clarify the role of the Public Service Commission in respect of grievances; to clarify the role of the Premier in respect of the appointment and career incidents of heads of departments; and to provide for matters connected therewith</p>	<p>To amend the Public Administration Management Act, 2014 so as to further provide for the transfer and secondment of employees; to provide clarification regarding the prohibition against employees conducting business with organs of state to provide for the removal of employment disparities across the public administration; to provide for the co-ordination of the mandating process for collective bargaining in the public administration.</p>	<p>Section 217 (1) of the Constitution of the Republic of South Africa, 1996, stipulates that contracting of goods and services by organs of state in the national, provincial and local sphere of government, which must occur in accordance with a system which is fair, equitable, transparent, competitive and cost-effective. Organs of state must implement a procurement policy providing for categories of preference in the allocation of contracts and the protection or advancement of persons, or categories of persons, disadvantaged by unfair discrimination; the need for promoting economic transformation within the ownership and management control of black people and advancing preferential procurement from enterprises that are owned and managed by black people in terms of the codes of good practice on black economic empowerment issued in terms of the Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003), in order to enable meaningful participation of black people in the economy. The Act provides for a single framework that regulates public procurement, including preferential procurement, by all organs of state, which among others, promotes the use of technology for efficiency and effectiveness and enhances transparency and integrity, among others, to combat corruption.</p>

4. INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD

3.1. Africa Agenda 2063	3.2. Sustainable Development Goals (SDG)	3.3. National Development Plan
<p>Africa Agenda 2063 is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance.</p> <p>It is Africa's blueprint for transforming Africa into a global powerhouse and it has entered its second decade of implementation. This phase commencing from 2024 is called "Decade of Acceleration" which focuses on intensifying efforts to meet the ambitious goals set out in the first ten-year plan which spanned from 2014 to 2023. The success of the agenda heavily relies on collective efforts of African government governments, civil society, private sector and citizens.</p>	<p>All United Nations Member States have in 2015 adopted the 2030 Agenda for Sustainable Development which provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. The agenda outlines the 17 Sustainable Development Goals, which are an urgent call for action by all countries. They recognize that ending poverty and other deprivations must go together with strategies that improve health and education, reduce inequality, and spur economic growth while tackling climate change challenges.</p> <p>The 2024 SDG progress assessment report reveals the world is severely off-track to achieve the 2030 Agenda. Out of 135 targets with trend data and additional insights from custodian agencies, only 17% are progressing as expected to be achieved by 2030. Nearly half (48%) exhibit moderate to severe deviations from the desired trajectory, with 30% showing marginal progress and 18% indicating moderate progress. Alarming, 18% have stagnated, and 17% have regressed below the 2015 baseline levels. The 7th administration will be critical for South Africa and the Province in overcoming</p>	<p>The National Development Plan (NDP) is a long-term country plan towards the vision 2030 which seeks to eliminate poverty and reduce inequality. The plan is structured around education, health, safety and security, economic growth and employment, skills development, infrastructure, rural development, human settlements, local government, environment, international relations, an effective public sector, social protection, nation-building and social cohesion.</p> <p>While South Africa has made strides in areas like healthcare, social protection, and renewable energy, the overall implementation of the NDP has been hindered by slow economic growth, high unemployment, and weak state capacity exacerbated by COVID-19 pandemic. Achieving the plan's goals by 2030 will require more decisive action in tackling corruption, improving governance, accelerating structural reforms, and fostering inclusive economic growth.</p>

	poverty, unemployment and inequality towards fulfilling the commitments under the SDGs.	
3.4. Medium Term Development Plan	3.5. Limpopo Development Plan	3.6. Limpopo Spatial Development Framework
<p>The Medium-Term Strategic Framework (MTSF) is renamed to the Medium-Term Development Plan (MTDP) to confirm the implementation plan of the National Development Plan (NDP) and to align to international naming conventions. The MTDP will continue to align to the goals and objectives of the NDP and Programme of Priorities of the Government of National Unity. The MTDP will however have a greater emphasis on development outcomes and will primarily be framed as an economic plan to address existing socio-economic challenges, and also have greater focus, through a reduction in number of interventions, and will outline a results framework for the 7th Administration Government.</p>	<p>The Limpopo Development Plan (LDP) is the central guiding growth and development framework that outlines provincial priorities for social and economic development. The development vision of the province is “resilient, vibrant and prosperous inspired by its diverse and creative people and the environment”.</p> <p>The plan provides a framework for government, municipalities, the private sector, and all organs of civil society to contribute immensely to the growth and development of the province, aligned to the outcomes of the National Development Plan Vision 2030 and Medium-Term Development Plan (MTDP) 2024-2029. The Provincial Administration finalised the 30-year performance review underpinned the LDP priorities.</p>	<p>The Limpopo Spatial Development Framework (LSDF) is an overarching provincial spatial development framework to guide on issues of spatial planning and representation, land use management, land development, desired spatial pattern, fostering integration of land uses/development and coordinate national, provincial, and municipal spatial plans and development. The framework is aligned to Spatial Planning and Land Use Management Act (SPLUMA) and the National Spatial Development Framework.</p> <p>The framework affirms the notion of “spatial targeting” which stipulates that resources are focused to and consolidated in selected areas through a coordinated approach in response to identified development opportunities. The LSDF 2024 introduces “Productive Region Development Approach” which emphasizes a focus on functionally linked areas, with interconnected systems consisting of nodes serving as gateways to economic activities; connective infrastructure for moving people, goods and information and areas of value adding urban and rural economic activities.</p>

3.7. District Development Model (DDM)	3.8. National Infrastructure Plan 2050	3.9. National Framework towards the Professionalisation of the Public Sector
<p>The President pronounced the District Development Model in 2019 to improve the coherence and impact of government service delivery. To institutionalise the model, the Provincial Government developed and adopted the “Provincial Inter Governmental Relations (IGR) and Integrated Planning and M&E Framework”.</p> <p>The Minister of COGTA has on the 5th of April 2024 issued Regulations Framing the Institutionalization of the DDM in terms of Section 47(1)(b) of Intergovernmental Relations Framework Act, 2005. The regulations were Gazetted on 10 May 2024 and came into operation on 10 May 2024. The Premier is entrusted to oversee the implementation of DDM in all five districts in the province.</p>	<p>The National Infrastructure Plan 2050 (NIP 2050) is a key component of the country's long-term development strategy, which aims at addressing critical infrastructure needs across various sectors. The plan is implemented in phases, with Phase 1 focusing on bulk foundational sectors such as energy, water, digital infrastructure, and freight transport. Phase 2 expands on the foundational work of Phase 1 by focusing on distribution infrastructure, which directly impacts communities and businesses. This includes human settlements, municipal services like water and sanitation, and critical infrastructure for education and healthcare. Infrastructure plays a crucial role as an enabler of development by providing the necessary foundation for economic growth, social progress, and environmental sustainability, thereby contributing toward job creation.</p>	<p>The National Framework Towards the Professionalisation of the Public Sector (Professionalisation Framework) was adopted by Cabinet in October 2022 following extensive research and consultations with a variety of stakeholders.</p> <p>The Framework aims to ensure a “responsive, meritocratic and professional public administration in the service of the people. Professionalising the Public Administration is one of the key imperatives for building state capacity.</p>
3.10. National Strategic Plan on Gender Based Violence and Femicide	3.11. Gender Responsive Planning, Budgeting, Monitoring, Evaluation, and Auditing Framework	3.12. National Integrated Youth Development Strategy
<p>The National Strategic Plan (NSP) was adopted in 2020 as a society-wide programme to end gender-based violence and femicide. It is organised around six pillars, which are aimed at the prevention of Gender Violence</p>	<p>Gender Responsive Planning, Budgeting, Monitoring, Evaluation, and Auditing Framework (GRPBMEAF) was approved by Cabinet in 2019. This was a response to longstanding public demands for the greater prioritisation of gender policy</p>	<p>The National Integrated Youth Development Strategy (IYDS) is a comprehensive framework developed to promote and coordinate youth development across various sectors. It aims to address the challenges faced by young people and harness their</p>

<p>(GBV), strengthening the criminal justice response to GBV, and providing support, care, and healing to survivors of gender-based violence.</p> <p>The frameworks provide for a multi-sectoral, coherent strategic policy and programming framework to ensure a coordinated national response to the crisis of gender-based violence and femicide by the government of South Africa and the country. The Office is coordinating the implementation of the six pillars as outlined in the NSP in the province</p>	<p>issues when allocating resources in the South African national budget.</p> <p>The framework works to ensure that the government prioritises gender (boys, girls, men, and women in their diversity/differences) in planning, design, implementation, monitoring, and evaluation of all programmes and projects. It is a framework that includes mainstream gender, youth, and persons with disabilities.</p>	<p>potential for the country's socio-economic growth. The strategy aligns with the National Youth Policy (NYP) 2020-2030 and the NDP to ensure a structured approach to youth empowerment in the country.</p> <p>The IYDS emphasizes several critical areas to empower the youth:</p> <ul style="list-style-type: none"> • Education and Skills Development: Enhancing access to quality education and vocational training to improve employability. • Economic Participation: Promoting entrepreneurship and facilitating entry into the labor market. • Health and Well-being: Addressing health challenges, including mental health and substance abuse, to ensure a healthy youth population. • Social Cohesion and Civic Participation: Encouraging active involvement in community development and fostering a sense of national identity.
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3.13. National Human Resource Development	3.14. The Collaborative Support Framework (Coordinating Offices)	3.15. The Provincial Consequence Management Directives and Guidelines
<p>The primary goal of Human Resource Development (HRD) is to contribute to human development. The strategic priorities and interventions that make up the strategy are explicitly designed to respond to economic, social, and wider development imperatives. The key objectives were: To replace the existing HRD strategy with an updated version; To address the shortcomings in the existing strategy; and · To optimise the efficacy and outcomes of HRD in respect of South Africa's Development Agenda.</p>	<p>The framework was developed to propose activities/actions that can contribute to the Office of the Premier (OTP) being effective in providing strategic direction & support to sector departments & municipalities through:</p> <ul style="list-style-type: none"> • Coordinating departments and municipalities. • Strengthening sectoral collaborations. • Private Public Partnerships; and • Monitoring & Evaluation of sector departments & municipalities (OTP – Departments - Municipality interface) 	<p>The provincial directives and guidelines on consequence management were approved by EXCO on 1 November 2023 as per EXCO Decision No. 37 of 2023/24. The Framework was developed with the objective of improving governance and accountability. The purpose of the framework is:</p> <ul style="list-style-type: none"> • To introduce new regulations. • To ensure compliance with procedures, policies, and legislative prescripts. • To provide governance procedures and processes for monitoring and managing compliance with legislative prescripts. • To ensure the effective implementation of consequence management by responsible individuals in the provincial administration.
The National Anti-Corruption Strategy		
<p>The National Anti-Corruption Strategy is under pinned by 5 key Strategic pillars. The objective of the Strategy is to adopt a zero tolerance to fraud and corruption in government.</p> <p>The strategic pillars (5) of the Anti-Fraud and Corruption Strategy are outlined as follows:</p> <ol style="list-style-type: none"> 1. Promotion of whistle blowing. 2. Promotion of professionalization of employees. 3. Enhance governance, oversight and accountability. 4. Improve the integrity, transparency, and credibility of the procurement system. 5. Strengthen the resourcing of the Anti-corruption unit. 		

5. RELEVANT COURT RULINGS

All court rulings relevant to the operation of the Office as handed down by the Supreme Court, Supreme Court of Appeal, High Court and Labour Court will be scrutinized and implemented where appropriate.

No	Case	Summary
1	Chief Avhatendi Ratshibvumo Rambuda and Others V/S Tshibvumo Royal Family and Others Cct255/22.	<p>The Constitution Court found that the Premier Limpopo did not exercise his discretion under section 12(2) of the Limpopo Traditional Leadership Act in a lawful manner. The Premier simply recognised Mr. Rambuda on the basis of misinformation in the form of a memorandum received from the MEC which incorrectly interpreted a notice of withdrawal of the application by the respondents. The Premier should have followed the procedures set out in section 12(2) and satisfied himself that proper process was followed in terms of customary law for the nomination of the headman.</p> <p>The Court, therefore, endorsed the finding of the High Court in so far as it related to the Premier's failure to follow a mandatory process in terms of section 12(2). The Court found that the Premier ought to have acted, and must act, in terms of section 12(2)(a) of the Limpopo Traditional Leadership Act. The Premier must refer the matter to the provincial house of traditional leaders and the relevant local house of traditional leaders for their recommendations. Moreover, that in all the further decision-making in the matter the provisions of section 2(1) of the Traditional and Khoi-San Leadership Act (TKLA) must be taken into account.</p>

PART B

OUR STRATEGIC FOCUS

PART B: OUR STRATEGIC FOCUS

1. VISION

"Good governance for sustainable growth and development for all."

2. MISSION

"Provide strategic, capable, ethical and innovative leadership for service delivery excellence."

3. VALUES

Values	Description
Accountability	We shall serve our people with honesty, take responsibility for our actions and decisions, and act in a transparent manner.
Integrity	We shall always conduct our business with integrity to inculcate a culture of honesty, accountability, and commitment.
Human Dignity	We shall serve our people with dignity
Patriotism	We shall encapsulate our nationalism towards the country and adopt the spirit of unity in nation-building.
Responsiveness	We shall strive to attain service excellence and maintain continuous improvement in service delivery.
Innovation	We shall toil in pursuit of excellence, be creative, and provide new ideas and innovations in implementing programmes.
Service Excellence	We shall serve our people with a commitment to delivering high-quality, responsive, and effective service to customers, clients, or stakeholders.
Diversity	We shall serve our people with appreciation and respect irrespective of their race, ethnicity, gender, sexual orientation, age, abilities, and or socioeconomic status.
Collaboration	We shall consult and involve our stakeholders and partners in addressing problems and challenges affecting civil society, the private and public sectors, or individual citizens.
Professionalism	We shall exhibit competence in discharging our duties and responsibilities and demonstrate ethical values and honesty.
Inclusiveness	We shall serve our people in an environment where all individuals feel welcomed, respected, and valued, regardless of their backgrounds or identities.

4. SITUATIONAL ANALYSIS

4.1. EXTERNAL ENVIRONMENT ANALYSIS

The analysis of the external environment indicates that Limpopo Province should capitalize on its strategic position as a gateway to the Southern African regional economy by implementing transformative initiatives and key enablers. Furthermore, the implications of a growing population, particularly a youthful demographic and rising household numbers in Limpopo, as indicated by 2022 census, can have both positive and negative impacts on socio-economic growth and development. The 30-Year Review Report highlighted focus areas for the 7th Administration, including infrastructure delivery, job creation, water, roads, education, healthcare, and urbanization.

Despite notable progress in various sectors, issues such as governance inefficiencies, high unemployment, and service delivery backlogs persist. These challenges require urgent and strategic interventions to enhance economic growth, improve service delivery, and ensure good governance. One of the key challenges facing the Limpopo Provincial Government is governance and institutional incapacity. Inadequate administrative systems, capacity constraints, and inefficiencies in public service delivery have led to slow responses to developmental mandates and priorities. Auditor-General reports frequently highlight issues of financial mismanagement resulting in unwanted expenditure and poor accountability in some departments and public entities. However, it is worth noting that there is a slight improvement in the Audit Outcomes in some departments. To sustain these outcomes, there is a need to strengthen governance structures through improved compliance, enhanced oversight mechanisms through the implementation of the approved collaborative framework, implementation of the clean audit strategy, and capacity-building initiatives for public officials through the approved Human Capital Strategy. The adoption of the roadmap toward the digital transformation of government services and integrated

planning frameworks will also be crucial in streamlining operations and enhancing service delivery. The development of Integrated data management and geospatial decision support system will assist in evidence-based decision making.

Other pressing issues are economic development and job creation, particularly among the youth. Limpopo's economy remains heavily reliant on mining and agriculture, with limited diversification into labour intensive sectors such as manufacturing, tourism, and agriculture. Poor infrastructure, especially in rural areas, further limits the province's ability to attract investments and support small and medium enterprises (SMMEs). To stimulate economic growth and job creation, the province should focus on industrialization by developing Special Economic Zones (SEZs) and fostering partnerships with the private sector. Skills development programs aligned with industry needs will be essential in equipping young people with the necessary expertise to participate in the economy. Additionally, improving infrastructure, particularly roads, water supply, electricity, and digital connectivity, will create an enabling environment for business growth and investment.

Service delivery remains a major concern, with infrastructure backlogs in critical sectors such as water, electricity, sanitation, healthcare, and education. Many rural communities lack adequate access to basic services, while deteriorating road networks continue to hinder mobility and economic activities. The healthcare system faces challenges in staffing and resource allocation, particularly in remote areas. To address these concerns, the provincial government must prioritize infrastructure development and maintenance through enhanced budgeting and efficient project execution. Strengthening public-private partnerships (PPPs) will be essential in accelerating infrastructure rollout, while digitalization of government services can improve efficiency and transparency in service delivery.

Furthermore, financial mismanagement remains an obstacle to effective governance in Limpopo as the amount of unwanted expenditure remains high, and lack of consequence management has contributed to reduced public trust in government

institutions. To address this, the Office will implement stringent financial oversight mechanisms, introduce real-time expenditure tracking systems, and enforce strict accountability measures against officials involved in financial misconduct. Whistleblower protection mechanisms will also be strengthened to encourage transparency and accountability.

The province faces climate change and environmental sustainability challenges. Water scarcity, land degradation, and pollution from mining activities pose serious threats to livelihoods and the environment. The increasing frequency of droughts and extreme weather conditions affects agriculture and food security, making climate resilience a priority. To mitigate these risks, the provincial government will invest in sustainable agriculture practices, promote the use of renewable energy, and enforce environmental laws to curb pollution and deforestation. Additionally, investment in water conservation projects and improved waste management systems will be crucial in ensuring environmental sustainability.

Limpopo Provincial Government has immense potential to drive socio-economic transformation, but addressing governance weaknesses, economic stagnation, service delivery challenges, corruption, and environmental concerns are critical. Through strategic interventions such as capacity building, economic diversification, infrastructure development, anti-corruption measures, and climate adaptation strategies, the province can unlock sustainable development and improve the quality of life for its residents. Effective leadership, stakeholder collaboration, and accountability will be key in realizing these objectives.

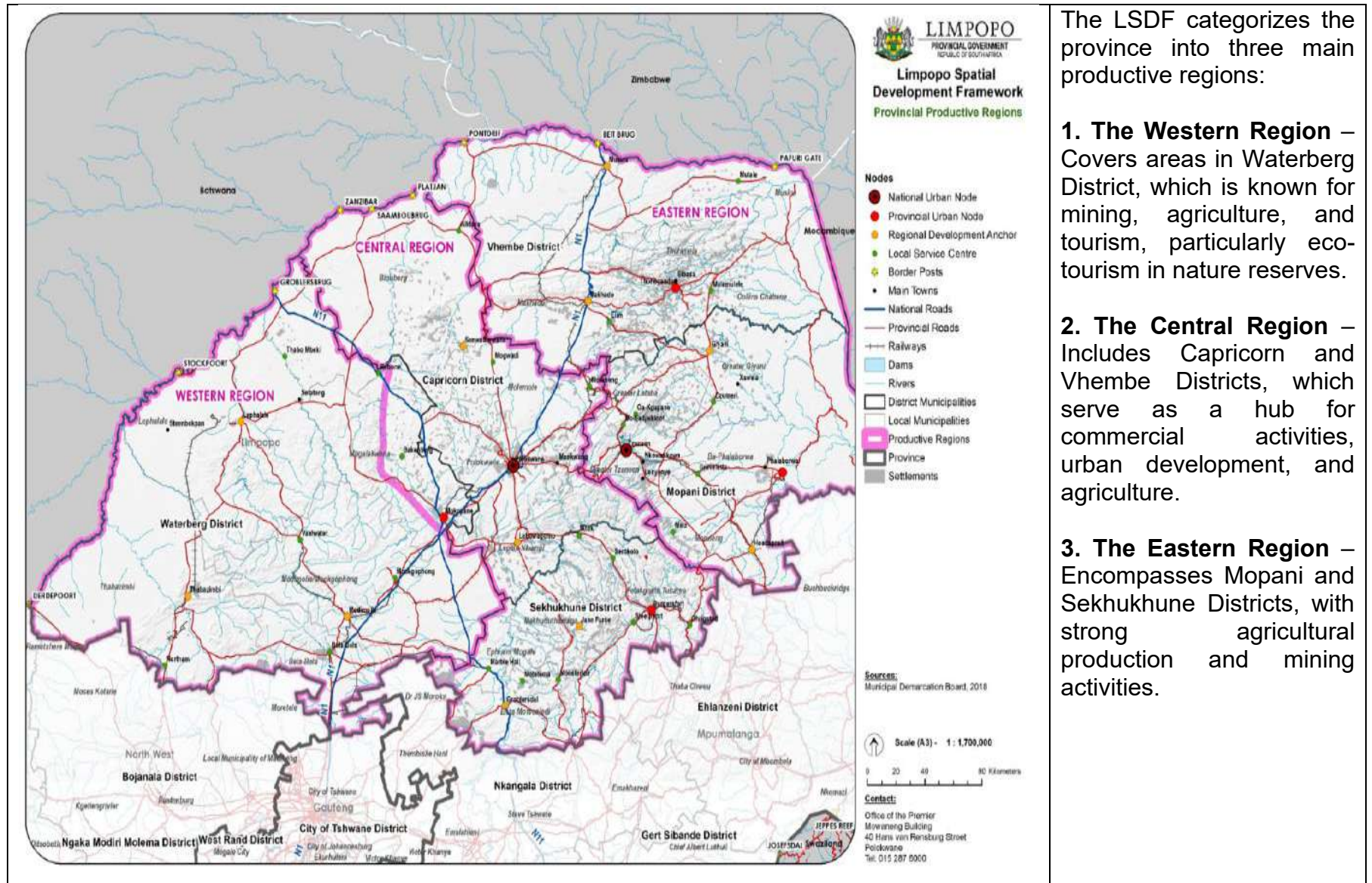
4.1.1 THE LOCATION OF LIMPOPO PROVINCE

Limpopo's strategic northern location positions it as an economic hub for mining, agriculture, and cross-border trade. Its proximity to three international borders makes it a key player in regional economic integration within the Southern African Development Community (SADC). However, infrastructure development, water security, and climate change resilience remain key challenges for sustainable growth.

The Limpopo Spatial Development Framework (LSDF) serves as a strategic blueprint guiding the spatial planning and land use management within the province. The framework's primary objective is to promote sustainable development by harmonizing economic growth, social equity, and environmental preservation. The LSDF is anchored in the Spatial Planning and Land Use Management Act (SPLUMA), Act 16 of 2013. The Limpopo Spatial Development Framework is a comprehensive plan that directs the province's spatial development, balancing economic growth with social and environmental considerations. Through strategic planning and coordinated implementation, the LSDF aims to create a prosperous and sustainable future for all residents of Limpopo.

The map in Figure 1 below provides is a visual representation of the Limpopo Spatial Development Framework, illustrating key spatial elements such as productive regions, transport networks, municipalities, and settlement patterns.

Figure 1: Limpopo Spatial Targeting Map

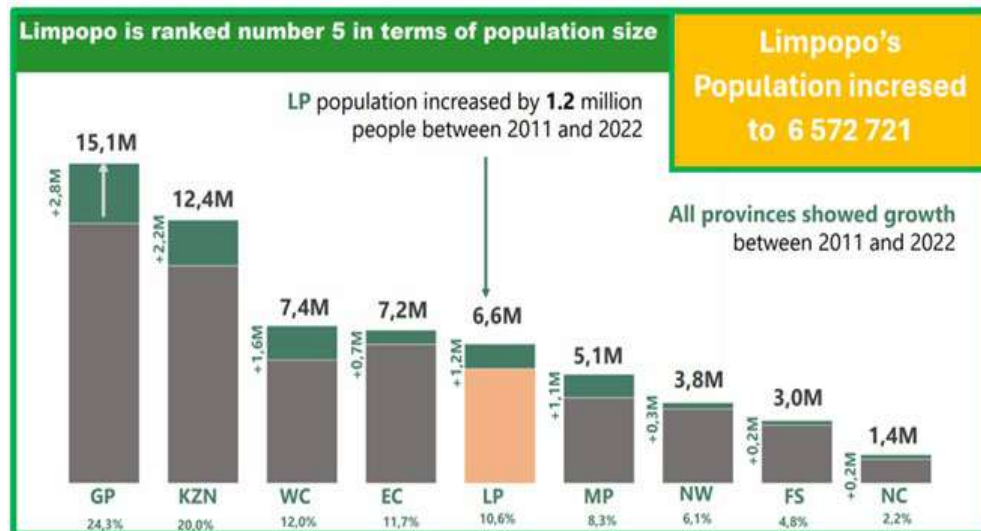


4.1.2 LIMPOPO POPULATION DYNAMICS

The province's demographic profile is predominantly Black African, accounting for 96% of the population. Other national groups include Whites (3.1%), Indians or Asians (0.5%), and Coloureds (0.3%). The linguistic landscape is diverse, with the most spoken languages being Sepedi at 55%, Tshivenda at 17.4%, Xitsonga at 17.3%, Afrikaans at 2.3%, Shona at 1.6%, Tswana at 1.4%, and Southern Ndebele at 1.1%. Limpopo remains predominantly rural, with a significant portion of its population residing in non-urban areas. The province comprises several urban centers, with Polokwane serving as the capital and largest city. Other notable towns include Thohoyandou, Tzaneen, and Mokopane. Despite urban growth, rural communities continue to play a central role in the province's demographic and cultural landscape.

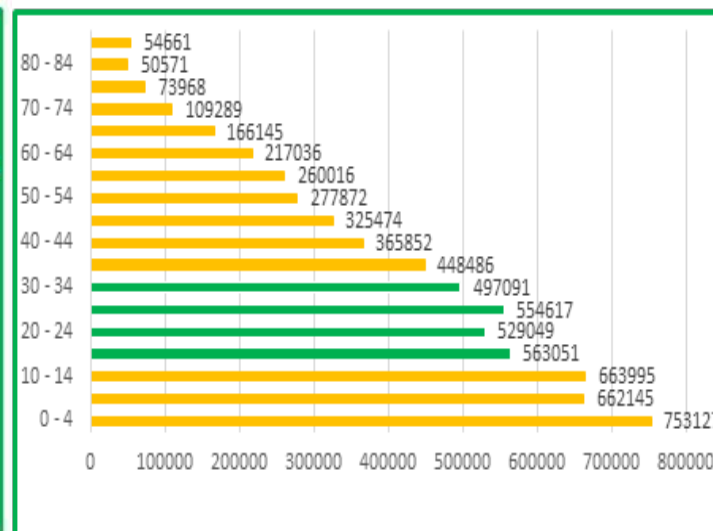
The outcomes of the Census 2022, as depicted in figure 2 below, indicate that the population of the province has increased to 6 572 721, which is an increase of 1.2 million between 2011 and 2022. Currently, the population estimate as of April 2024 is 6 822 375 people, with household average of 1 897 352 and the density of 3,60. The district leading with the highest population is Mopani with 1 423 941 people, 369 045 households with a density of 3.86 followed by Sekhukhune with 1 384 768 people, 355 478 households at a density of 3.90, Vhembe has about 1 219 417 people, 336 690 households at a 3.62 density, Capricorn with 1 130 234 people, 309 078 households at a 3,66 density and Waterberg with 716 118 people, 236 010 households at 2.87 density.

Figure 2: Population Provincial Comparison



Source: StatsSA, Census, 2022.

Figure 3: Limpopo Population by Age Categories



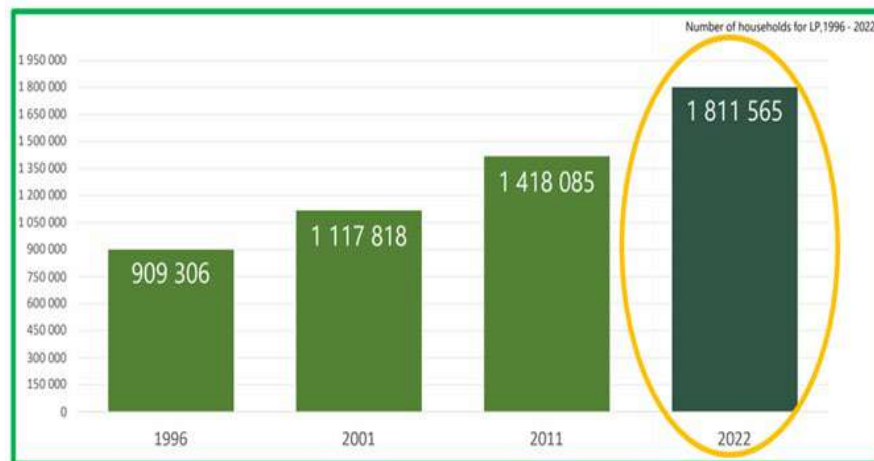
The province remains the 5th in terms of population size in the country, with a youthful population with a median age of 24 years as of April 2024, as compared to Gauteng with a median of 32 years, which is the lowest in South Africa. In terms of age distribution, Limpopo's population is predominantly young, with 33.2% of residents under the age of 15, the highest proportion in the country. There are about 2 million of young people in Limpopo (age 15 – 34). This youthful demographic underscores the need for substantial investment in education and youth services to cater to this significant segment. The provincial government has to enhance early childhood development programmes. The youthful median age offers long-term potential, it also requires proactive planning in education, employment, and infrastructure to harness the benefits and mitigate the challenges associated with a young population. The Limpopo Youth Development Strategy provides a framework for initiatives towards harnessing demographic dividends.

Limpopo, like several other predominantly rural provinces in South Africa, exhibits a higher female-to-male population ratio. According to the 2022 census, Limpopo's total population was approximately 6,572,721, with females accounting for 3,473,304 (52.8%) and males comprising 3,099,416 (47.2%). This indicates that there are 89 males per 100 females in the province. This can be attributed to several factors including but not limited to migration patterns, where males often migrate to urban areas in search of employment opportunities, leaving a higher percentage of females in rural communities or life expectancy where females generally have a higher life expectancy than males, contributing to a larger female population, especially in older age groups. This necessitates a strategic, gender-responsive economic development approach to ensure inclusive growth and optimize the province's labor force participation. By empowering women through targeted policy interventions, investment in skills development, and improved access to economic resources, we can transform our province's demographic landscape into a powerful economic asset.

Characteristics of Households

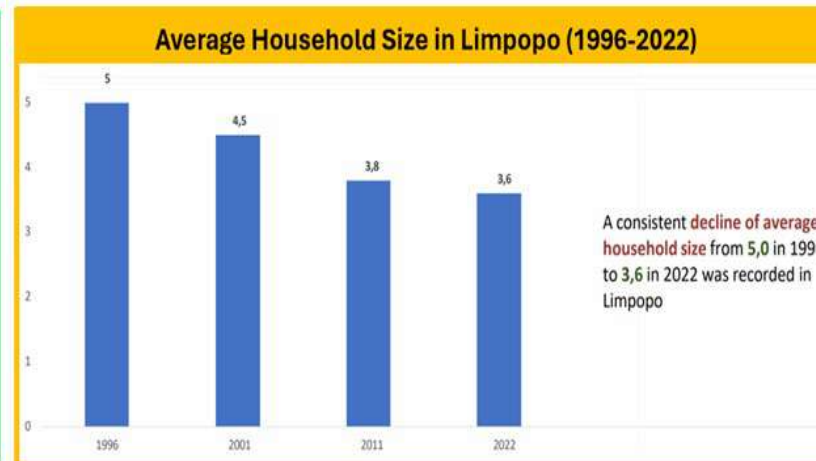
Figure 4 below shows that the number of households in Limpopo increased by 1 897 352 as at April 2024 compared to 1 811 565 during the 2022 census. The largest growth in household numbers from 2023 to 2024 was in Polokwane, Fetakgomo Tubatse, Makhado, Mogalakwena, and Thulamela municipalities. Figure 5 below shows a consistent decline of average household size from 5,0 in 1996 to 3,6 in 2023 has been recorded in Limpopo. The increasing number of households has implications for natural resources, including water, land, and energy, that may come under pressure, resulting in overuse or degradation of these resources if sustainable practices are not implemented. The continuous implementation of land use policies remains critical. There is also a positive element to the increase in households which relates to economic growth due to the demand for construction materials and related jobs.

Figure 4: Limpopo Households



Source: StatsSA, Census, 2022

Figure 5: Limpopo Average Household Size



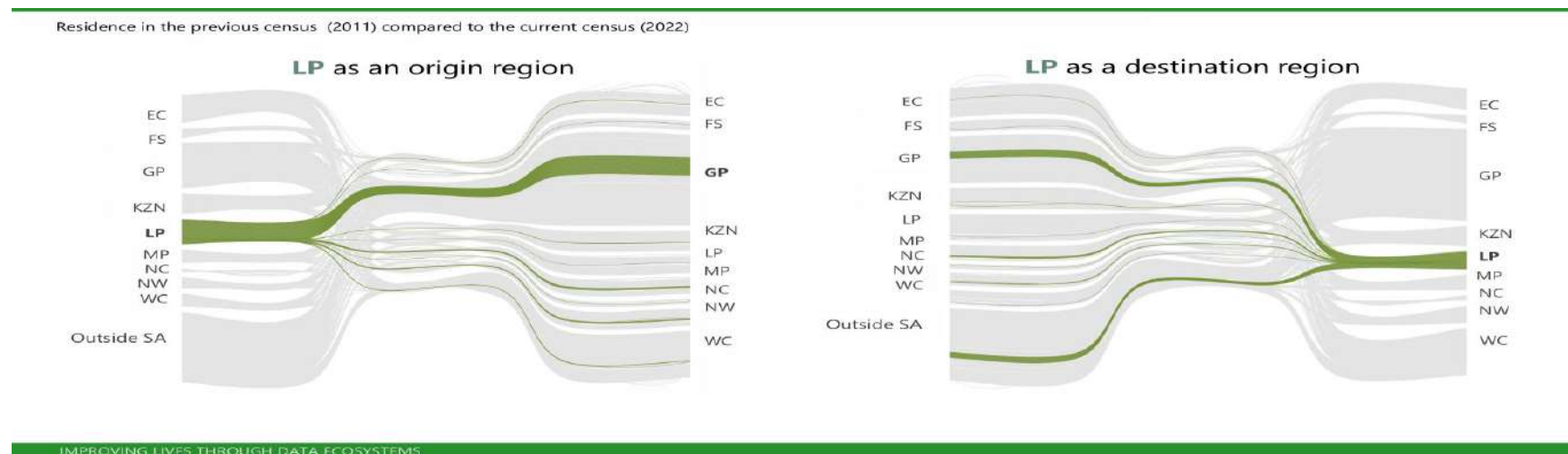
Limpopo Migration Trends

The province serves as a significant nexus for migration, influenced by its strategic location bordering Zimbabwe, Botswana, and Mozambique. Migration trends are shaped by a combination of cross-border movements, internal migration, and socio-economic factors. Limpopo's proximity to Zimbabwe has established it as a primary entry point for Zimbabwean migrants seeking economic opportunities in South Africa. The Beitbridge border post, one of Africa's busiest land crossings, facilitates this movement. Estimates suggest that between 1 and 3 million Zimbabweans reside in South Africa, with a significant number entering through Limpopo. This influx has led to the development of robust informal economies in border towns, driven by both regular and irregular migration.

According to the 2022 census data, between 2011 and 2022, almost 114 thousand people moved out of the province. Within South Africa, Limpopo experiences notable internal migration patterns. The province has a high share of out-migration, with

residents relocating to other regions, particularly Gauteng, in search of better employment and educational opportunities. Many of these individuals migrated to Gauteng, with over 1.3 million people born in Limpopo now living in that province. Figure 6 below shows that Limpopo is among the provinces that recorded negative net migration. This migration pattern reflects a broader trend in which individuals from rural and economically disadvantaged areas move to urban centers for employment, education, and improved living conditions. Migration can have profound impacts on local development, both positive and negative. The positive aspect is that migrants often send remittance (money) home to improve the living conditions of their families. The negative effects include loss of skilled labour to grow the economy and young energetic people.

Figure 6: Migration Patterns



Source: SAPS Crime Statistics 2013–2023

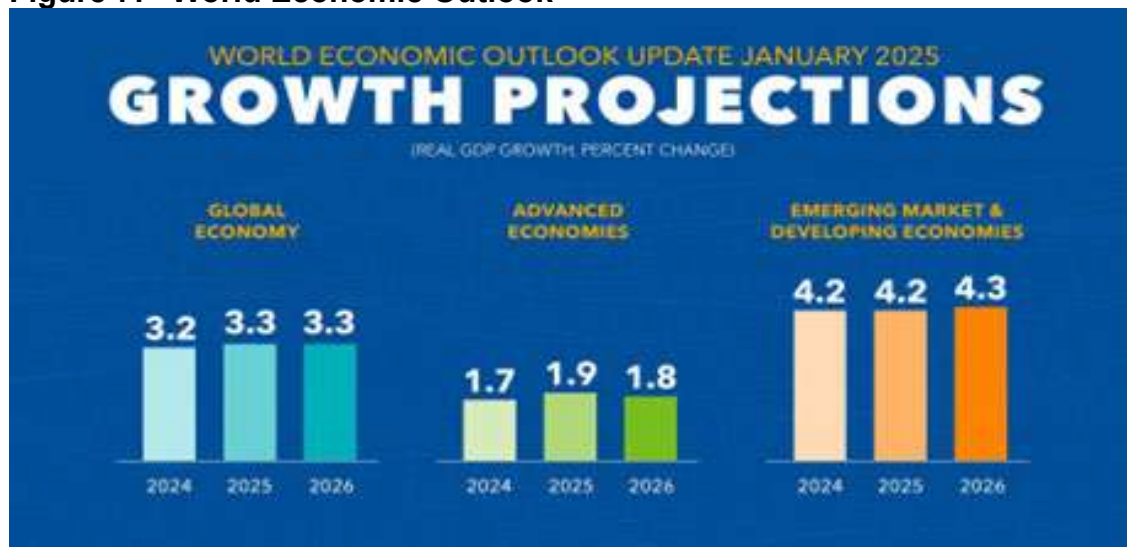
According to the migration report issued in 2023 by StatsSA in collaboration with the South African Police Service, migration patterns in South Africa assumed two categories: one, temporary residence permits and transit migration, both of which experienced fluctuations over the past decade. During the pandemic in 2020, both categories experienced a substantial decline, with a partial rebound in 2022. Limpopo also experienced a similar pattern wherein in 2019/20, a decline of 512 was recorded, followed by an increase of 616 in 2021/22. Short-term visits, crucial for understanding tourist or business-related movements, demonstrated consistent growth until 2019 before facing significant declines in 2020 and 2021. The trends indicate the susceptibility of migration to external factors, reflecting the impact of global events on migratory patterns. Generally, the figure above shows a fluctuating migration trend in Limpopo. It is noted that Gauteng attracted more people than all the provinces. Limpopo is among the six provinces that are estimated to have a positive net migration of people throughout 2021 to 2026. The strongest migration flows from Limpopo province to Gauteng Province.

4.1.3 ECONOMIC OUTLOOK

GLOBAL ECONOMIC OUTLOOK

As of January 2025, the global economic outlook presents a complex landscape influenced by policy shifts, geopolitical tensions, and regional disparities. The International Monetary Fund (IMF) projects global growth at 3.3% for both 2025 and 2026, as per figure 7 below, maintaining previous forecasts. This stability reflects an upward revision for the United States, offset by downward adjustments in other regions. Similarly, the World Bank anticipates global growth to hold steady at 2.7% during this period, though this rate may be insufficient to foster sustained economic development, particularly in vulnerable economies.

Figure 7: World Economic Outlook



Source: IMF, January 2025

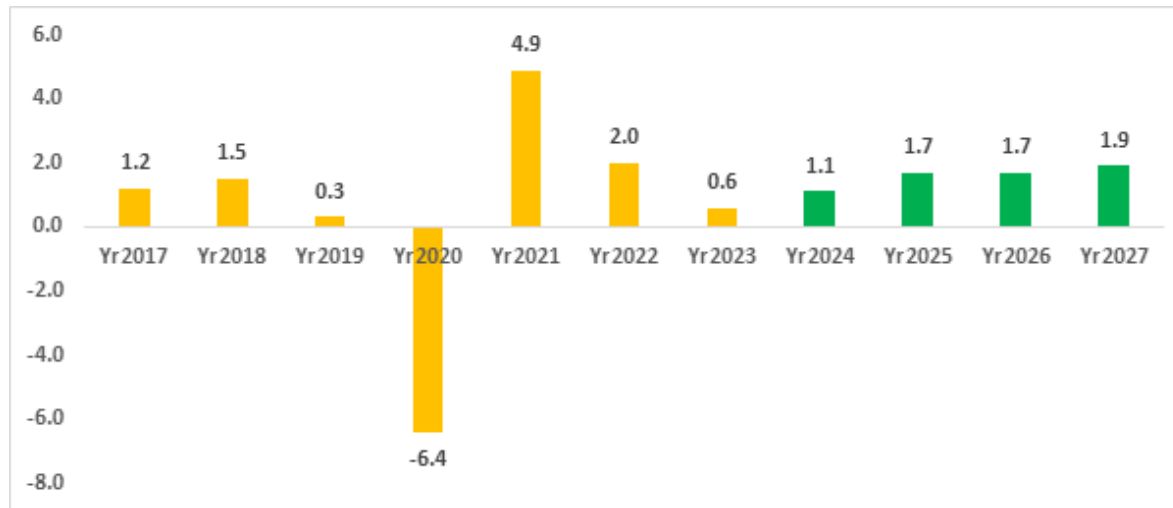
The global economy faces several risks, including policy uncertainty: Rapid and unpredictable policy changes, especially in the U.S., have led to a cautious approach among businesses, potentially hindering investment and growth. Geopolitical conflicts: Ongoing tensions, such as those in Ukraine, could disrupt global trade and economic stability. Trade tensions: Escalating tariffs and protectionist measures may dampen global trade, affecting growth prospects, particularly in export-dependent economies. Governments, businesses, and policymakers must navigate these challenges carefully to foster sustained economic development. The Global Economic Outlook has significant implications for the province, particularly in areas such as economic development and fiscal policy

NATIONAL ECONOMIC OUTLOOK

The Government of National Unity (GNU) has been in place since June 2024, which the markets have welcomed. The GNU faces difficult challenges such as declining GDP per capita, high unemployment, poverty and inequality, and rising public debt service, which crowd out other urgent spending needs. Its fresh mandate represents an opportunity to pursue ambitious reforms to safeguard macroeconomic stability and address these challenges, placing the economy on a path toward higher, more inclusive, and greener growth.

South Africa is faced with high levels of unemployment and social ills, levels of drug abuse, and a surge in crime statistics. The 7th administration is tasked with the inherited fight against poverty, inequality, and unemployment. The International Monetary Fund (IMF) projects South Africa's GDP growth at 1.5% for 2025, a modest increase from 0.8% in 2024. The African Development Bank offers a slightly higher projection of 1.6%, attributing this to new infrastructure investments bolstering construction and other sectors. Positively, South Africa's Consumer Price Inflation (CPI) has been declining, thus bringing relief to consumers, and that led to the South African Reserve Bank reducing the repo rate with 25 basis points, and a further rate cut is anticipated in the next sitting of the Monetary Policy Committee.

Figure 8: Economic Growth and Economic Growth Forecast



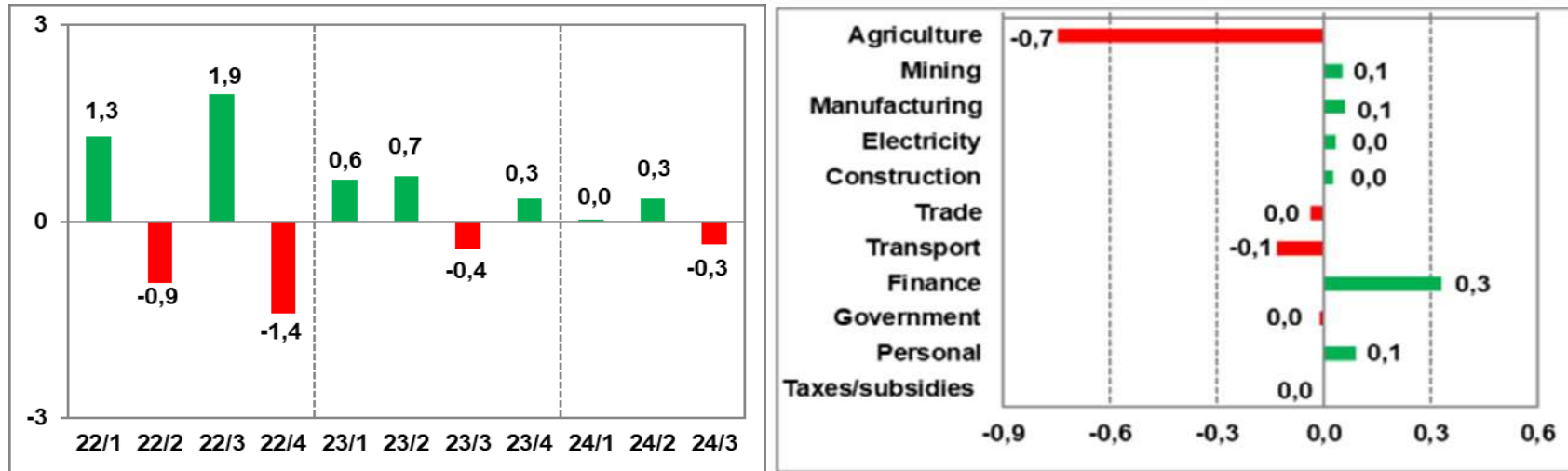
Source: IMF, October 2024

The figure 8 above indicates that there has been uncertainty in the SA economy, but the developments have been somewhat more positive. The South African economic growth is unstable. During 2022, GDP growth was recorded at 2.0 percent, whilst in 2023 GDP increased by 0.6 percent. In 2024, the SA GDP is projected to grow by 1.1 percent despite the shady beginning of Q1 2024 where GDP has contracted by 0.1 percent. The forecast by the National Treasury indicated growth of 1.7 percent in 2025 and 2026, respectively.

In January 2025, inflation edged up to 3.2% year-on-year from 3.0% in December 2024, remaining within the SARB target range of 3% to 6%. The SARB has implemented three interest rate cuts since September 2024 to stimulate economic activity. However, Governor Lesetja Kganyago cautions that global trade tensions and potential domestic tax hikes, such as a proposed increase in Value-Added Tax (VAT) to 17%, could pose inflationary risks.

Notably, Figure 9 below indicates that real gross domestic product (GDP) measured by production, decreased by 0,3% in the third quarter of 2024, following an increase of 0,3% in the second quarter of 2024. Four industries recorded negative growth between the second and third quarters of 2024. The agriculture industry was the largest negative contributor, decreasing by 28,8% and contributing -0,7 of a percentage point to the negative GDP growth. The transport industry decreased by 1,6%, contributing -0,1 of a percentage point. The finance industry was the largest positive contributor, increasing by 1,3% and contributing 0,3 of a percentage point.

Figure 9: South African Economy Growth and Sector Contribution



Source: STATSSA, GDP 3rd Quarter 2024

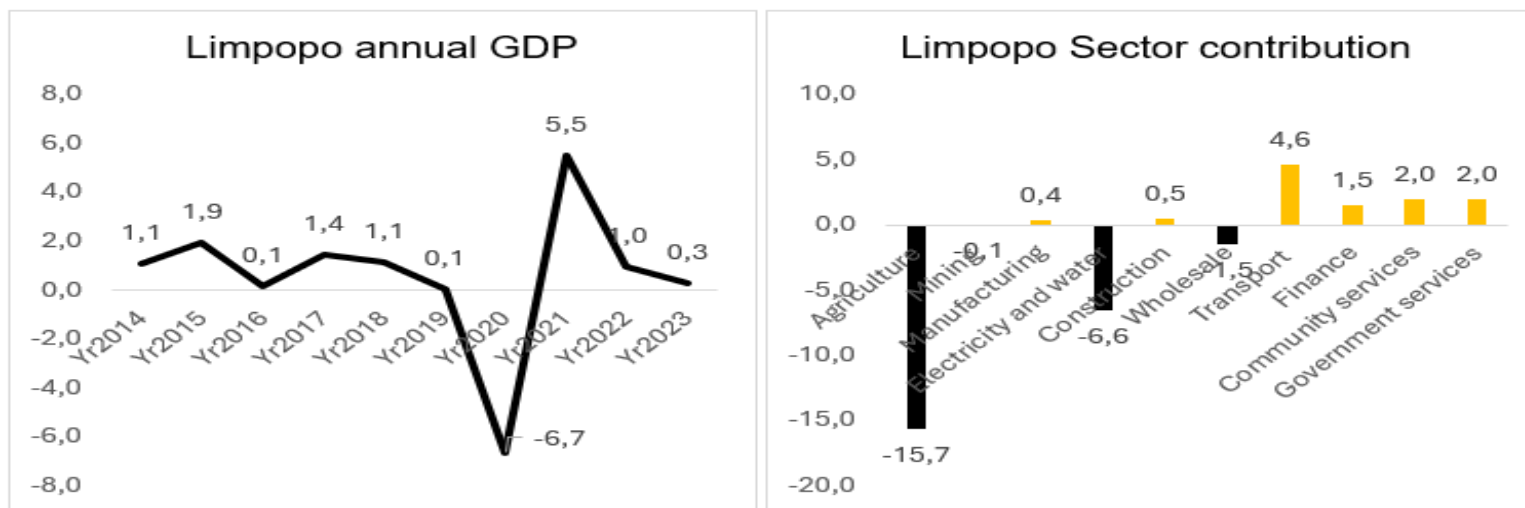
The province stands to benefit from national infrastructure investments, particularly in energy and transport, which could enhance mining and agricultural productivity. Job creation initiatives may boost employment, but skills development remains crucial. Inflation and a potential VAT increase could raise input costs for the agricultural sector, affecting food prices. Tourism

may improve with better infrastructure, though global uncertainties could impact international visitors. A stable rand supports export industries, but trade tensions pose risks.

PROVINCIAL ECONOMIC OUTLOOK

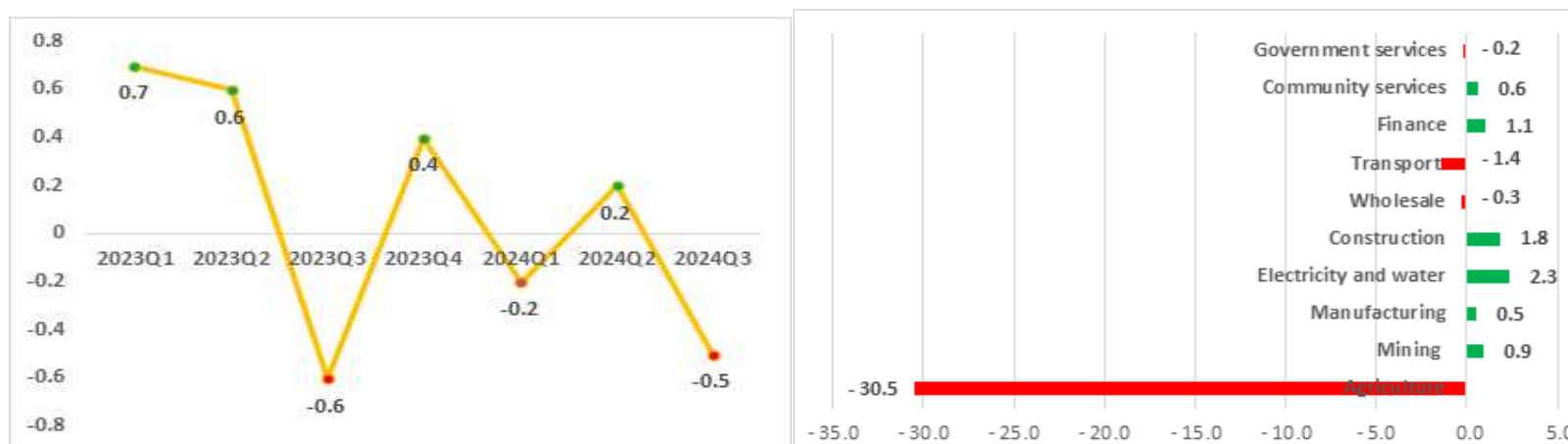
Limpopo's economy remains largely dependent on mining, agriculture, and tourism, with significant contributions from trade and manufacturing. The province is projected to experience moderate economic growth in 2025, aligning with South Africa's national growth forecast of 1.5% - 1.6%. The provincial economy continues to grow below the envisaged 2.0 percent growth as outlined in the LDP. This slow growth is also a mirror reflection of the country's economic performance. During the past 10 years (figure 10 below), Limpopo's GDP has only grown beyond 2.0 percent in 2021 at 5.5 percent from a decline of 6.7 percentage of 2020, which was the result of COVID-19 pandemic. During 2023, the province's GDP only grew by 0.3 percent following a 1.0 percent growth in 2022. The agriculture sector, mining sector, electricity and wholesale all contributed negatively to the provincial GDP growth in 2023, while manufacturing, transport, finance and personal services recorded positive growth. In 2023, the transport sector grew at 4.6 percent, being the main contributing sector despite the current logistical challenges.

Figure 10: Gross Domestic Product Growth and Sector Contribution



Source: IMF, April 2024

Figure 11: Limpopo GDP Growth



Source: IMF, October 2024

The Q3 2024 GDP for Limpopo has contracted by 0.5 percent, coming from a 0.2 percent growth in Q2 2024. Agriculture remains one of the main sectors for Limpopo economic growth and has recorded a significantly larger decline of 30.5 percent, this is due to the decline in production caused by the drought. The other sectors that had a negative growth in Q3 2024 are the transport and communication sector and also the wholesale & retail trade; hotels & restaurants at 1.4 percent and 0.3 percent, respectively. In this respective quarter, at least on a positive note the mining sector recorded an increase of 0.9 percent.

The province's economic outlook for 2025 is cautiously optimistic, with growth driven by mining, agriculture, and infrastructure development. However, inflation, unemployment, and global market volatility remain key challenges. Strategic investments in energy, transport, and skills development will be essential for sustainable economic progress. To ensure sustainable economic growth and mitigate risks in 2025, the Office of the Premier will coordinate the implementation of LDP focusing on key economic sectors, infrastructure development, and social programs. Infrastructure expansion, job creation, and social support programs will be the focus for the 7th administration as well as the province.

4.1.4. NATIONAL LABOUR FORCE CHARACTERISTICS

The unemployment levels in South Africa are among the highest in the world and have remained consistently high throughout 6th Administration. Limpopo Province in the Limpopo Development Plan 2020-2025 had targeted to record 14% unemployment rate by 2025. Labour force characteristics in Table 1 below show that Limpopo has more people employed than unemployed. However, it further indicates that there are many of those not economically active. The employed persons increased from 1,498 thousand in the fourth quarter of 2023 to 1,559 thousand in the fourth quarter of 2024, which is an increase of 45 thousand jobs. While the unemployed working age population was recorded at 1,314 thousand in the fourth

quarter of 2023 and increased to 1, 345 thousand in the fourth quarter of 2024, which is a reasonable decrease of 29 year-year changes.

Table 1: Labour Force Characteristics

Limpopo	Oct-Dec 2023	Apr-Jun 2024	Jul-Sep 2024	Oct-Dec 2024	Qtr-to-qtr change	Year-on year change	Qtr-to-qtr change	Year-on year change
Limpopo								
Population 15–64 yrs	4 010	4 023	4 036	4 049	12	51	0,3	1,3
Labour force	2 812	2 865	2 885	2 904	-19	74	-0,6	2,6
Employed	1 498	1 495	1 526	1 559	-16	45	-1,0	3,0
Unemployed	1 314	1 370	1 359	1 345	-2	29	-0,2	2,2
Not economically active	1 198	1 158	1 152	1 145	31	-23	2,7	-1,9
Rates (%)								
Unemployment rate	46,7	47,8	47,1	46,3	0,2	-0,2		
Labour force participation rate	37,4	37,2	37,8	38,5	-0,5	0,6		
Employed/population ratio (absorption)	70,1	71,2	71,5	71,7	-0,7	0,9		

Source: StatsSA QLFS Quarter 4:2024

Employment Quarterly trends for Limpopo

Table 2: Employment Quarterly Trends

Limpopo	Oct-Dec 2023	Apr-Jun 2024	Jul-Sep 2024	Oct-Dec 2024	Qtr-to-qtr change	Year-on year change	Qtr-to-qtr change	Year-on year change
Employment	1 498	1 526	1 559	1 543	-16	- 45	-1,0	3,0

Limpopo observed the largest increase in employment on the year-on-year comparison; however, it recorded a decrease in the quarter under review. Compared with Q4: 2023, the largest increases in employment were recorded in Eastern Cape (108 000), Western Cape (55 000), Gauteng (47 000), and Limpopo (45 000).

Table 3: 5-year Unemployment Trend Analysis

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Jan-Mar	Oct-Dec	Jul-Sep	Oct-Dec
2020	23.6%	21.9%	26.3%	27.3%
2021	29.4%	30.4%	32.5%	33.9%
2022	35.6%	36.3%	31.0%	31.8%
2023	33.6%	31.6%	30.8%	30.3%
2024	32.7%	31.1%	32.6%	31.9%

Source: StatsSA Q4, 2024 and Archive data

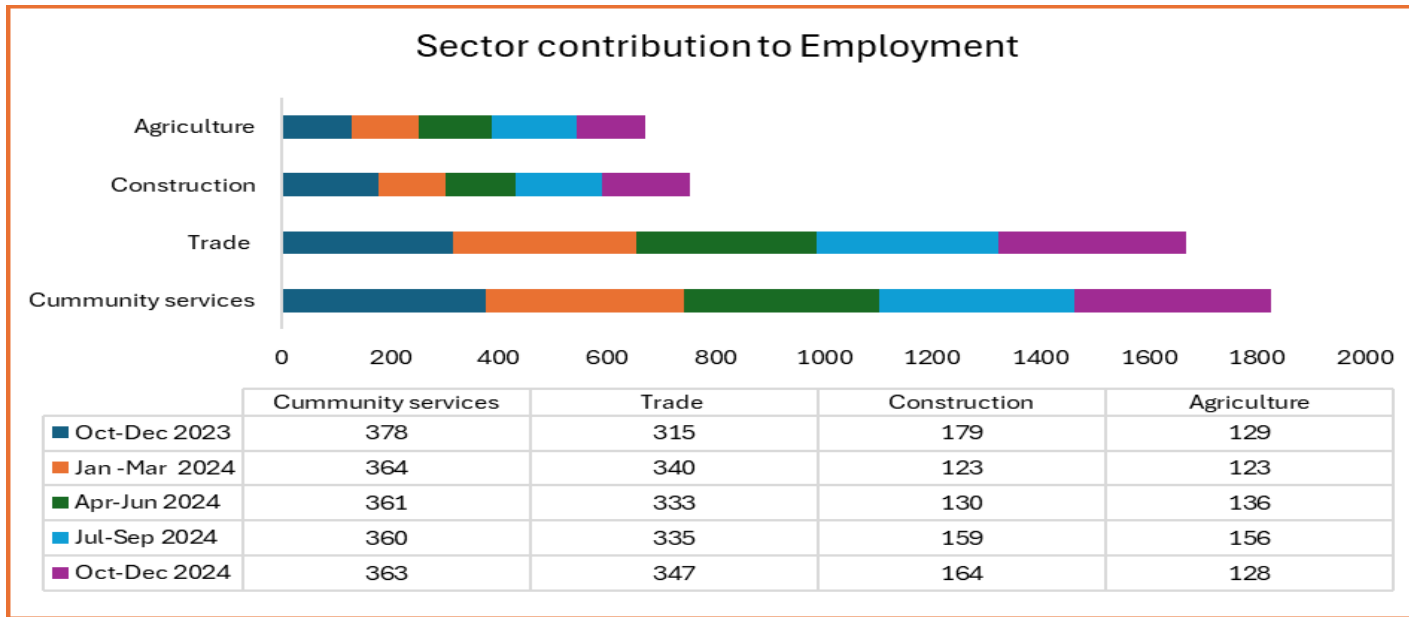
Table 3 above reflects the province's 5-year unemployment trend. During the 2020 financial year, the province experienced a significant fluctuation in unemployment rates, with a decrease to 21.9 % in Q2, which likely reflects the initial lockdowns in response to COVID-19, which temporarily reduced the number of active job seekers. The year 2021 saw a continuous rise in unemployment, peaking in Q4 at 33.9%. The year was heavily influenced by the continued economic struggles due to COVID-19, with many businesses struggling to recover.

In 2023, the unemployment rate started to stabilize, showing a consistent decrease across the quarters. The drop from Q1 (33.6%) to Q4 (30.3%) suggests some positive shifts, such as increased economic activity, possible infrastructure projects, or recovery in sectors like agriculture and mining, which are significant in Limpopo. However, the rate remained high compared to pre-pandemic levels, indicating the ongoing challenges in creating enough sustainable jobs.

In 2024, the unemployment rate fluctuated slightly between 31.1% and 32.7%, showing that while there was some improvement, the labor market remained volatile. The trend suggests that while the province might have seen some recovery, external factors (like global economic shifts or local industry performance) could have influenced the slight increases in Q1 and Q3.

Reducing unemployment in Limpopo will require a coordinated approach across various sectors. The government, businesses, and communities must work together to diversify the economy, improve skills, support entrepreneurship, and create job opportunities. While there is no quick fix, sustained investment in human capital, infrastructure, and local industries will drive long-term economic growth and help reduce the high unemployment rate in the province.

Figure 12: Employment by Sector



Source: Q4 2024 QLFS

Figure 12 above depicts employment by sector. It is noted that employment has been driven mainly by the community and social services, trade, construction, and agriculture industries, with other sectors presenting inconsistent contributions quarter to quarter and year on year.

Not in Employment, Education, or Training (NEET)

The term "NEET" refers to individuals aged 15 to 34 who are not engaged in employment, education, or training. This demographic is of particular concern due to its potential social and economic implications. Nationally, the NEET rate has

remained alarmingly high, exceeding 30% for the past decade. This means that over 3 million young South Africans fall into this category

In the fourth quarter of 2024, Limpopo had a decrease in the number of youths NEET from 1,860 in quarter 3 of 2024 to 1,831 in quarter 4 of 2024. The observation in table 4 below suggests that the interventions applied in the province are slowly showing positive outcomes. This reflects a consistent decline throughout the year; however, it is still the highest compared to the previous year with 1,829. The profile of young people who are NEET are from disadvantaged areas, especially rural communities, where opportunities are limited. The NEET phenomenon poses significant challenges, including increased unemployment, social instability, and economic inefficiencies. Addressing this issue requires targeted interventions such as enhancing access to education and vocational training, promoting job creation, and implementing mentorship programs to guide youth towards productive pathways.

Table 4: Employment in Education, Employment or Training (NEET)

Limpopo	Oct-Dec 2023	Jan-Mar 2024	Apr-Jun 2024	Jul-Sep 2024	Oct-Dec 2024	Qtr-to-qtr change	Year-on year change	Qtr-to-qtr change	Year-on year change
NEET	1 829	1 866	1 860	1 833	1 831	-2	2	-1.0	0.1

Source: Q4 2024 QLFS

4.1.5. REFLECTING ON THE 30-YEAR PERFORMANCE REVIEW REPORT

Over the past 30 years, Limpopo has made significant strides in socioeconomic transformation, governance and infrastructure development. However, the performance has seen a combination of both successes and persisting challenges that require continued focus and innovation.

Achievements

The province's economic transformation is evident in sectors such as mining, agriculture, and tourism. Mining as the province's economic backbone grew significantly, contributing 26% to the provincial GDP by 2023. The sector also displayed strength by creating job opportunities despite market fluctuations, with employment growing from 35,857 in 1996 to 89,165 in 2022. Additionally, the construction and agricultural sectors, although smaller in GDP contribution, have expanded their employment numbers substantially.

Tourism, another vital economic pillar, bounced back after the COVID-19 pandemic, with tourist arrivals surging to 6.5 million in 2022. The establishment of SEZs and revitalisation of industrial parks further demonstrate Limpopo's commitment to industrialisation and economic diversification, although challenges persist with taking the Musina-Makhado SEZ off the ground.

From a social perspective, notable gains were made in education, with the matric pass rate rising from 38% in 1996 to 79.5% in 2023, nearing the LDP's target of 80% by 2025. Health outcomes have also improved, particularly in managing HIV/AIDS, with the province surpassing its 90% target for HIV testing and achieving significant progress in viral load suppression. The province's infrastructure development has also been impressive, particularly in the energy and transportation sectors, as illustrated by the Medupi Power Station and key road projects.

Challenges

Despite these achievements, Limpopo continues to face critical challenges, particularly in unemployment, poverty and income inequality. Unemployment remains a pressing issue, with the rate increasing to 31.4% in 2024 from 20.5% in 2012. The LDP's target of reducing unemployment to 14% by 2025 is still at a distance. Poverty, although reduced from 73.9% in 1996 to 56.1% in 2022, remains high and achieving the target of 20% by 2025 requires sustained and focused interventions. The province also struggles with income inequality, with the Gini Coefficient at 0.59 in 2022, one of the highest in the country. This is compounded by a regression in access to water services, which declined from 74.1% in 2020 to 69.1% in 2022. The water infrastructure challenges highlight the need for innovative solutions and strategic investments to address these disparities. Moreover, the manufacturing sector, which plays a critical role in employment, has seen a decline in jobs from its peak in 2018, while the gambling sector has also witnessed a reduction in employment due to business closures. These setbacks underscore the need for diversification beyond traditional sectors.

Governance and Public Administration

Limpopo's governance has evolved significantly, especially in terms of financial management and public administration. The implementation of the Public Finance Management Act (PFMA) and Municipal Finance Management Act (MFMA) has promoted transparency and accountability. The province's financial position improved after the Section 100(1)(b) intervention in 2011, which helped reduce unauthorised expenditure and stabilised the financial systems. Tables 5 and 6 below indicate the audit outcome trends for the 12 votes and 5 public entities over five (5) financial years.

Table 5: 2019/20 – 2023/24 Audit Outcomes trends for Provincial Departments over 5 financial years.

Vote No	DEPARTMENT	2019/20	2020/21	2021/22	2022/23	2023/24	TREND	COMMENTS
1	Premier	CL	CL	CL	UQ	CL	↑	Audit improvement outcomes
2	Provincial Legislature	CL	UQ	UQ	CL	CL	↔	Audit unchanged outcomes
3	Education	Q	Q	Q	Q	Q	↔	Audit unchanged outcomes
4	Agricultural & Rural Development	UQ	UQ	UQ	UQ	UQ	↔	Audit unchanged outcomes
5	Provincial Treasury	CL	CL	CL	UQ	CL	↑	Audit improvement outcomes
6	Economic Development	UQ	CL	CL	CL	UQ	↓	Audit regression outcomes
7	Health	UQ	Q	Q	Q	UQ	↑	Audit improvement outcomes
8	Transport and Community Safety	CL	CL	UQ	UQ	UQ	↔	Audit unchanged outcomes
9	Public Works, Roads & Infrastructure	UQ	UQ	UQ	Q	Q	↔	Audit unchanged outcomes
10	Sports Arts & Culture	UQ	UQ	UQ	UQ	CL	↑	Audit improvement outcomes
11	Co-operative Governance, Housing Settlement & Traditional Affairs	UQ	UQ	UQ	UQ	UQ	↔	Audit unchanged outcomes
12	Social Development	UQ	UQ	UQ	UQ	Q	↓	Audit regression outcomes

In the 2023/24 financial year, the Audit Outcomes for Provincial Departments were as follows: four (4) clean audit outcomes, five (5) unqualified audit outcomes, and three (3) qualified audit outcomes.

- Four departments achieved clean audit outcomes (Provincial Legislature, OTP, LPT, and DSAC).
- Five departments received unqualified audit opinions (DoH, DARD, CoGHSTA, DTCS, LEDET).
- Three departments received qualified audit outcomes (DPWR&I, DoE and DSD).

Table 6: 2019/20 – 2022/23 Audit Outcomes trends for Public Entities over 5 financial years.

Vote No	PUBLIC ENTITIES	2019/20	2020/21	2021/22	2022/23	2023/24	TREND	COMMENTS
1	Limpopo Economic Development Agency (LEDA)	UQ	Q	Q	Q	Q	↔	Audit outcomes unchanged
2	Limpopo Tourism Agency (LTA)	UQ	UQ	UQ	UQ	CL	↑	Audit outcomes improved
3	Limpopo Gambling Board (LGB)	CL	CL	CL	CL	CL	↔	Maintained Clean Audit
4	Roads Agency Limpopo (RAL)	UQ	UQ	UQ	UQ	UQ	↔	Audit outcome unchanged
5	Gateway Airport Authority Limited (GAAL)	Q	A	Q	Q	UQ	↑	Audit outcome improved

In the 2023/24 financial year, the Audit Outcomes for Public Entities were as follows: two (2) Clean Audit Outcomes, two (2) Unqualified audit outcomes, and one (1) qualified audit outcome.

- Two public entities achieved a clean audit outcome (Limpopo Tourism Agency and Limpopo Gambling Board)
- Two public entities achieved unqualified audit outcomes (GAAL and RAL)
- One (1) public entity achieved qualified audit outcomes (LEDA).

Audit outcomes for Limpopo province reflect a positive trajectory towards improved financial management and governance. Sustained efforts are required to address ongoing challenges, particularly in municipalities, to ensure that financial practices translate into enhanced service delivery. Oversight responsibility by the Provincial Treasury and COGHSTA in assisting all Provincial Departments, Public Entities, and municipalities is critical.

However, challenges remain in governance, particularly in local government and service delivery. The management of conditional grants, delays in infrastructure projects, and financial mismanagement in some municipalities highlight ongoing

administrative issues. Despite progress in audit outcomes, some departments still struggle to achieve clean audits, indicating room for improvement in financial discipline and management practices.

Looking ahead, Limpopo must focus on several key areas to sustain its progress and address the remaining challenges. Economic diversification is critical, particularly in agriculture, tourism, and the green economy. The SEZs, particularly the Musina-Makhado SEZ, holds promises for industrialisation and job creation, but their success will depend on addressing the issue of land and securing investments. Infrastructure development, particularly in water and sanitation, must be prioritised to meet the growing demands of the population and ensure equitable access to basic services. The province should also continue to invest in education and healthcare, focusing on quality and access, particularly in rural areas.

4.2. INTERNAL ENVIRONMENTAL ANALYSIS

The Office embarked on the strategic review exercise after the general elections during September 2024, where all Senior Management Services (SMS) members were in attendance. The purpose of the strategic planning session was to plan for the 2025/26 financial year and to review the strategic position and environment for the Office. The Office conducted the situational analysis in line with the revised Framework for Strategic and Annual Performance Plans, which provides guidelines for the development of the 2025-2030 Strategic Plan and 2025/26 Annual Performance Plans (APPs). The review also reflected on the MTDP and the appropriateness of the organisational structure to deliver on the departmental mandate. The review found that the operating model and the organisational arrangements were inappropriate to respond to the service delivery challenges that the Office is required to address.

The outcomes adopted by the Office for the 2026/30 planning cycle are aligned to the 3 government of national unity priorities for the 7th Administration: -

- **Priority 1:** Inclusive growth and job creation
- **Priority 2:** Reduce poverty and tackle the high cost of living
- **Priority 3:** A Capable, Ethical, and Developmental State

The Office used one of the recommended planning tools to conduct the situational analysis. The SWOT analysis was used to identify key internal factors to be taken into consideration during the situational analysis. The sections that follow outline the status of the situation within the Office of the Premier.

Table 7: Strengths and Weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none">• Stability at Top and Executive level.• Established Legislative Framework, including policies and guidelines.• Collaborative Support Framework in place to coordinate, monitor and support to departments, public entities, and municipalities to ensure service delivery.• Consequence Management Framework.• Digitized business processes.• Continuous Learning & Professional Development.• Coordinating structures exists.• Capable workforce with relevant skills.	<ul style="list-style-type: none">• Inadequate integrated planning, Monitoring and evaluation.• Organisational Structure not fit for purpose (misalignment of functions and top-heavy structure), Presenteeism may hinder organisational agility.• Slow implementation of Digital transformation.• High staff turnover.• Inadequate communication of government programmes that benefit the community.• Slow implementation of Gender transformation agenda.

4.2.1 Strategic Reflection on SWOT Analysis

Strengths

Leadership stability fosters a consistent vision and direction, which can enhance employee morale and organizational cohesion. Leadership stability will reduce uncertainty, allow for long-term strategic planning, and encourage a culture of trust and collaboration within the Office. The Office also acknowledges the availability of a capable and committed workforce with relevant skills which will increase productivity and work as a team towards the achievement of common goals. The

Office will continue to invest in upskilling the workforce to foster a culture of continuous learning, training and development which can further enhance the overall performance of the department.

A solid legislative framework provides a clear operational roadmap and ensures compliance with legal requirements, enhancing credibility and trust. This helps facilitate consistent decision-making, provides accountability, and supports effective governance. The implementation of the Collaborative Support framework will foster coordination among departments, public entities, and municipalities, which is essential for efficient service delivery. The framework encourages resource sharing, reduces duplication of efforts, and enhances overall service effectiveness. The implementation of the provincial Consequence Management Framework will deter negative behavior, promote a culture of responsibility, and reinforce the importance of ethical conduct within the Office. Effective implementation of the framework will ensure accountability and encourage adherence to policies and standards by all departments and public entities in the province.

Weaknesses

To address the weaknesses identified, the following measures will be put in place:

Inadequate integrated planning, monitoring, and evaluation: The Office plays a pivotal role in steering the province's development and governance. An internal environmental situational analysis of the OTP encompasses several key dimensions: The OTP has developed the LDP 2020-2025, which outlines the province's strategic vision and goals. The Plan is being reviewed to align with the priority of the 7th Administration and will be implemented from 01 April 2025. This plan emphasizes economic growth, infrastructure development, and social transformation, aligning with national objectives to address unemployment, poverty, and inequality. The IGR framework will be leveraged to enhance the functionality of IGR structures and effective governance and collaboration. District Development Forums / District Engagement Sessions and

other critical district IGR structures are utilised as a vehicle to ensure that the Limpopo Development Plan informs prioritization of projects by the three spheres of government in line with the IGR, Integrated Planning, and M&E Framework. The Office will be providing an oversight responsibility in ensuring that these plans are fully implemented in an integrated manner and also monitor the effectiveness of the implementation. The Office has approved the implementation of a Collaborative Framework for driving efficiency, innovation, and sustainable development in the Limpopo Provincial Administration. By fostering coordination and aligning efforts across sectors, the province will improve governance, enhance service delivery, and achieve its strategic objectives effectively. The three Departments, i.e. Office of the Premier, Limpopo Provincial Treasury and CoGHSTA, are working together to ensure well-coordinated efforts towards improving service delivery. The IGR Framework will further be utilised to integrate the three spheres of government for a well-coordinated provincial administration.

4.2.2 Human Resources and Organizational Structure

The Office of the Premier exists to support the Premier to implement provincial legislation, mandated national legislation, coordinate functions of Limpopo Provincial Administration, and prepare and initiate provincial legislation. To ensure that this mandate is achieved, the Office has developed a three-year Human Resource Plan. The plan will assist in aligning workforce management with an organization's long-term strategic goals.

The OTP's organizational structure should be designed to facilitate effective governance and service delivery. In addressing the challenges of organisational structure, the Office has begun the process of organisational review to align with the 2025/2030 Strategic Plan. The current organisational structure, which was concurred by the Minister of Public Service and Administration (MPSA) on the 12th of February 2018, was implemented with effect from the 1st of April 2019. The structure

was aligned with the strategic plan 2020/2025 and will reach its maturity at the end of the 2024/25 financial year. The DPSA's directive on changes to the organisational structures by departments provides triggers for changes to the organisational structures of the departments, which should be informed by principles as set out in the Public Service Regulations, 2016. One of the triggers is structuring based on an amended mandate or change to the strategic focus based on 3–5-year strategic review processes.

Apart from this, there has been significant development since 2018 which has had an impact on the current organisational structure and areas of improvement that need to be considered during the structural review in relation to the reduction of the Compensation of Employees (CoEs) budget which resulted in some of the posts on the current approved structure being unfunded, new developments in terms of amendments of legislations such as Public Service Act Amendments Bill, Amended Public Service Regulations, Directives on Professionalization framework, etc. Further analysis on the mandate, functions and service delivery model of the Office is required to ensure alignment with the priority of the 7th administration and new strategic plan of the Office.

This has necessitated the need for the Office to embark on an organisational structure review process to ensure that it operates with an optimal organisational structure that will be aligned with the new priorities of the 7th administration, Medium-Term Development Plan, and the new strategic plan that is currently being developed for the Office. This will ensure that the Office is structured and organised in a manner that advances the priorities and the goals of the 7th administration. The restructuring project is estimated to be finalised by 31 March 2026 for implementation from 01 April 2026.

One of the critical issues identified is retaining our skilled workforce. High staff turnover can lead to loss of expertise and disruption in service delivery. The Office will continue to implement Human Resource Development programmes, including training, intensify capacity building on soft skills/reskilling, replacement & merging to be aligned to skills set. The Office conducted the skills audit and is in the process of analysing the audit findings. The assessment findings will assist the Office in implementing relevant targeted strategies and training programmes for an effective agile organisation. The Office has also approved the Succession Planning Policy and will develop an implementation plan going forward.

Addressing these weaknesses involves a combination of structural changes, enhanced communication, and strategic resource allocation. Prioritizing the above-mentioned strategies will lead to improved organizational effectiveness, better coordination within the Office, and a more resilient workforce. The Office will also implement a comprehensive communication strategy leveraging on social media and community outreach programmes to change the perception of the public.

4.2.3 Information and Communications Technology and Digital Transformation

The Office is also experiencing slow implementation of digital transformation due to aging Information and Communication Technology (ICT) Infrastructure. Outdated technology can cause connectivity issues, reduce productivity, and make it difficult to adopt new solutions. The Office has conducted an audit of ICT infrastructure in the province and will prioritize critical infrastructure upgrades and explore cloud solutions for better connectivity. During the Medium Term Expenditure Framework (MTEF) period, the Office will develop and implement a road map for digital transformation, including developing and implementing a policy to respond to Artificial Intelligence risks. Information and Communications Technology is guided by Section 30 of the Public Service Regulations. Matters that relate to ICT are managed through the Department's ICT

Steering Committee. The ICT Steering Committee plays a crucial role by providing oversight, guidance, and strategic direction for the effective use and management of technology. The committee serves as a governing body that ensures that technology is used effectively and strategically to support the organization's goals and operations. It fosters a coordinated and strategic approach to managing and leveraging technology to drive efficiency, growth, and competitive advantage within the organization. To this effect, the Office has developed an integrated ICT Plan and utilizes the appropriate Enterprise Architecture methodology.

In terms of continuing with the digitization drive, the Office will continue to provide devices that encourage mobility, unified communication, support decision-making, and reengineer business processes which may be replicated to other Provincial Departments. As part of improving services for the public, the e-recruitment system will continue to be maintained to assist in minimizing the number of days taken to finalise the recruitment processes and to allow the public to apply for adverts advertised by all departments electronically. To assist the citizens in accessing the government's online services while on the premises, a free platform to give the public access to the internet will be provided in all the buildings.

4.2.4 Women, Youth and Persons with Disability.

The National Development Plan 2030 envisions an inclusive society and a fairer economy that provides opportunities, particularly for those who were previously disadvantaged, such as women, youth, and persons with disabilities (WYPD). Limpopo Provincial Administration has made remarkable strides in promoting women's representation in leadership and decision-making roles and in reducing gender parity within government. To institutionalize gender equality, the provincial administration has adopted the Gender Responsive Planning, Budgeting, Monitoring, Evaluation, and Auditing Framework (GRPBMEAF). This framework serves as a mechanism for integrating gender considerations into public policies, financial

planning, and development initiatives. As part of these efforts, the provincial administration will ensure that departmental APPs, IDPs and One Plans are responsive to the implementation of the GRPBMEA framework.

All government departments, public entities, and municipalities are mandated to deliver on women's emancipation, gender equality, youth development and the rights of persons with disabilities. The Office of the Premier takes the lead in providing technical assistance, monitoring and evaluating all provincial departments to implement the framework. All Heads of Departments/Accounting Officers signed performance agreements with the Members of the Executive Council. The implementation of the performance agreements is monitored at various forums. The performance agreements include priorities to women, youth, and persons with disabilities. The Office is partnering with various SETAs to implement learnerships and internship programmes for technical skills that are required by the province, targeting women, youth, and persons with disabilities. The Office has allocated funds to implement skills development programmes, study opportunities and training programmes. The Office of the Premier buildings generally comply with reasonable accommodation for persons with disabilities, the buildings are fitted with evacuation chairs in case of emergency. The Office has acquired a site where, in the future, the plan is to build offices to accommodate all officials, including persons with disabilities.

4.2.5 Audit Management Capacity for the Office

The OTP has established robust financial management systems to ensure accountability and transparency. In the 2023/2024 financial year, all audit findings were addressed, which led to the Office achieving an unqualified audit without material findings (Clean Audit).

4.2.6 Compliance with Broad-Based Black Economic Empowerment (BBBEE) ACT

In 2003, the Broad-Based Black Economic Empowerment Strategy was published as a precursor to the BBBEE Act no 53 of 2003. The fundamental objective of the Act is to advance economic transformation and enhance the economic participation of black people in the South African economy. In terms of Section 13G, read with regulation 12 of the BBEE Regulations: (a) All spheres of government, public entities and organs of state must report on their compliance with Broad-Based Black Economic Empowerment in their audited annual financial statements and annual reports required under the PFMA within thirty days post approval of such annual report and financial statements in a prescribed BBBEE 1 form. The Office is complying with the BBBEE Act. The approved audited Annual Report, together with the Annual Financial Statement, were tabled at the provincial legislature and subsequently submitted to the BBBEE Commission.

ORGANIZATIONAL STRUCTURE

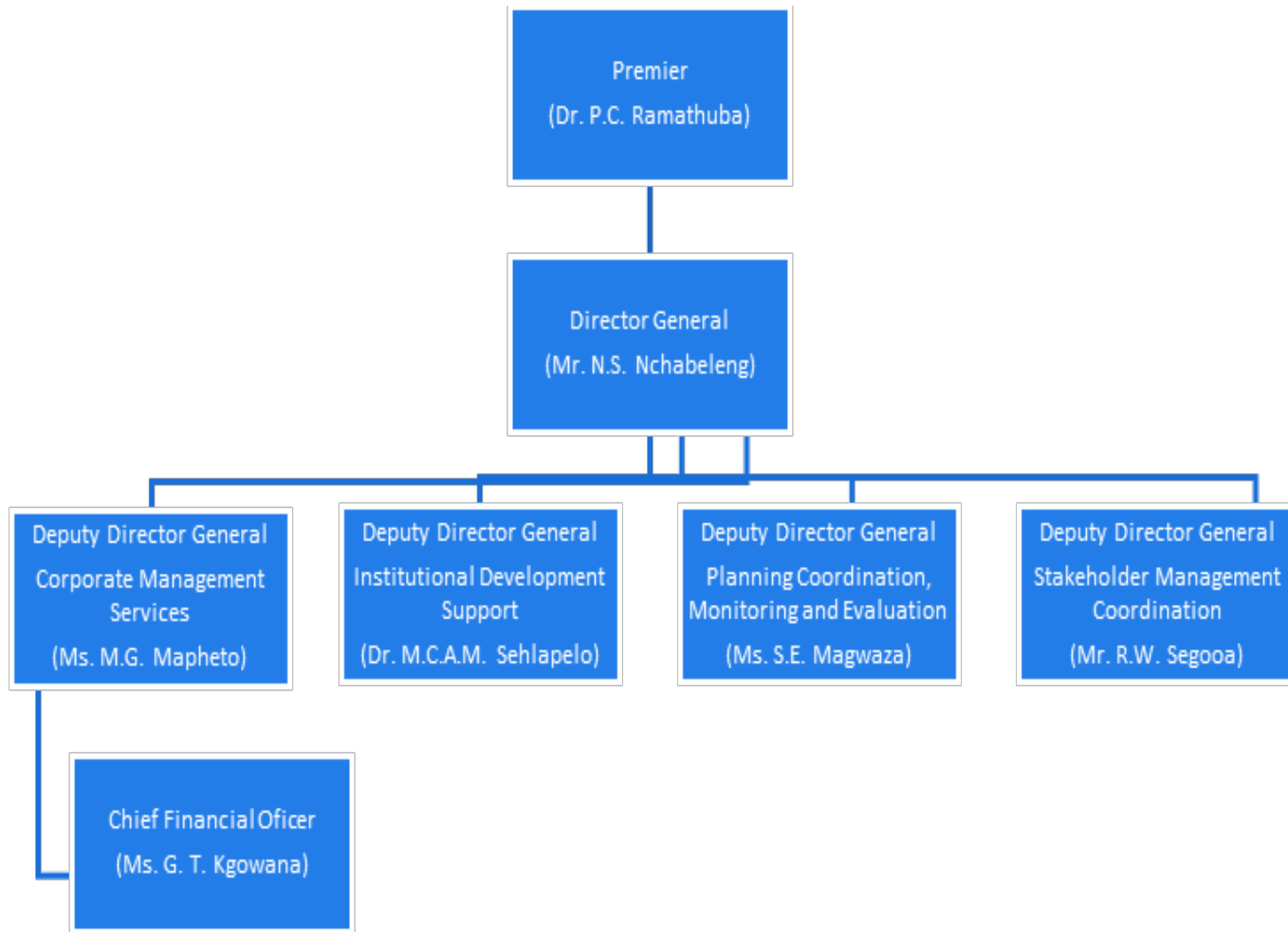


Figure 13: Organisational Structure at Top Management Level.

Table 6: Stakeholders Analysis

Stakeholder Category	Characteristics/Attributes	Influence	Interest	Linkage with Other Stakeholders
All Departments, Public Entities, and Municipalities	Agents of service delivery. Key implementers of provincial targets.	High	High	A key player in the legislative and regulatory environment
Provincial Legislature	Oversight role to all departments and municipalities.	High	High	Key player with responsibility for oversight.
Public Service Commission	Promotion of constitutional values and principles governing public administration. Coordination of efforts to rid the government of corruption and maladministration and implement a code of conduct.	High	High	Key player with responsibility for oversight, regulatory support, and improvement of ethics in the Public Service.
Provincial House of Traditional Leaders	Promote the role of traditional leadership within the constitutional dispensation; promote nation-building; promote peace, stability, and cohesiveness of communities; develop, preserve, and promote culture and traditions of communities;	High	High	Provide interface between Traditional Affairs, Local, Provincial and National Government. Housed in the COGHSTA Department
South African Local Government Association (SALGA)	The body represents the local government.	High	High	Transform local government to enable it to fulfil its developmental mandate.
Limpopo Provincial AIDs Council (LPAC)	Coordinate the response to HIV and AIDS, TB & STIs and formulate its own Provincial Strategic Plan (PSP). In each Province, the PA is chaired by the Provincial Premier.	High	High	Serve as interface between national and provincial government (Chaired by Premier) Link with NGOs and DSD and Health

Stakeholder Category	Characteristics/Attributes	Influence	Interest	Linkage with Other Stakeholders
Premier's Economic Growth Council (PEGAC)	Economic Advisory Analyzing any issue, economic or otherwise, and advising Premier thereon; Addressing issues of macroeconomic importance and presenting views	High	High	Advise Premier on Macroeconomic matters Link with Provincial Treasury and Office of the Premier
Limpopo Human Resource Development Council	Human Analyzing any issues related to Skills Development in the Province	High	High	The interface between Provincial Government with SITAs and Academia (Technical, Technical Colleges, FETs and Universities.
State Information Technology Agencies	Information Assist in executing projects related to ICT on behalf of the Administrative Government	High	High	The interface between Provincial Government ICT Matters
Private Sector	Drivers of economic growth	High	Medium	Provision of capital and employment opportunities through partnerships and investment.
Civil Society	The voice of various organised sectors of society includes but is not limited to citizen advocacy groups, foundations, interest groups, NGOs, professional associations, religious groups, etc. They play an active role in active citizenship and public participation.	High	High	Participate in the planning and implementation of LDP. Holds government and the private sector accountable.
Premier Inter-Governmental Relations Forum	Inter- Promote and facilitate intergovernmental relations between the province and local governments in the province. A representative of organised local government in the province.	High	High	Coordination of the Inter-governmental Relations Forum. All Departments and Municipalities are members of IGR, and the Premier is the Chairperson of the forum.
Labour	Bargaining and statutory councils were formed in the interest of	High	High	Main negotiators of working conditions and terms of

Stakeholder Category	Characteristics/Attributes	Influence	Interest	Linkage with Other Stakeholders
	protecting the collective interests of the labour force.			employment between employers and employees in SA.
Academia	Key producers of new knowledge. Key players in the development of new skills and capabilities. Research outcomes can influence social discourse and policies	Low	High	Generating knowledge for all sectors of society. They prepare students for employment.
Experts (Domestic and Internal)	Provide expertise in the development, implementation, and monitoring of long-term country plans.	High	Medium	Subject matter experts.
Ruling Party/ Government of National Unity	Sets political agenda.	High	High	Election manifesto.
Cabinet	Executive structure of government.	High	High	Approval of policy documents and plans.
Audit Committee	Independent oversight body.	High	High	Advisory role over management responsibilities.
AGSA	Constitutional body tasked with the responsibility of oversight, accountability, and governance in the public sector	High	High	Audit role on compliance with Legislation.
All Municipalities	Local sphere of government (forefront phase	High	High	Integrated service delivery (DDM)
The people of Limpopo	Reason for public service existence	High	High	Consultation, participatory government

PART C

MEASURING PERFORMANCE

PART C: MEASURING PERFORMANCE

1. INSTITUTION PERFORMANCE INFORMATION

1.1 IMPACT STATEMENT

Impact Statement	Improved quality of life of Limpopo citizens through effective implementation of the LDP
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1.2 MEASURING OUR OUTCOMES

MTDP Priority 3	A capable, ethical and developmental state		
LDP Priority	Transform public service for effective and efficient service delivery		
Outcomes	Outcome Indicators	Baseline	Five Year Target
A capable, ethical and professional provincial administration	% compliance with the National Framework towards the Professionalisation of the Public Sector in the provincial administration	60%	100%
	% of Corruption Incidents reduced in the provincial administration.	95%	100%
Integrated government in the province	Number of implemented LDP priorities monitored.	9	10
	Number of departmental plans assessed for alignment to the LDP.	11	11
	% increased of WYPD participation in government programmes.	41%	76%

1.3. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD.

a) The outcomes contribution to achieving the MTDP, the mandate of the institution including where applicable priorities in relation to women, youth and persons with disabilities and provincial priorities where applicable.

A capable, ethical, and professional provincial administration outcome will ensure that the provincial governance is effective, service delivery is efficient, and public resources are utilized responsibly to drive socio-economic development. The outcome directly relates to and will contribute to the MTDP which aims to promote inclusive economic growth, improve governance, and enhance public sector performance. The outcome will enhance public sector accountability by reducing corruption and ensuring that government officials act with integrity. The implementation of the National Framework towards the Professionalisation of the Public Sector will demonstrate fair and transparent hiring and promotion practices which will ensure that the most qualified and ethical individuals are selected for positions within the administration, fostering professionalism.

The Office of the Premier is responsible for coordinating provincial government efforts, ensuring strategic planning, and implementing good governance practices. The outcome will enable the Office of the Premier to ensure that provincial departments work collaboratively towards implementing the LDP. We believe this will drive good governance and compliance, thereby assisting the implementation of ethical leadership, financial accountability, and compliance with legislative frameworks. We aim to promote transformation and inclusion by advocating and ensuring that historically disadvantaged groups, including women, youth, and persons with disabilities, are actively involved in governance and development programs. The Office will monitor all the provincial departments and assess their plans for gender-responsive budgeting thereby ensuring that provincial budgets support programs that empower women and youth economically and

socially as well as increasing their representation in leadership and decision-making roles. The office will also implement the NSP to combat Gender-Based Violence (GBV) by strengthening policies and programs to protect women and ensure access to justice. The Office of the Premier as a coordinating ministry will also monitor departments to ensure that government buildings, programs, and services are accessible to persons with disabilities and enforce policies that promote the employment of persons with disabilities in the public and private sectors.

An integrated government is a crucial enabler for effective governance, efficient service delivery, and coordinated development efforts. It ensures that national, provincial, and local government structures work collaboratively to achieve the LDP priorities. This outcome supports the MTDP and strengthens the mandate of the Office by fostering alignment across different levels of government, enhancing efficiency, and promoting inclusivity. By promoting integration, government departments can work together toward shared objectives, ensuring the MTDP and LDP are implemented effectively. An integrated government enables the Premier's Office to act as a strategic hub, ensuring that policies, budgets, and service delivery programs are well-coordinated across different government departments.

b) A description of the enablers intended to assist with achieving the five-year targets.

In order to achieve the five-year targets aimed at creating a capable, ethical, and professional provincial administration and an integrated government, the Office of the Premier has identified a number of enablers below:

1. Human and Financial Resources will be utilised efficiently by integrating services and functions. The provincial government will optimize the use of resources to reduce wasteful expenditure and enhance the impact of public spending on development initiatives to achieve the intended five-year targets.

2. Leadership Development Programs: Strong leadership is essential for fostering a capable and ethical administration. The province will roll out Training programs for leaders at all levels which will enhance their skills in ethical decision-making, strategic planning, and effective communication.

3. Clear Governance Frameworks: The Office will continue to develop and implement policies and procedures that outline the roles, responsibilities, and ethical standards expected from public servants, promotes accountability and professionalism within provincial administration. The province will implement the provincial Collaborative Support Framework. The framework outlines the responsibilities, procedures, and activities of the key role players (OTP/LPT and CoGHSTA) responsible for collaboratively supporting the departments so they remain capable of executing their mandates within the governance parameters provided for in legislation and policy. This provides a roadmap for all the stakeholders and helps channel efforts toward common goals.

4. Capacity Building and Training: Continuous professional development for employees to ensure that they possess the necessary skills and knowledge to perform their duties effectively.

5. Performance Management Systems: Implementing performance management development system that aligns individual performance and departmental outcomes to ensure that employees are held accountable for their performance and contributions to the achievement of targets.

6. Integrity and Ethics Training. Providing training focused on ethical behavior, integrity, and anti-corruption practices will help foster a culture of ethics within the provincial administration. This will encourage employees to act responsibly and make ethical decisions in their roles. The province will implement the Consequence Management Directives and Guidelines.

7. Recruitment and Promotion: Implementing fair and transparent hiring and promotion practices will ensure that the most qualified and ethical individuals are selected for positions within the administration, fostering professionalism.

8. Digitizing the provincial administration: Utilizing technology to streamline processes and improve service delivery will enhance efficiency within the provincial administration.

c) The outcomes' contribution to achieving the intended impact

Outcome 1: A capable, ethical, and professional provincial administration

A professional administration upholds high standards of conduct and performance among its staff. This professionalism translates into better decision-making, improved service quality, and the successful implementation of development projects/priorities outlined in the LDP, leading to tangible benefits for the community. A capable administration can effectively translate the objectives and priorities of the Limpopo Development Plan into actionable strategies. This includes setting clear goals, allocating resources judiciously, and monitoring progress, which ensures that development initiatives are aligned with the needs of the community.

We believe that a capable administration will create an enabling environment for economic growth through sound policies and partnerships with the private sector. This economic development will lead to job creation, increased income levels, and ultimately contribute to achieving our intended impact of improving the quality of life for citizens.

Outcome 2: Integrated government in the province

An integrated government will ensure that various departments work together harmoniously. This coordination will lead to more efficient and timely delivery of services in the province such as health care, education, social cohesion and infrastructure development, directly impacting citizens' quality of life. An integrated government model promotes citizen participation in the development process. Engaging communities in decision-making fosters a sense of ownership and accountability, encouraging citizens to actively contribute to their development, which in turn enhances their quality of life. Integrated governance allows for a more flexible response to local challenges and changes. We believe this will allow for

better data collection and analysis across departments. This informed decision-making will ensure that policies and interventions are based on accurate assessments of community needs, leading to tailored and effective solutions that enhance quality of life. By understanding the unique needs of our people, the provincial government can adapt the LDP initiatives to better serve the citizens, addressing issues such as poverty, unemployment, and access to services.

Achieving this integrated approach will foster collaboration between government and the private sector, encouraging investments that stimulate economic growth. This, in turn, creates jobs and enhances income opportunities for our citizens, contributing to a better quality of life. This directly contributes to the MTDP priority 1. By addressing inequalities and promoting inclusive development, integrated government strategies can enhance social cohesion. A stable and united community is more conducive to improving the overall quality of life.

2. KEY RISKS

Outcome	Key Risks	Risk Mitigations
A capable, ethical and professional provincial administration.	Ineffective implementation of the National Framework Towards the Professionalisation of the Public Sector.	<ul style="list-style-type: none"> o Monitor implementation of the 5 pillars of the National Framework Towards the Professionalisation of the Public Sector.
	Corruption, fraud and unethical conduct unabated	<ul style="list-style-type: none"> o Analyse fraud risk assessments o Monitor implementation of anti-corruption policies and ethics programmes in the province.
Integrated government in the province	Misalignment of departmental plans with the Limpopo Development Plan (LDP)	<ul style="list-style-type: none"> o Consolidate the Provincial IGR, Integrated planning, Monitoring and Evaluation Action plan o Implementation of the Provincial IGR, Integrated planning, Monitoring and Evaluation framework
	Ineffective utilization of data sources	<ul style="list-style-type: none"> o Audit available Knowledge/ Information management systems in the province o Develop a centralized digital data-sharing platform to Interface/integrate knowledge sharing systems
	Weak tracking and reporting mechanisms on integrated government performance	<ul style="list-style-type: none"> o Update the dashboard to align to the LDP outcomes o Enforce utilization of the M & E system o Strengthen accountability (implement consequence management e.g. billing departments for under-utilization of the M & E system)
	Inability to standardize ICT systems for digital transformation	<ul style="list-style-type: none"> o Monitor implementation of the Provincial ICT Infrastructure enhancement plan
	Loss of critical information / data required for business continuity by departments	<ul style="list-style-type: none"> o Monitor implementation of information security policies and ICT business continuity plans o Implement vulnerability assessment and network infrastructure recommendations (2024-2029)

3. PUBLIC ENTITIES

Not applicable.

The Office plays a crucial oversight role in monitoring provincial public entities to ensure accountability, efficiency, and alignment with government priorities. The Office ensures that provincial public entities operate efficiently, transparently, and in alignment with the government's objectives to enhance service delivery and public trust.

PART D

TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

Indicator Title	% compliance with the National Framework towards the Professionalisation of the Public Sector in the provincial administration
Definition	This indicator measures the extent to which the provincial administration aligns with and adheres to the requirements of the National Framework for the Professionalisation of the Public Sector. It assesses compliance in key areas such as merit-based appointments, continuous professional development, ethical governance, and performance management. Higher compliance levels indicate an improved public service workforce, greater efficiency, and enhanced service delivery.
Source of data	Human resource and recruitment reports, Skills development and training records, Audit and compliance assessments, Ethics and integrity monitoring reports and Performance evaluation reports
Method of Calculation / Assessment	<p>Numerator: The total applicable pillars in the framework. Denominator: The total number of compliant pillars implemented multiply by hundred.</p> <p>Formula: % = (The total applicable pillars in the framework / The total number of compliant pillars implemented) X 100</p>
Assumptions	<ul style="list-style-type: none"> • All departments have access to and understand the National Framework • Adequate resources are available to implement the professionalisation measures • Compliance assessment is conducted objectively and consistently
Disaggregation of beneficiaries (Where applicable)	N/A
Spatial transformation (Where applicable)	N/A
Desired Performance	100%
Indicator Responsibility	Director General

Indicator Title	% of corruption Incidents reduced in the provincial administration.
Definition	This indicator measures the reduction in reported and verified corruption incidents within the provincial administration over a specified period. It reflects the effectiveness of anti-corruption measures, governance reforms, and enforcement mechanisms in mitigating corruption.
Source of data	Internal audit and investigation reports, Anti-corruption agency records, Whistleblower reports and complaints, and disciplinary and legal actions taken
Method of Calculation / Assessment	Numerator: The total incidents in previous period. Denominator: The total current period incidents. Formula: % = (The total previous period incidents / total current period incidents) X 100.
Assumptions	<ul style="list-style-type: none"> • Adequate systems are in place to detect and report corruption incidents • Effective enforcement mechanisms exist to address and reduce corruption • Stakeholders cooperate in reporting and combating corruption
Disaggregation of beneficiaries (Where applicable)	N/A
Spatial transformation (Where applicable)	N/A
Desired Performance	100% corruption incidents reduced
Indicator Responsibility	Director General

Indicator Title	Number of implemented LDP priorities monitored.
Definition	<p>This indicator measures the number of LDP priorities that have been successfully implemented and monitored within the reporting period. To assess the implementation and oversight of key development priorities outlined in the LDP, ensuring accountability, progress measurement, and informed decision-making for sustainable development.</p> <p>Monitored: This refers to the process of systematically tracking the progress on the implementation of LDP priorities by all departments. Monitoring involves the continuous collection of data, assessing how the priorities are being executed, evaluating their outcomes, and determining whether the intended objectives are being achieved. This process often involves setting benchmarks, milestones, and performance indicators to evaluate progress and make adjustments if needed.</p>
Source of data	Reports from departments, StatsSA and Monitoring and Evaluation (M&E) Reports:
Method of Calculation / Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> • Departments have the capacity and resources to implement LDP priorities effectively • Reporting mechanisms are accurate and timely • Implementation progress is objectively assessed based on predefined criteria
Disaggregation of beneficiaries (Where applicable)	N/A
Spatial Transformation (Where applicable)	Province-wide
Desired Performance	10
Indicator Responsibility	Director General

Indicator Title	Number of departmental plans assessed for alignment to the LDP.
Definition	This indicator measures the number of departmental strategic and annual performance plans that have been reviewed and assessed for alignment with the LDP. The assessment ensures that departmental priorities, programs, and resource allocations are in line with the overarching provincial development objectives. This will ensure that the efforts of each department are aligned with the broader vision and priorities of the province, avoiding duplication, ensuring strategic coherence, and fostering collaboration across departments.
Source of data	Departmental Strategic Plans and Annual Performance Plans
Method of Calculation / Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> • All provincial departments have developed and submitted their Strategic and Annual Performance Plans within the required timeframe for assessment. • A clear and consistent methodology exists for evaluating alignment with the LDP, ensuring objective and comparable assessments.
Disaggregation of beneficiaries (Where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Desired Performance	11
Indicator Responsibility	Director General

Indicator Title	% increased of WYPD participation in government programmes
Definition	This indicator measures the percentage increase in the participation of women, youth, and persons with disabilities in government programmes over a specified period. It tracks the effectiveness of government efforts in promoting inclusivity, empowerment and equal access to opportunities for these targeted groups. The office will consider the set target in line with the GRPBMEAF
Source of data	Department report, Public Entities Programme beneficiary reports, Municipalities, Monitoring and evaluation reports.
Method of Calculation / Assessment	Numerator: The total current period participants. Denominator: The total participants from the previous period. Formula: % = (The total current period participants / the total previous period participants) X 100
Assumptions	<ul style="list-style-type: none"> • Government departments have mechanisms in place to track and report on WYPD participation • There is a clear definition and criteria for counting WYPD participation in programmes • Targeted interventions are in place to actively promote WYPD involvement
Disaggregation of beneficiaries (Where applicable)	EE-Women: 50%, Youth: 30% and PWD: 7% Preferential: Women: 40%, Youth: 30% and PWD: 3%
Spatial transformation (Where applicable)	N/A
Desired Performance	76%
Indicator Responsibility	Director General

ANNEXURES TO THE STRATEGIC PLAN

ANNEXURE A: DISTRICT DEVELOPMENT MODEL

Not applicable.

The Office of the Premier does not directly contribute to the District Development Model but plays an oversight role. In response to the DDM policy pronouncement, the Office has developed the Inter-Governmental Relations, Integrated Planning, and Monitoring and Evaluation (IGR, IP, and M&E) Framework to institutionalize the implementation of DDM within the province. The Framework seeks to strengthen IGR utilizing the existing governance structures, strengthen integrated planning through the integrated development process, and ensure monitoring and measuring the impact of DDM projects and programs.



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