



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

Department of Economic Development, Environment and
Tourism

STRATEGIC PLAN

2025-2030

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Abbreviations and Acronyms

AEL	Atmospheric Emission Licence
AFS	Annual Financial Statement
AGSA	Auditor General of South Africa
APP	Annual Performance Plan
CD	Chief Director
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIPC	Companies and Intellectual Property Commission
CoE	Compensation of Employee
COVID-19	Coronavirus Disease 2019
CPA	Community Property Association
DBSA	Development Bank of Southern Africa
DDG	Deputy Director-General
DDM	District Development Model
DMPR	Department of Mineral Petroleum Resources
DPSA	Department of Public Service and Administration
DPWRI	Department of Public Works, Roads and Infrastructure
DTIC	Department of Trade, Industry and Competition
DSBD	Department of Small Business Development
EHW	Employee Health and Wellness
EIA	Environmental Impact Assessment
EXCO	Executive Council
FTIP	Fetakgomo-Tubatse Industrial Park
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
HoD	Head of Department
HR	Human Resource
ICT	Information and Communication Technology
IMF	International Monetary Fund
IT	Information Technology
LDP	Limpopo Development Plan
LED	Local Economic Development
LEDA	Limpopo Economic Development Agency
LEDET	Department of Economic Development, Environment & Tourism
LGB	Limpopo Gambling Board
LM	Local Municipality
LTA	Limpopo Tourism Agency
MEC	Member of the Executive Council
METT	Management Effectiveness Tracking Tool
MMSEZ	Musina-Makhado Special Economic Zone
MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
MTDP	Medium-Term Development Plan
N/A	Not Applicable
NDP	National Development Plan

NEDP	National Exporter Development Programme
NEET	Not in Education, Employment and Training
NEF	National Empowerment Fund
NGO	Non-Governmental Organisation
NPA	National Prosecuting Authority
NR	Nature Reserve
NSDF	National Spatial Development Framework
NTCE	National Tourism Career Expo
NTSS	National Tourism Sector Strategy
NYDA	National Youth Development Agency
PERSAL	Personal and Salary System
PFMA	Public Finance Management Act
QLFS	Quarterly Labour Force Survey
SADC	Southern African Development Community
SANDF	South African National Defence Force
SAPS	South African Police Service
SDG	Sustainable Development Goals
SEDA	Small Enterprise Development Agency
SEDFA	Small Enterprise Development and Finance Agency
SEZ	Special Economic Zone
SHERQ	Safety, Health, Environment, Risk & Quality
SMME	Small, Medium and Macro Enterprise
SMS	Senior Management Service
STI's	Sexually Transmitted Infections
TB	Tuberculosis
TGS	Tourism Growth Strategy

Executive Authority Statement

On the 29th May 2024, millions of South Africans took to voting stations across our country and province to exercise their democratic right to elect the government of their choice. The 2024 General Elections marked a transition from the 6th African National Congress-led Government Administration to the 7th Government Administration under a new form of government.

The electoral outcomes ushered a new era for democratic South Africa as it saw the formation of the new Government of National Unity led by the African National Congress. The ten political parties that formed the Government of National Unity signed a Statement of Intent and agreed on three key priorities for implementation during this five-year electoral cycle.

These apex priorities of the 7th Administration for immediate rollout are:

- Inclusive economic growth and job creation,
- Reduce poverty and tackle high cost of living, and
- A capable, ethical and developmental state

These government priorities were first announced by His Excellency, Honourable President Cyril Matamela Ramaphosa, during the maiden State of the Nation Address for the 7th administration in July 2024. At the provincial level, Honourable Premier, Dr Phophi Ramathuba emphasised these priorities during the State of the Province Address in August 2024.

Portraying an aligned multi layered government in tune with the District Development Plan and the Medium-Term Development Plan, these leaders called upon all government departments and public entities to rally behind this upright vision encapsulated in the National Development Plan: Vision 2030 to create a better life for all in South Africa, with Limpopo as our respective focus point. These government priorities under the 7th Government Administration further find their clear expression in the 2024-2029 Medium Term Development Plan, and the Limpopo Development Plan 2020-2025.

The Department of Economic Development, Environment and Tourism together with its Public Entities (i.e. Limpopo Economic Development Agency, Limpopo Gambling Board and Limpopo Tourism Agency), which I am leading as the Executive Authority, started last year October to plan and forge a growth and developmental path for the next five years of this administration. This Strategic Plan outlines the key priorities based on our mandate(s), outcomes to be achieved, interventions required and performance indicators to measure our performance successes. Our priorities are informed and aligned to the national and provincial priorities through the Medium-Term Development Plan and the Limpopo Development Plan.

With that said, I have the honour and pleasure to present this Strategic Plan of the Department of Economic Development, Environment and Tourism and its first-year implementation plan, which is the 2025/26 Annual Performance Plan to this August House and the people of Limpopo for consideration. We, as the department, remain committed to be held accountable for the policy and service delivery commitments made to this House and the people of Limpopo through this Strategic Plan.

This Plan leverages on the opportunities presented by the strategic location and the comparative advantage of our province in terms of mineral resource endowment, boundless tourism attractions and a population of enormously innovative young people to grow the local economy and create jobs with multiplier effects on poverty and inequality reduction. This Strategic Plan has been designed in such a way that moves the people of Limpopo Province forward with speed, with a swift economic and environmental infrastructure development to create job opportunities and uplift the plight of our people, while moving the province to the next trajectory of economic and environmental excellence.

Since my inauguration as the Executive Authority, I have traversed the length and breadth of our province engaging with our people and stakeholders in the entirety of our economic value chain, ultimately agreeing that the challenges are huge, but not insurmountable. We shall collaborate and partner with the private sector and other stakeholders such as business formations to turn the situation around. Together we agreed that the time for boardroom talks is over and what remains critical is for the translation of all the plans we developed into tangible, implementable and measurable projects on the ground. Our performance as the LEDET will be judged based on the practical implementation and completion of these economic and environmental catalytic projects, especially the Special Economic Zones, Industrial Parks, the Broadband, etc. It brings me pleasure to have been assigned such a critical department with committed employees that is fairly performing well in delivering quality services to the people of Limpopo. Indeed, I am honoured to lead a department that is able to sustain an unqualified audit outcome for over four consecutive years. Our immediate task now is to retain the clean audit outcome from the Auditor-General during this five-year planning cycle.

We shall work hard through robust oversight and support to ensure that LEDA also achieves a clean audit outcome during this five-year term and beyond. Let me thank the leadership of the Department, led by the Head of Department, Mr. Matodzi Rathumbu who is the cog within the engine that is LEDET management, of course, working together with every single member of the LEDET family from the cleaner all the way up to top management.

As the Executive Authority, I am confident that implementation of this Strategic Plan will yield the results that we all want to achieve of growing the economy and creating jobs, managing and protecting the environment, and attracting more local and international tourists into our province thus creating a better life for all.



MEC: Mr TB Matibe

Executive Authority:

Department of Economic Development, Environment and Tourism

Accounting Officer Statement

Since October 2024, LEDET and its Entities being LEDA, LGB and LTA embarked on a strategic thinking session to reflect on the current challenges facing us as LEDET Group. This session led to the development and submission of the first draft Strategic Plan, which was subjected to robust review by the Department of Planning, Monitoring and Evaluation and the Office of the Premier. Assessment feedback was provided to the Department in February 2025 of which the inputs were incorporated into this final plan. Of course, the challenges are well known to everyone and they are not insurmountable if heads are put together. Working in collaboration with all the relevant stakeholders including the private sector, the economic and environmental challenges can be turned into economic fortunes for this province for a better life for all.

This Strategic Plan and its first-year implementation plan were developed with the NDP, MTDP and LDP priorities, indicators and targets in mind as reference frameworks. We shall work hard as LEDET in pursuit of our vision of an inclusive economic growth within a sustainable environment through industrialisation of the province. This Strategic Plan is anchored on the three key priorities of the 7th administration, which are further encapsulated in the MTDP and the LDP with clear outcomes, indicators, strategic interventions and targets to be achieved during the course of this five-year planning period.

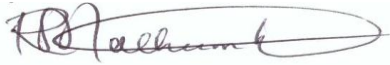
This Strategic Plan presents a real fundamental shift in the delivery model of the Department. It focuses more on accelerating the implementation of key catalytic economic and environmental programs and projects to grow the economy and create job opportunities, while also improving service delivery to the people. The foundations for creating a conducive and sustainable environment for local enterprises including Cooperatives to flourish have been created and we shall continue to support them. More so, the Department shall continue to transform the tourism sector and increase the number of tourists visiting our province. We shall also strive to manage the environment efficiently and effectively for the benefits of our communities.

The Department has set through this Strategic Plan to support the local government and ensure its stability by implementing the District Development Model (DDM) and other initiatives at the local level. We have designed our economic, environmental and tourism programs to ensure inclusive economic growth and job creation and reducing poverty and tackling high cost of living as our core strategic focus areas. Clear direction and line of march were given to us all by the state President and the Premier of Limpopo during their recent State of the Nation Address and the State of the Province Address respectively. Their addresses also guided and shaped the finalisation of this Strategic Plan and its annual implementation plan (the APP) and subsequently their implementation from the 1st April 2025.

While implementing our programs and projects in all areas of strategic focus, the Department will also strive to run and maintain a clean administration evidenced by attainment of unqualified audit opinions without matters of emphasis. We shall strive to retain and sustain our clean audit opinion in the next five years of the 7th Administration. Incrementally over the MTEF period, resources will be deployed to ensure effective implementation of this 5-Year Strategic Plan supported by our new organisational structure. We further commit to support youth, women, and persons with disability as well as the military veterans during this five-

year planning period as we implement the new Organisational Structure implemented since November 2023.

Let me take this opportunity to appreciate the guidance and support provided to me by the Executive Authority- Honourable Matibe since the development of this Strategic Plan until its finalisation and approval. I will continue to cherish his sterling leadership and support. To the executive management of this department and staff in general, thank you very much for always willing to go extra miles in delivery quality services to our people. Your dedication and commitment to your work, give me comfort and pleasure to lead as your Head of Department. I have no doubt that this Strategic Plan and its implementation plan will be successfully executed to realise our vision and create a lasting impact for generations to come. Let us continue to work hard and create confidence and trust in our government by not disappointing our people.



Mr IM Rathumbu

Accounting Officer:

Department of Economic Development, Environment and Tourism

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Limpopo Economic Development, Environment and Tourism Department (LEDET) under the guidance of Executive Authority Mr. T.B. Matibe.
- Takes into account all relevant policies, legislation and other mandates for which LEDET is responsible.
- Accurately reflects the Impact and Outcomes, which LEDET will endeavour to achieve over the period five years: 2025-2030.



Dr MJ Mamogale
Head Official responsible for Planning



Ms DF Mothapo
Chief Financial Officer



Ms KC Tlouane
Deputy Director-General: Environment & Tourism



Ms MB Talane
Acting DDG: Integrated Economic Development Services



Mr IM Rathumbu
Accounting Officer

Approved by:



Mr TB Matibe
Member of the Executive Council

PART A: Our Mandate

1. Constitutional Mandate

The Department of Economic Development, Environment and Tourism (LEDET) draws its service delivery mandate from the Constitution of the Republic of South Africa (Act No. 108 of 1996), which is the supreme law of the country and makes provisions for enactment of other legislations. Section 24(a) and (b) of the Constitution (1996: 11) states that everyone has the right:

- a) to an environment that is not harmful to their health or well-being, and
- b) to have the environment protected, for the benefit of present and future generations through reasonable legislative and other measures that
 - (i) prevent pollution and ecological degradation,
 - (ii) promote conservation; and
 - (iii) secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

Further the Department is constitutionally mandated to facilitate and promote economic growth and development in accordance with Part A of Schedule 4 and 5 of the Constitution (1996) pertaining to the following:

- i) Casinos, racing, gambling and wagering;
- ii) Consumer protection;
- iii) Environment,
- iv) Pollution control,
- v) Nature conservation;
- vi) Industrial promotion;
- vii) Provincial public enterprises;
- viii) Trade;
- ix) Tourism; and
- x) Liquor licences.

To fulfil the above constitutional responsibilities, the Department established three public entities (i.e. Limpopo Gambling Board, Limpopo Tourism Agency and Limpopo Economic Development Agency) as its implementing agencies to fulfil certain constitutional functions and responsibilities on behalf of the Department. For example, Limpopo Gambling Board (LGB) is responsible for casinos, racing, gambling and wagering, while Limpopo Tourism Agency (LTA) is responsible for tourism marketing and promotion. Limpopo Economic Development Agency (LEDA) is responsible for promoting and facilitating local economic development and growth through trade and investment initiatives for the Limpopo Province.

Notwithstanding the above, the Department further promotes and adhere to the constitutional values and principles governing the public administration in line with section 195(1) of the Constitution (1996), read together with Public Service Act of 1994 and the Public Service Regulations of 2016, much as it strives to fulfil the constitutional provisions, as contained in the Chapter on the Bill of Rights.

2. Legislative and policy mandates

2.1. Legislative mandates

LEDET further draws its mandates from several national and provincial laws and policies outlined below.

2.1.1 Northern Province Development Corporation Act (Act No. 4 of 1994)

The Northern Province Development Corporation Act of 1994 empowers LEDET to plan, finance, coordinate, promote and carry out development of Limpopo province in the fields of agriculture, commerce, industry, mining, training and tourism, among other things. The Act prescribes that the Executive Authority must appoint a board to manage the affairs of the entity on behalf of the provincial government.

2.1.2 Limpopo Business Registration Act (Act No. 5 of 2003)

This Act mandates the Department to register all businesses operating in the province and to establish business registration centres.

2.1.3 Limpopo Gambling Act (Act No. 3 of 2013)

The Act provides for the establishment and appointment of the gambling board to run the affairs of the entity. The Act empowers the board to regulate the administration of casino and gambling industry in the Limpopo.

2.1.4 Liquor Act (Act No. 27 of 1989)

The Liquor Act provides for the Department to regulate liquor businesses and trading by approving liquor applications and issuing liquor licenses in Limpopo Province.

2.1.5 Limpopo Environmental Management Act (Act No. 7 of 2003)

The Act provides for the Department to regulate conservation, ensure protection, development and manage natural resources in the province in line with national legislation.

2.1.6 Limpopo Tourism Act (Act No. 4 of 2018)

The provincial Tourism Act mandates the Department to provide for the development, management and promotion of sustainable tourism businesses in line with National Tourism Act of 1993 (Act No. 72 of 1993) and Tourism Second Amendment Act (Act No. 70 of 2000), which provides for the regulation of tourist guides in South Africa. The Limpopo Tourism Act further establishes continuous existence of the Limpopo Tourism Agency. This Act, however, repealed the Limpopo Tourism Act of 2009 (Act No. 2 of 2009).

2.1.7 Consumer Affairs (Act No. 4 of 2015)

The Act provides for the protection of consumers in Limpopo province. The Act empowers the Executive Authority to establish the Consumer Office and appoint the Consumer Protector. The Act further provides for the Executive Authority to establish the Consumer Affairs Court to address consumer protection matters.

2.2. Other legislations

2.2.1. The National Archives and Records Services of South Africa Act (Act No. 43 of 1996)

The Act provides for specific provisions for ensuring effective records managements in government institutions.

2.2.2. National Environment Management Act (NEMA) (Act No. 107 of 1998), as amended.

The Act provides for the Department to manage all environmental activities in the province including environmental and spatial development planning, policy development and environmental research coordination. The Act further provides for the provision of environmental empowerment services to communities and to ensure compliance and enforcement of environmental legislation. Sections 28 and 30A of the Act empower the Department to manage environmental impact from development activities and provide for environmental land-use planning and development.

2.2.3. National Environment Management (NEM): Air Quality Act (Act No. 39 of 2004)

The Act mandates the Department to regulate point sources and ambient air quality in the province.

2.2.4. National Environment Management (NEM): Protected Areas Act (Act No. 57 of 2003)

This Act empowers the Department to regulate declaration and management of different categories of protected areas in Limpopo province.

2.2.5. National Environment Management (NEM): Waste Management Act (Act No. 59 of 2008)

The Act empowers the Department to regulate pollution and waste management in the province.

2.2.6. National Environment Management (NEM): Biodiversity Act (Act No. 10 of 2004)

The Act provides for the management and conservation of the province's biodiversity, the protection of species and ecosystems. It also provides for the sustainable use of indigenous biological resources, fair and equitable sharing benefits arising from bio-prospecting involving indigenous biological resources. The Act further provides for the regulation of the management of alien invasive species and sustainable use of fauna and flora.

2.2.7. Consumer Protection Act (Act No. 68 of 2008)

The Act provides for the protection of consumers. Section 84 of the Act provides for the establishment of Consumer Protection Authority to fulfil the following:

- Issue compliance notices on behalf of the Consumer Commission to any person carrying out business,

- Facilitate the mediation or conciliation of a dispute arising in terms of this Act between or among person's resident,
- Refer a dispute contemplated in paragraph (b) to the Provincial Consumer Court within that province, and
- Request the Consumer Commission to initiate a complaint in relation to any apparent prohibited conduct or offence in terms of this Act arising within a province.

2.2.8. Broad-Based Black Economic Empowerment Act (Act No. 53 of 2003)

The BBBEE Act provides for the promotion of black economic empowerment of which LEDET is directly responsible in the province of Limpopo.

2.2.9. National Credit Act (Act No. 34 of 2005)

The Act promotes a fair and non-discriminatory market place for access to consumer credit and for that purpose, the Act provides for the general regulation of consumer credit and improved standards of consumer information.

2.2.10. Co-operatives Amendment Act (Act No. 06 of 2013)

Cooperative Act promotes recognition of international co-operative principles for implementation in South Africa to enable cooperatives to register and acquire a legal status separate from their members. The Act further facilitate the provision of targeted support to emerging co-operatives particularly those owned by women, persons with disability and particularly black people.

2.2.11. National Small Business Act (Act No. 102 of 1996)

The Act provided for the establishment of the National Small Business Council and the Ntsika Enterprise Promotion Agency and also provide the guidelines for organs of state that promote small business development in South Africa.

2.2.12. National Small Business Amendment Act (Act No. 29 of 2004)

The Act amends the National Small Business Act of 1996 by repealing all provisions pertaining to Ntsika Enterprise Promotion Agency, This Act then provides for the establishment of the Small Business Development Agency.

2.2.13. Special Economic Zone Act (Act No. 16 of 2014)

This Act provides for the designation, promotion, development, operation and management of Special Economic Zones (SEZ) in South Africa, of which Musina-Makhado Special Economic Zone has been designated in Limpopo Province.

2.2.14. Electronic Communication and Transactions Act (Act No. 25 of 2002)

The Act provides for the facilitation and regulation of electronic communications and transactions. It further provides for the development of a national e-strategy and promotes universal access to electronic communications and transactions as well as the use of electronic transactions by SMMEs. The Act further provides for human resource development in electronic transactions, and to prevent abuse of information systems and encourage the use of e-government services.

2.2.15. White Paper on Integrated Pollution and Waste Management for SA (May 2000)

The White Paper provides for the integrated pollution and waste management. The Department of Economic Development, Environment and Tourism is responsible for pollution prevention and minimization at source, managing the impact of pollution and waste on the environment, and remediating damaged environments.

2.2.16. White Paper on National Environment Management Policy (April 1999)

The White Paper is an overarching framework policy, which applies to all government institutions and to all activities that impact on the environment. Through this White Paper government undertakes to give effect to the many rights in the South African Constitution that relate to the environment. The White Paper further defines the essential nature of sustainable development as the combination of social, economic, and environmental factors. It entrenches environmental sustainability in policy and practice.

2.2.17. National Climate Change Response White Paper of 2011

The White Paper provides for the development of the South African Climate Change Response Strategy to achieve the National Climate Change Response objectives. The Response Strategy focuses on risk reduction and management, mitigation actions with significant outcomes, sectoral responses, policy and regulatory alignment; informed decision making and planning, integrated planning, technology research, development and innovation, facilitation of behavioural change, behavioural change through choice, and resource mobilization. LEDET is therefore mandate, among other things, to ensure environmental protection and natural resource management.

2.2.18. National Integration Small Enterprise Development (NISED)

A Strategic Framework to boost the growth of Small Enterprise in South Africa. NISED represents a national support strategy as prescribed by the National Small Enterprise Act 1996 (amended) to advance the development of a thriving SMME sector that contributes meaningfully to inclusive growth and job creation. It represents the framework for all actors to commit measurable programmes, products, and services to accelerate small enterprise growth in the economy. Its focus is on facilitating the growth and development of sustainable smaller enterprises. The key thrust is principled on targeted support for the different lifecycle stages of SMMEs and it is inclusive of all types of business ownership and population demographics.

2.2.19. National Framework for Local Economic Development

The National Framework for LED provides a vision for the planning and implementation of LED in South Africa. It offers a guide to various sectors about the roles they play in driving innovation-led LED. This Framework bolsters the potential of local economies to grow and develop the national economy. It will re-imagine the role of regions, and metro and local municipalities in generating prosperity. Importantly, it will stimulate employment and create decent work for entire communities. All this rests on effective intergovernmental coordination between government and non-governmental sectors.

2.2.20. Employment Equity Act 55 of 1998

The Act promotes equity in the workplace, ensures that all employees receive equal opportunities and that employees are treated fairly by their employers.

The law protects employees from unfair treatment and any form of discrimination. The law states that the employer cannot discriminate against an employee directly or indirectly through employment policy or practice on the grounds of 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, and birth.

2.2.21. National Council on Gender-based Violence and Femicide Act, 2024

The aim of the act is to affirm a national commitment to building a society that is free from all forms of gender-based violence and femicide; (e) to provide for the appointment of the Chief Executive Officer and the Secretariat by the Board; and (f) to provide for reporting mechanisms to facilitate the effective performance monitoring, evaluation and corrective action in the prevention of, and response to, gender-based violence and femicide in South Africa.

2.2.22. White paper on the rights of persons with disabilities

Provide a mainstreaming trajectory for realising the rights of persons with disabilities through the development of targeted interventions that remove barriers and apply the principles of universal design.

2.2.23. National Youth Policy

To integrate youth development into the mainstream of policies, programmes and the budget of the department.

2.2.24. Older Persons Act, 2006

To deal effectively with the plight of older persons by establishing a framework aimed at the empowerment and protection of older persons and at the promotion and maintenance of their status, rights, well-being, safety and security.

2.2.25. Children's Act, 2005

To recognise the special needs that children with disabilities may have; and generally, to promote the protection, development and well-being of children.

2.3. Policies & International Treaties Influencing LEDET's Work

The mandates of the Department of Economic Development, Environment and Tourism are further directly or indirectly influenced by regional and international treaties and conventions outlined below. This is simply because the South Africa is a signatory to number of regional and global treaties and conventions, which then become binding to the state.

2.3.1. World Summit on Sustainable Development: Johannesburg Plan of Implementation (September 2002)

The summit was aimed at expediting the achievement of time-bound, socio-economic and environmental targets, which fall within the ambit of LEDET service delivery mandate in terms of the law.

2.3.2. Agenda 21- Rio Convention

Agenda 21 is a non-binding action plan of the United Nations regarding to sustainable development. This plan can be executed at local, national and global level by any country.

2.3.3. Convention on Biological Diversity

This Convention is an international agreement adopted during the Earth Summit in Rio De Janeiro in Brazil in 1992. It has three main objectives as thus: to conserve biological diversity, use its components in a sustainable way, and share fairly and equally the benefits arising from the use of genetic resources.

2.3.4. Convention on International Trade in Endangered Species (CITES)

The Convention on International Trade in Endangered Species of Wild Fauna and Flora is an international treaty to prevent species from becoming endangered or extinct because of global trade. LEDET is responsible for protecting and managing natural resources including endangered species. Under this international treaty, countries work together to regulate international trade of animals and plant species to ensure that international trade is not detrimental to the survival of wild populations. Any trade in protected plant and animal species should be sustainable and based on sound biological understanding and principles.

2.3.5. Convention on Wetlands of International Importance (RAMSAR)

RAMSAR Convention provides a framework for voluntary international cooperation for wetland conservation. The Convention recognizes the wetlands' importance to communities, governments and businesses and thus encourage wetland conservation and wise use of wetlands locally. Limpopo province boasts having number of wetlands and LEDET is responsible for ensuring their conservation.

2.3.6. World Heritage Convention

The primary mission of this Heritage Convention is to identify and protect the world's natural and cultural heritage considered to be of outstanding universal value.

2.3.7. Convention on the Control of Trans-Boundary Movements of Hazardous Waste and Disposals (Basel Convention)

The Basel Convention aims to protect human health and the environment against the adverse effects of hazardous wastes. Its scope of application covers a wide range of wastes defined as 'hazardous wastes' based on their origin and/ or composition and their characteristics, as well as two other types of wastes defined as 'other wastes' such as household waste and incinerator ash. LEDET is responsible for managing waste in the province, among other things.

2.3.8. United Nations Framework Convention on Climate Change

The framework aims to stabilize greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system.

2.3.9. Kyoto Protocol

Kyoto protocol is an international agreement linked to the United Nations Framework Convention on Climate Change. The agreement commits all signatories by setting international binding emission reduction targets and standards.

2.3.10. Stockholm Convention on Persistent Organic Pollutants

This is global treaty which commit member states to protect human health and the environment from chemicals that remain intact in the environment for long periods, become widely distributed geographically, accumulate in the fatty tissue of humans and wildlife, and have harmful impact on human health or on the environment.

2.3.11. United Nations Convention to Combat Desertification

The Convention aims to improve the living conditions of vulnerable populations living in arid, semi-arid and dry-sub-humid areas.

2.3.12. United Nations Sustainable Development Goals (SDGs)

The SDGs seek to end poverty and hunger in the world, to reduce inequalities within and among nations, to build peaceful, just and inclusive societies, to protect human rights and promote gender equality, the empowerment of women and girl children, and to ensure the lasting protection of the planet and its natural resources. Countries committed to the SDGs aim to create conditions for sustainable, inclusive economic growth, shared prosperity and decent work for all. The SDGs encapsulate three important dimensions of sustainable development of which some directly talk to the mandate of LEDET being the economic and environment dimensions.

2.3.13. Convention for the Protection of the Ozone Layer

The Convention serves as framework for international efforts to protect the ozone layer and LEDET has a bid role to play at the provincial level to ensure that ozone layer is protected in Limpopo.

2.3.14. Montreal Protocol on Substances that Deplete the Ozone Layer

This is another global agreement to protect the stratospheric ozone layer by phasing out the production and consumption of ozone-depleting substances.

2.3.15. African Union Agenda 2063

African Union Agenda 2063 is a strategic framework for socio-economic and political transformation of Africa over the next 44 years. Agenda 2063 seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. Amongst its aspirations are an Africa whose development is people-driven, an Africa of good governance, democracy, respect for human rights, a peaceful and secured Africa. These aspirations have priority areas which are aligned to the United Nations Sustainable Development Goals.

2.3.16. SADC Convention on Conservation

The SADC Convention on Wildlife conservation and law enforcement provides for regionally agreed approaches to conservation, management and enforcement of illegal use of wildlife. Information exchange regarding wildlife management and utilization are

important part for effective conservation. Through this convention, national and regional capacity building initiatives and the facilitation of community-based wildlife management are paramount.

3. Institutional Policies and Strategies over Five-Year Planning Period

3.1 National Development Plan (NDP): Vision 2030

The NDP is an overarching long-term national plan for South Africa. The main thrust of NDP is to transform and grow the economy, eliminate poverty, reduce unemployment and inequality by 2030. The NDP further aims to build a capable, ethical and developmental state. LEDET, as one of the government departments in Limpopo, is expected to implement the NDP objectives. The NDP Five-Year Implementation Plan is medium term plan guiding the attainment of the NDP priorities and it encapsulates the three strategic priorities for the current 7th Administration for implementation.

3.2 Medium-Term Development Plan (MTDP) 2024-2029

The MTDP is the government's monitoring framework for the NDP Five-Year Implementation Plan for the current 7th government administration. The MTDP reflects the commitments drawn from the NDP and other policy pronouncements of government. The MTDP sets out the tone for the implementation of three strategic priorities of the Government of National Unity as outlined by the president Ramaphosa during the State of the Nation Address (18 July 2024). LEDET shall contribute towards implementing the MTDP three strategic priorities which are as follows:

- To drive inclusive growth and job creation.
- To reduce poverty and tackle the high cost of living.
- To build a capable, ethical and developmental state

3.3 Limpopo Development Plan (LDP) 2020-2025

The LDP is an overarching five-year plan for Limpopo province, which is aligned to the NDP 5-Year Implementation Plan and the MTDP in terms of key priorities. The main thrust of the LDP is industrialization, inclusive economic growth and job creation with trickle effects on poverty, unemployment and inequality. However, it is worth noting that the LDP is being currently reviewed by the Office of the Premier.

3.4 Limpopo Green Economy Plan

The Green Economy Plan views green economy as a sustainable development path based on addressing the interdependence between economic growth, social protection and natural ecosystem.

3.5 Limpopo Environment Outlook 2016

The Limpopo Environment Outlook (LEO) Report is a snapshot at this point in time of the environment and the people of Limpopo Province. The LEO Report provides a summary of the current state and future prospects of the environment. It demonstrates how the state or condition of the environment impacts on the wellbeing of people, and how appropriate responses can improve the overall state or condition of the environment to the benefit of the people who depend on the natural resources for their survival and well-being.

3.6 Limpopo Environmental Implementation Plan, 2020-2025

The EIP is required in terms of Chapter 3 of the National Environmental Management Act (NEMA), 1998 (Act No. 107 of 1998 as amended). The EIP describes departmental policies, plans and programs that may impact on the environment and how these will comply with NEMA principles and national environmental norms and standards. The aim is to ensure that government integrates environmental considerations into its core mandate, functions and activities. The EIP aims to co-ordinate and harmonize the environmental policies, plans, programs and decisions of the various departments that exercise functions that may affect the environment or are entrusted with powers and duties aimed at the achievement, promotion, and protection of a sustainable environment at provincial and local government levels. The purpose is to minimize the duplication of procedures and functions; and to promote consistency in the exercise of functions that may affect the environment.

Section 11(1) of chapter 3 of NEMA (as amended) provides that every provincial department responsible for environmental affairs must prepare an Environmental Implementation Plan (EIP) within five years of the coming into operation of the National Environmental Management Laws Second Amendment Act, 2013 (Act No 30 of 2013) and at intervals of not more than five years thereafter. In this light of that, the Limpopo province has developed the Limpopo EIP 2020–2025. The plan will be implemented over five years and in terms of section 16(1)(b) of NEMA (as amended), every organ of state must report annually within four months of the end of the financial year on the implementation of its adopted EIP to the Director-General of Forestry, Fisheries and the Environment.

3.7 Gender Equality Strategic Framework

The fundamental objective of this Strategic Framework is to spearhead the creation of an enabling environment that would facilitate the development of strategies, mechanisms and interventions by government departments and provincial administrations, to achieve the strategic objective of women's empowerment and gender equality.

3.8 National Strategic Plan on Gender Based Violence and Femicide (NSP-GBVF)

The NSP aims to provide a multi-sectoral, coherent strategic policy and programming framework to strengthen a coordinated national response to the crisis of gender-based violence and femicide by the government of South Africa and the country as a whole. The strategy seeks to address the needs and challenges faced by all, especially women across age, sexual orientation, sexual and gender identities; and specific groups such as elderly women, women who live with disability, migrant women and trans women, affected and impacted by the gender-based violence scourge in South Africa

3.9 Policy on reasonable accommodation and assistive devices for employees with disabilities in the public service

To facilitate the implementation of a programme for the provision of reasonable accommodation measures which include the provision of amenities and assistive devices to employees with disabilities which will in turn enable such employees to fully participate in the activities of departments.

3.10 Job Access Strategic Framework

Is geared towards assisting Heads of Departments, Disability Management

practitioners, Employment Equity Practitioners, Human Resource Practitioners, line managers, and the Public Service workplace in general with information and guidelines on ensuring that disability issues form part of the usual functioning of the department.

3.11 Technical Assistance Guidelines on the Employment of People with Disabilities

The purpose is to assist employers, employees, trade unions and organisations with expertise on disability, including Disabled People's Organisations (DPOs), to understand the Employment Equity Act of 1998 (the Act) as amended and its Code of Good Practice on the Employment of Persons with Disabilities (Code). This includes the elimination of unfair discrimination and affirmative action measures in the workplace and provides guidelines on how to implement them.

3.12 Code of Good Practice: Employment of People with Disabilities

The code is intended to assist employers and employees understand their rights and obligations in order to promote certainty and reduce disputes to ensure that persons with disabilities can enjoy and exercise their rights at work.

3.13 Limpopo Procurement Strategy

The strategy aims to assist government to address the socio-economic challenges of unemployment, poverty and inequality through procurement spending to benefit the population of Limpopo. Also to involve procurement as a strategic lever to support inclusive growth and economic development in partnership with suppliers, communities, youth, women and other previously excluded groups.

3.14 Limpopo Liquor Act, 2009 as amended in 2015

To provide for the establishment of Local Liquor Authority, the Provincial Liquor Board and Appeal Tribunal; to regulate the application for and consideration of licences for the retail sale and micro -manufacturing of liquor. Also to regulate the application for and consideration of permits for the manufacturing and distribution of traditional African beer and to prohibit the sale of liquor to certain categories of people.

4. Relevant Court Rulings

None

PART B: Our Strategic Focus

1. Vision

An inclusive, growing and innovative economy within a sustainable environment

2. Mission

To enable a sustainable economy, environment and tourism for economic growth and development

3. Values

Value	Description
Transparency	Our service delivery processes are available for public scrutiny.
Professionalism	LEDET employees provide services and interact with various stakeholders including community members with great rapport.
Accountability	Employees of the department take individual and/ or collective ownership of their actions in rendering services to the stakeholders
Integrity	LEDET conducts its operations honestly and ethically.
Respect	Citizens and other stakeholders are treated with utmost respect and humility and feedback is provided in accordance with the departmental service standards.
Impartiality	We strive to maintain equal treatment to all stakeholders without prejudice.
Innovation	To be open to new ideas and develop creative solutions.
Responsiveness	To serve the needs of the people within reasonable time.

4. Situational Analysis

4.1. Performance Delivery Environment (External Environment Analysis)

4.1.1. World economy

According to IMF (April 2024), Global growth, estimated at 3.2 percent in 2023, is projected to continue at the same pace in 2024 and 2025. The financial agency argues that the pace of expansion is low by historical standards, owing to both near-term factors, such as still-high borrowing costs and withdrawal of fiscal support, and longer-term effects from the COVID-

19 pandemic and Russia's invasion of Ukraine; weak growth in productivity; and increasing geo-economic fragmentation.

The World Bank Report (June 2024), conversely, suggests that the global economy is stabilizing, following several years of negative shocks. Global growth is projected to hold steady at 2.6 percent this year, despite flaring geopolitical tensions and high interest rates, before edging up to 2.7 percent in 2025-26 alongside modest expansions of trade and investment.

South Africa as small and open economy is highly integrated and dependent on the global economy. South Africa has a significant opportunity to benefit from a stabilizing global economy and higher commodity prices.

4.1.2. South Africa economy

As South Africa begins to emerge from the shadow of COVID-19, it confronts deep-rooted social and economic problems. Foremost among these are the crises of poverty, unemployment and slow economic growth.

The unemployment rate averaged 32.4 percent in 2023, with the rate for those aged 15-34 at 44.9 percent. Even though more jobs were created in 2023 that is about 790,000 jobs, the pace of job creation is not keeping up with the growing labour force thus resulting in rising numbers of unemployed people.

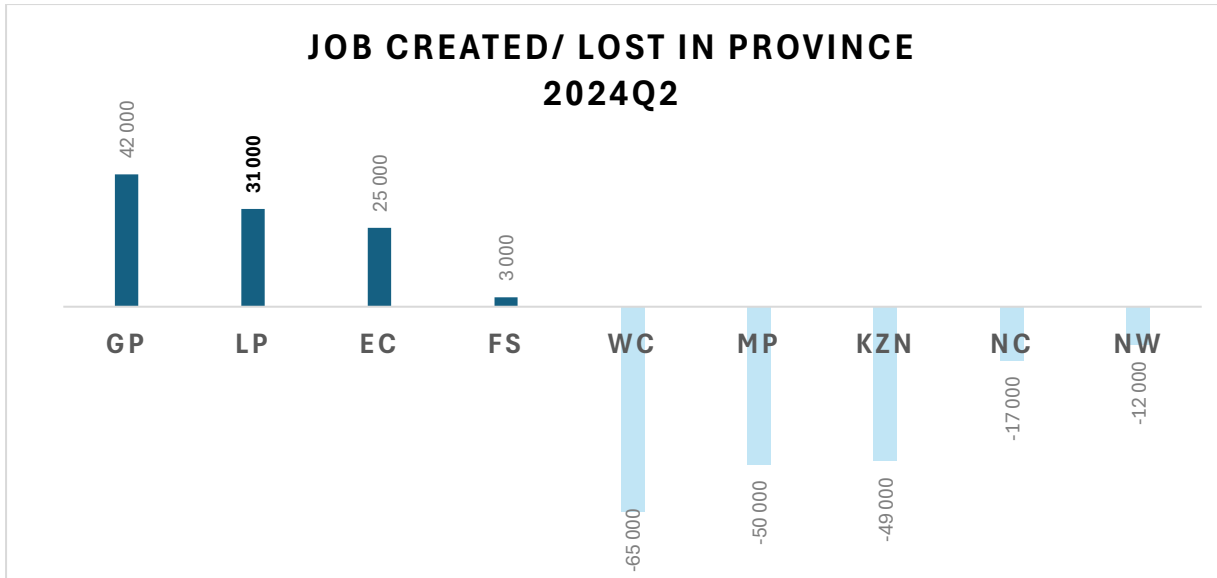
South Africa's Real GDP growth slowed from 1.9 percent in 2022 to 0.6 percent in 2023. On the sectoral side, mining and manufacturing were affected by power outages and transport bottlenecks. The services sectors performed better. National Treasury finds that extreme weather events, including floods, severe storms, and droughts in several provinces negatively affected agricultural output and had significant human and social costs.

Persistent structural constraints limit South Africa's economic potential. Real GDP growth is projected to average 1.3 percent over 2024-26, as energy sector reforms are expected to improve electricity supply gradually. To accelerate the growth trajectory, broad-based reforms and faster implementation are urgently needed.

4.1.3. Limpopo Economy

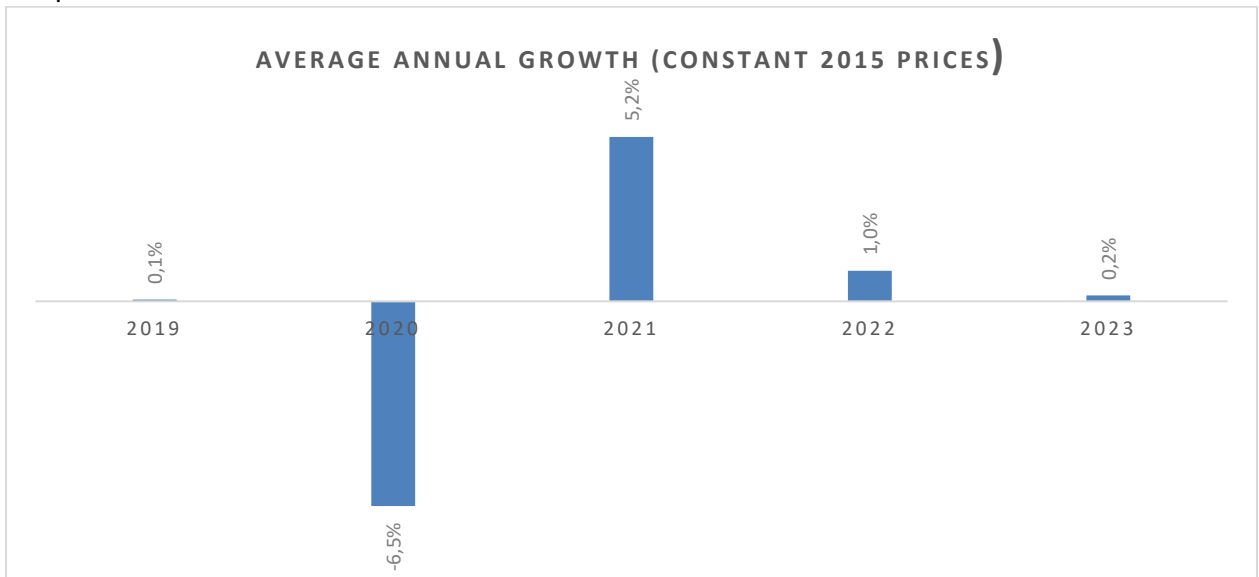
Limpopo, with 6, 5 million residents according to Census 2022, accounted for 10% of South Africa's population, it contributed just 7,5% of the National GDP. Global and national developments provide the context under which the provincial economic developments are located. The well-established socio-economic problems in Limpopo include unemployment, poverty and slow economic growth.

Graph 2.1.



The latest QLFS, for Q2:2024, shows a 1,3-percentage point decrease in the official unemployment rate over the last quarter from 32,7% to 31,4%, with the year-on-year comparison revealing 0,2 percentage point decrease in the official unemployment rate from 31,6% in Q2:2023 to this quarter. To put these numbers into perspective, 31,000 jobs were created in Limpopo province over the last three months of 2023 and 57,000 over the last year. The total number of people employed in the province stands at 1 526 000 as at second quarter of 2024. It is critical that strategic interventions and programmes be implemented to ensure that the province absorbs more people to participate in the economic activities of the province.

Graph 2.2.



The Province's Real GDP growth is estimated to slow down from 1.0 percent in 2022 to 0.2 percent in 2023.

The province's economy is driven primarily by the boom in global commodity prices and favourable macroeconomic conditions. Limpopo is the natural resource treasure chest of South Africa, if not the whole of Southern Africa. It boasts some of the greatest reserves of agriculture, mineral and tourism resources, many of which remain hugely under-exploited.

Mining is the mainstay of the Limpopo economy and has on average contributed 25% to the Limpopo economy in the last fifteen years. In the last five years, mining has contributed approximately 90 000 direct jobs to Limpopo. The minerals resources mainly the platinum group include platinum itself, chromium, nickel, cobalt, vanadium, tin, limestone and uranium clay. Other reserves include antimony, phosphates, fluorspar, gold, diamonds, copper, emeralds, scheelites, magnetite, vermiculite, silicon, mica, black granite, corundum, feldspar and salt. These resources present opportunities for huge investment by the private sector.

In terms of Agriculture, Limpopo could be described as the garden of South Africa and or the whole continent, given its rich fruit and vegetable production. The province produces 75% of the country's mangoes, 65% of its papaya, 36% of its tea, 25% of its citrus, bananas, and litchis, 60% of its avocados, two thirds of its tomatoes, and 285,000 tons of potatoes. Other products include coffee, nuts, guavas, sisal, cotton and tobacco, timber with more than 170 plantations. Apart from all these, there is cotton, sunflower, maize, wheat cultivation as well as grape. Most of the higher lying areas are devoted to cattle and game ranching, earning Limpopo a reputation for quality biltong, a popular South African delicacy of salted, dried meat.

The province through the Limpopo Development Plan (LDP) 2020-2025 has adopted and implementing the diversification strategy and mega-projects—infrastructure, construction, and Special Economic Zones (SEZ). The plan outlines long term industrial measures led by Musina Makhado SEZ, Fetakgomo-Tubatse Industrial Park (FTIP), and revitalization of Industrial Parks as major industrial programme in the province.

Research is very crucial as it provides intelligence which drives innovation, enhances decision making, allows for market expansion, identification of new opportunities, contributes to long-term growth and identifying stakeholder needs thereby ultimately leading to informed strategic interventions and sustained businesses in line with the mandate of the department. In the past few years, the department has completed numerous research projects which assisted immensely in the crafting and review of strategies and sector master plans. The research conducted was in the Automotive sector, Furniture manufacturing, State of Cooperatives in the province. Key recommendations emanating from the research conducted led to practical implementation of action plans contained in our strategies.

Business Regulation and Governance

The Province has in ensuring business compliance enforcement enacted Limpopo Business Registration Act which is premised to (a) assign the power to register businesses to local government; (b) introduce in the Province a prompt, simplified method of business registration; (c) improve the corporate relations between provincial government, local government and the business sector; (d) empower those previously disadvantaged through creating prompt, simplified and inexpensive access to economic activities; (e) create a database which will serve as a research tool; and (f) promote trading activity in the Province. In the 6th Administration, the department worked tirelessly to ensure that the business registration centres are established in municipalities. During the process to devolve the business registration function support measures such as capacity building, tools of trade and online systems were put in place to ensure a seamless transition.

During the 07th Administration, the department will assign the Business registration function to all 23 local municipalities in the province and monitor all business registration centres in line with the Limpopo Business Registration Act, Act No.3 of 1999. It will further continue to regulate the liquor industry, issue liquor licenses and monitor compliance in line with the Limpopo Liquor Act, 2009 as amended in 2015. The protection of consumer rights against unfair business practices in line with the Limpopo Consumer Protection Act will be ensured.

Environment Sector

Whilst the overall environment sector performance is thriving, there has been a decline in development projects finalised from the 2022/2023 financial year from one-hundred-and-ninety-two (192) to one-hundred-and-forty-one (141) to (141) in the financial year 2023/24. The province has, however, maintained its trend in respect of development investments estimated at approximately R3 billion to the provincial economy. These developments have a potential to still create of over 500 jobs during this five-year planning cycle. Hunting activities continue to gain momentum in the province with a total of 14 133 biodiversity management permits issued in 2023/2024 financial year. This represents an increase of over 2000 permits issued, compared to the prior financial year.

Furthermore, provincial Environmental Management Inspectors (EMIs) continued to ensure to protect the environment that is not harmful to people's health or well-being. The fight against the increasing poaching of rhinos, lions, pangolins, unsustainable exploitation of fauna and flora and non-compliance to environmental legislation will continue. Of course, the fight against environmental crimes in general remains high on the agenda of the department. The Department will continue to implement compliance and enforcement activities in collaboration with other law enforcement agencies to deal with all environmental crimes.

Climate Change Management

The President of the Republic of South Africa has on 23 July 2024 in Government Notice 5050 in GG 50966 of 23 July 2024 assented to the Climate Change Act 22 of 2024. While the Climate Change Act has been promulgated, it is not yet in force as the President must still proclaim its commencement under section 38.

The objectives of this Act are:

- Provide for the coordinated and integrated response to climate change and its impacts by all spheres of government within the principles of cooperative governance;
- Provide for the effective management of inevitable climate change impacts through enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, with a view to building social, economic, and environmental resilience and an adequate national adaptation response in the context of the global climate change response; and
- Contribute to the global effort to stabilise greenhouse gas concentrations in the atmosphere at a level that avoids dangerous anthropogenic interference with the climate system.

As a further step to addressing climate change threats, the Limpopo Province has reviewed the 2016 Provincial Climate Change Response Strategy. The province also developed a collective provincial response to climate change and an action plan to enhance the adaptive

capacity and resilience of the province. The purpose is to achieve long-term, transformative low-emission, and climate resilient development. Grounded in science, and based on inputs from stakeholders, the revised strategy seeks to harmonise the provincial approach to climate change over the next five years and setting out the guiding principles, priorities and action areas for enhanced climate cooperation. Informed and guided by existing efforts of various role players, the strategy provides a framework around which Limpopo province can build resilient societies, unlock mitigation potential, leverage the opportunities of a flourishing green economy and develop partnerships in support of a just, inclusive and equitable transition. A key determinant of the strategy's long-term success will be its ability to transform these prescriptive intentions into meaningful actions by identifying specific entry points for joint execution. In a nutshell, this revised Strategy responds to the urgency of the global climate change threats and covers the geographic region of Limpopo Province. It informs all stakeholders on their own direction of implementation, collaboration efforts, and investment planning.

Air quality Management

The province is currently implementing the Air Quality Management Plan (AQMP) that was reviewed in the 2023/2024 financial year. This has created a platform for the province to determine its current state of air quality, how it has been changing over recent years, and what should be done to ensure clean air quality in the province. It provides provincial goals and objectives and prescribes short - and long - term policies and controls to improve air quality. This AQMP sets out a plan of action that will attain air quality goals in a specified geographical area. The success of the AQMP depend on the collaboration and partnership between government, business, industry, Non-Governmental Organisations (NGO's) and the citizens. The ultimate goal of the AQMP is to identify and reduce the negative impacts on human health and the environment of poor air quality.

The Department has appointed a service provider for the supply, installation, commissioning, operation and maintenance of three (3) Continuous Ambient Air Quality Monitoring Stations at the Modimolle Disaster Management Station, Polokwane Fire Station and Thohoyandou Disaster Management Station respectively. These stations are currently gathering the data regarding the emissions generated within and surrounding areas, the data will be used to identify the areas that might contribute to air pollution and mitigation measures will be developed for the point sources of the emissions. The only impact that might affect the good initiatives by the province is the capacity constrains within the department, and local government spheres.

Biodiversity and Conservation

Biodiversity is globally identified as the cornerstone of socio-economic growth and sustainable development in the Limpopo Province. Therefore, the Province has to establish mechanisms in which biodiversity can be sustainably used to contribute towards dealing with socio-economic ills such as unemployment, poverty and inequality, among other things. In the 2023/2024 financial year, the department created over 120 jobs through the Expanded Public Works Program in 25 nature reserves across the province. The province continues to seek ways to improve efficiency in managing its nature reserves and for this financial year 2023/2024, the department has identified projects and programmes, which are aimed at improving the way biodiversity assets are managed and improve the lives of our people. Hunting quotas were issued to those communities the Department signed co-management

agreements with. Furthermore, as part of the game reduction programmes, the Department issued game culling numbers to some nature reserves to also assist with maintenance of the ecological state of the provincial protected areas. The Department also concluded the game census for 2024 in fourteen (14) based on the available budget, and such will guide recommendations to be made in respect of development of a game management plan for implementation in the 2025/2026 financial year. The Department concluding the appointment of a service provider to conduct veld condition assessments in the selected provincial protected areas inform further scientific programmes such as game translocation and game exchange within the provincial protected areas.

The Department has concluded the development of reserve management plans for the twelve (12) provincial protected areas; Man'ombe NR, Tzaneen Dam NR, Witvinger NR, Mantrombi NR, Rust de Winter NR, Percy Fyfe NR, Lillie Flora NR, Leswena NR, Letaba Ranch NR, Makuya NR, Nylsvlei NR, and Doorndraai Dam NR. The review processes for the remaining sixteen (16) has commenced however, consultation process thereof will be guided by budget availability.

Infrastructure Management

The infrastructure management plan is in place and is being implemented. The management of infrastructure, maintenance of machinery and equipment and allocation of other resources such as human, machinery and equipment in nature reserves is also ongoing, however, subject to budget availability. The Department concluded the construction of twenty (20) new unit chalets at Nylsvlei NR and construction of new staff accommodation facilities at Blouberg NR, with the latter being utilized. The Department concluded the construction of Base camp at Wolkberg NR and took practical conclusion of such on 14 December 2023 and the facility is currently under use. The Department is currently implementing the upgrade of an access road to Basecamp at Wolkberg Nature Reserve with a contract value approximately R10 million; and the upgrade of the restaurant including the kitchen area and four (4) septic tanks. The Department also conducted joint site visits with Provincial Treasury to determine the infrastructure maintenance needs in the nature reserves. One of the findings are that there is a need for provision of baseline budget to address the infrastructure maintenance needs to ensure sustainable revenue generation, thus the need for budget per nature reserve. A costed infrastructure management plan has been developed and submitted to the Provincial Treasury for consideration. Any other infrastructure development projects will be implemented as per the approved Table B5 and subject to budget availability as outlined under infrastructure projects.

Waste Management

The Department has a responsibility to issue waste management licenses to those facilities that will implement projects. Whilst the mandate for waste management is in the jurisdiction of local municipalities, the Department continues to support local municipalities through monitoring of the performance of waste disposal sites. Although there is evidence of challenges associated with waste management in Limpopo, the proper functioning and monitoring of solid waste disposal sites, and improved waste collection and recycling efforts, can provide significant improvement to the situation. There are no hazardous waste disposal sites in Limpopo and the department is currently not monitoring hazardous waste generation, or its disposal. The integrated waste management plan for the province has been reviewed and is currently implemented.

In line with Section 154 of the Constitution of the Republic of South Africa, the Department has appointed a service provider for the development of Municipal Integrated Waste Management Plan for the following seven (7) local municipalities, namely, Ephraim Mogale LM, Makhuduthamaga LM, Lepelle-Nkumpi LM, Musina LM, Mogalakwena LM, Thulamela LM and Greater Giyani LM and such projects have been concluded. Furthermore, the Department appointed service provider for the development of local municipalities landfill engineering designs and licensing for the following six (6) local municipalities, namely, Lephalale LM – Groothoek landfill site, Mogalakwena LM – Potgietersrus landfill site, Ephraim Mogale LM – Marble Hall landfill site, Mole Mole LM – Mole Mole landfill site, Lepelle-Nkumpi LM – Landfill site and Ba-Phalaborwa LM – Landfill site.

The Department has appointed service providers to develop Municipal Integrated Waste Management Plan for the selected two (2) local municipalities, that is, the Polokwane and Makhado Local Municipalities respectively. This project will commence in the 2024/2025 financial year and will likely be concluded by the end of the financial year, with cost estimated to R1.6 million.

The department continues to monitor the implementation of the circular economy within the waste streams in the province as listed below:

- municipal cleaning and greening programme;
- refurbishment of buy-back centres;
- supply & installation of weighbridges/ weigh pads at selected municipal waste disposal facilities

Biospheres Reserves

The Department will continue to support the three (3) Biosphere Reserves in the province, that is, the Kruger to Canyon, Vhembe and Waterberg Biosphere Reserves. Key projects to be supported for implementation include the green community, education and awareness, research, and conservation projects. These projects are aimed at improving food security, job creation, changing behaviour and conservation and maintenance of natural systems and established national and global networks as well as resource mobilisation programmes.

Tourism

Tourism is one of the sectors that was previously affected by the COVID-19 pandemic with the outbreak being felt across the entire tourism value chain. The latest United Nation's Tourism statistics reveals that international tourism has almost completely recovered from the unprecedented crisis of COVID-19, with many destinations reaching and even exceeding pre-pandemic arrivals including domestic trips. In addition, the latest results of the 2022 Domestic Tourism Survey indicates that a total of 33.1-million-day trips and 23.2 million overnight trips were undertaken in South Africa, with a total expenditure of approximately R41.2 billion.

It is acknowledged that the sector has come out of tourism sector recovery. During this five-year planning cycle our renewed focus must be on achieving the tourist figures and statistics that we enjoyed in the pre-COVID era. With the National Department of Tourism's plans to grow tourism now being entrenched in the Tourism Sector Master Plan, our provincial efforts should be geared towards aligning to such plans. One of the pillars of the Tourism Sector Master Plan focuses on hosting events in Villages, Townships and Small Towns/Dorpias. This is aimed at encouraging geographic spread of activities and events to improve seasonal

and regional tourism benefits throughout the country. The province has a host of hidden gems in small towns that the Department will capitalize on to boost tourism as an economic driver of growth and job creation.

To achieve transformative tourism growth, there will be an increased focus on improved stakeholder relations and planning initiatives so that the province is able to set the tone for the development of the tourism sector for the next 5 years and beyond. The uniqueness of Limpopo is an opportunity that we must maximize on in developing the economy, noting that, across the value chain, tourism remains the largest employer in the country's economy.

Destination development is a key function of the tourism mandate of the department. The implementation of signage along the 06 provincial tourism mega-conservation clusters aims to elevate the importance of the province as a tourist destination to all travellers and tourists. No tourist destination can function optimally from an economic perspective without being clearly signposted. The implementation of signage will furthermore assist in directing tourists towards key tourist attractions which are often located within remote rural areas. By directing more tourists to the route, it is anticipated that occupancy rates will increase and that more jobs will be created.

LEDET was awarded the bid to host the National Tourism Career Expo (NTCE) for the 2024 to 2027 period (3 years). The first-year NTCE event was held on 08 to 10 October 2024 at the Peter Mokaba Stadium in Polokwane. The NTCE is a collaborative effort between the Department of Tourism, the Culture Arts, Tourism, Hospitality and Sport Sector Education & Training Authority (CATHSSETA) and LEDET. The expo is aimed at Grade 9 to 12 learners, TVET and university students, and unemployed graduates by providing an opportunity for information sharing with tourism curricula experts and stakeholders, as well as with educators and learners on diverse careers available in the sector. The event draws thousands of learners and educators from across the country to a three-day showcase of tourism careers and opportunities.

Tourism has been positioned as a priority economic driver as echoed in the National Tourism Sector Strategy (NTSS) to which provinces have to align. The Department has planned to review the Limpopo Tourism Growth Strategy (TGS) for implementation in the next five years. The focus of the TGS will remain the 6 tourism clusters that are embedded in the mega conservation clusters, and which depicts the comparative advantage of Limpopo as a tourist destination. These tourism clusters are: Family and Recreation cluster, Special Interest cluster, Sport and Wildlife cluster, Culture and Heritage cluster, Safari and Hunting cluster, and Business and Events cluster.

Enabling factors towards successful implementation of the Limpopo Tourism Growth Strategy that will receive attention in the next five years planning cycle include:

- Effective and continuous communication, alignment, and partnership between the public and private sector
- Air access which is affordable to drive domestic travel and increase ease of access to Limpopo.
- Access to information and programmes that enable:
 - improved general tourism awareness,
 - tourism skills development,
 - tourism business support and marketing opportunities,
 - access to funding,

- broad-based benefits, and
- compliance to tourism policy and regulatory requirements.
- Resource allocation for tourism at local, district and provincial level (human resources and financial resources)
- Sustainable community tourism models/projects
- Safety and security aspects
- Internet/Wi-Fi access at destinations
- Public infrastructure and signage
- Tourism investment opportunities

Strategic focus areas over the medium-term period

The Department will in the medium to long term focus on the following key and strategic focus areas which will address the triple challenge of unemployment, poverty and inequality:

- Industrialisation of the province through the implementation of SEZ program;
- Drive transformation of the Automotive sector in the province
- Promoting inclusive economy by implementing township and rural village revitalisation strategy, among other things;
- Crowd in investment for local economic development, while expanding markets for local products and facilitating access to those markets for local small businesses;
- Strengthening the support and development of SMMEs and Co-operatives;
- Empowering and building the delivery capacity of small enterprises owned by youth, women, military veterans and persons with disabilities.
- Strengthen our oversight capacity over the three entities; LEDA, LTA and LGB
- Strengthening the capacity of the entities, especially LEDA, to delivery on their constitutional and legal mandates;
- Promoting the biodiversity economy for sustainable development;
- Monitoring liquor businesses and communities for compliance with relevant legislation including the environmental laws and regulations; and
- Promoting a transformative tourism growth and development.

With these focus areas the department and its three entities will respond to the strategic priorities of the 07th Administration as outlined in the 2024-2029 MTDP, namely:

- Drive inclusive growth and job creation;
- Reduce poverty and tackle the high cost of living
- Build a capable, ethical and developmental state

Key programmes/achievements in the past 5 years

Special Economic Zone Programme

MMSEZ:

South Site

The entity secured R14bn investment for the South Site. The EIA on the South Site is granted despite the ongoing court challenge. Township establishment process is 80% complete. Upon conclusion of the township establishment the land will be handed over to the investors to commence with their projects. Engagements are ongoing with ESKOM to install 1000MW

capacity substations for baseload power. The design of electricity substation is complete and awaiting appointment of service provider for implementation and construction. Also, 60% of electricity long-lead materials were procured during the year under review.

North Site

The entity secured over R56 million grant funding from both MerSETA and CETA combined, benefiting 477 learners. The entity signed an MoU with Vhembe District Municipality over the water and sanitation bulk services. MMSEZ also signed MoU with Smarty Mine over its expunged mineral right during the year under review.

- *The investments pipeline for the North site are as follows:*
- *Tomato Paste Plant - R750 million*
- *Pharmaceutical - R1.6 billion*
- *Solar Panels Manufacturing - R300 million*
- *Horizontal Farming / Agro-ponics – R87 million*
- *Industrial Chemicals Manufacturing R350 millions*
- *Automotive Assembly R200 million*

FTIP

FTIP has secured 1 220ha of land for the development of the SEZ. A quadripartite agreement was signed between Dtic, LEDET, Sekhukhune District Municipality, Fetakgomo Tubatse Local Municipality. The record of decision on the environmental impact assessment application was granted in 2021.

An entity was registered in 2023 Fetakgomo Tubatse Industrial Park (FTIP) as a subsidiary of LEDA. An interim Board of Directors were nominated and an Interim CEO with a staff complement of 6 personnel were appointed to oversee the implementation of the FTSEZ.

An application for designation was submitted to the Dtic in October 2023 and the province is awaiting a response from the Minister's office regarding cabinet approval to licence the FTSEZ. Project planning and preparation for the development of phase 1 of the SEZ was completed in 2022/23. Investment promotion, which forms the backbone of the SEZ, has commenced well and there are 36 companies on the database. Ten (10) investors have undergone third party due diligence to ascertain their readiness to locate in phase 1 of the development. They have a combined investment value of R10billion and envisage creating 1 250 jobs.

Industrial Parks

The revitalization and refurbishment intend to turn the Industrial Parks into a vehicle for promoting medium size manufacturing sector as well as promoting regional industrialization in underdeveloped regions. This strategy is informed by the enterprise development framework strategy and regional industrialization strategy of both Limpopo Province and the dtic. The refurbishment and revitalization of LEDA Industrial Parks are done in phases due to funds shortages. LEDA started with the three Industrial Parks, namely: Nkowankowa, Seshego, and Thohoyandou IPs, looking at the number of factories/warehouses and the number of jobs created by those parks.

Seshego Industrial Park

The first tranche of R35 million was used to improve the security features of the IP. The first phase looked at the security features which were not limited to perimeter fence installation, High mast lights, CCTV Cameras, Control room, 3 x Guardhouses, Culverts, and renovation to one factory warehouse. The first phase is 100% complete. The socio-economic Impact of the first phase was a total of 62 jobs created.

The funding application of R49.97 million to refurbish eleven (11) factories/ warehouses at Seshego Industrial Park, was approved in the 2020/21 financial year, and the funding agreement was signed on 29 June 2021. The Development Bank of South Africa (DBSA), through the DTIC, has appointed the building contractor, Ledile Trading cc to refurbish the eleven (11) factories at Seshego IP. One of these 11 factories, namely Factory 29, will be converted into a digital hub.

Nkowankowa Industrial Park

An investment of R40 million was injected by The DTIC to put up security features at Nkowankowa IP. In phase 2 of the project, the grant funding of R49.99 million applied by LEDA from the Dtic, for the refurbishment of six (6) factories and a dedicated water pipeline for Peppadew was approved by the Dtic on 19 October 2023 and the funding agreement between the LEDA, the Dtic, and the implementing agent DBSA was signed on the 18 December 2023.

✓ Factory 251 was renovated by Peppadew with the understanding that their cost would be recovered once the refurbishment funds were approved by the Dtic.

✓ LEDA paid R1.9 million to ESKOM the electricity connection fee of factory 251 during December 2023 and electricity is connected and the factory is operating as we speak.

✓ The Dtic transferred R18 million to DBSA to refund Peppadew and start with other construction work.

Productivity Management

The Department of Economic Development, Environment and Tourism (LEDET) entered three fiscal years (2020/21-2023/24) multi-party agreement with Productivity SA, Limpopo Economic Development Agency (LEDA) and the Small Enterprise Development Agency (SEDA) to implement productivity and competitiveness programme in Limpopo province. LEDET has over the three financial years invested a total of R1 650 000 (One Million, six hundred and fifty thousand rand) to provide support and implementation of the productivity and competitiveness interventions to SMME's and Co-operative's programmes managed by Productivity SA. The objective been to establish systems and procedures to address challenges affecting operational performance of identified SMMEs and cooperatives. The following progress have been achieved over the past 5 years:

- 416 entrepreneurs were trained
- 41 companies participated in Kaizen programme
- 21 companies participated in Turnaround Solutions programme
- 01 company participated
- 226 champions were trained

Industrial Symbiosis Programme

The Limpopo Economic Development, Environment & Tourism (LEDET) in collaboration with National Cleaner Production Centre South Africa have collaborated on a project called the Limpopo Industrial Symbiosis Programme (LIM-ISP). The project builds networks of businesses aimed at identifying mutually profitable links or “synergies” between businesses so that under-utilised and under-valued resources from one business (materials, energy and water) are recovered and reused elsewhere by another business. In addition, enabling companies to synergize will result in developing new innovative business practices and technology development creating (and realising) opportunities for technology innovation and entrepreneurship. The greatest beneficiaries of the programmes are Small Medium Micro Enterprises (SMMEs) as new business opportunities are often created to enable waste to be used as resources. Job safeguarding (due to cost savings), job creation and new business development have been key measurable benefits of the Industrial Symbiosis Programme in such programmes.

The following progress was recorded from 2020-2024

Item	Value
No. of studies conducted	3
No. of workshops conducted	11
No. of SME engaged	570
No. of waste resources discussed	1416
No. of ISP facilitators trained	47
No. of synergies completed	50
Waste diverted from landfill	54 831 tons
Virgin resources use reduction	41 000 tons
GHG emissions reduced	233 596 tons CO2
Monetary savings	R 1 132 685
Jobs created	17 permanent and 22 casuals
Unique products investigated and tested	3

Manufacturing Support Centre

The Manufacturing Support Centre is a manufacturing centre of excellence equipped with the latest industrial machinery that was established to provide training for Apprentices and presents manufacturing solutions to local manufacturing and engineering companies. The centre has to-date produced 20 apprentices and 12 are currently in the pipeline. The centre has received a grant funding of R2.4 million in 2024/25 financial year for these 12 apprentices.

National Exporter Development Programme

Eighty (80) enterprises were trained through the National Exporter Development Programme (NEDP) in an effort to expand the exporter base in South Africa, Limpopo in particular and increasing exports in general but especially of those products and services that add value, contribute to employment creation and the green economy, and enhancing intra-trade in the African continent. The NEDP is programme within the national Integrated National Export Strategy.

More than one hundred and eighty (180) enterprises were supported to participate at trade platforms in pursuant of market access.

Medium to long term policy environment

The Limpopo economy continues to battle against low economic growth rate and high unemployment rate. This is due to structural rigidities coupled with binding constraints that inhibits the realization of a higher growth trajectory.

Although the proportionate contribution to the national output at has slightly improved to 7.5% against the target of 9%, the province has been unable to attain its Limpopo Development Plan (2020- 2025) targets as follows:

- Average annual growth rate 0.2% against the set target of 2%;
- Unemployment rate (average) at 30.1% against the set target of 14%;
- Inequality-0.59 Gini Coefficient against the set target of 0.50;
- Poverty remains high and sticky at 56% against the planned target of 20%.

Youth unemployment remains high, given that there has not been industrial expansion to absorb a large number of graduate youth and those that are not in employment, education and training (NEET). It is for this reason why the government in Limpopo should be deliberate in its policies and practice to industrialise the province, create employment and entrepreneurship opportunities with the objective of reducing inequality and elimination of poverty. In order to address the structural rigidity and the apartheid legacy of economic exclusion, the provincial government took a bold step to industrialise the economy based on the beneficiation of its mineral wealth, which is comparable to no other province.

In contributing to the current provincial administration priorities, the department will continue and accelerate the provincial industrialization agenda and further commence with the preparatory work to develop other key growth points. Thus, the department will provide strategic direction and oversight to ensure implementation of the following priorities:

- Implementation of Programs to invigorate the economy & promote job creation
- Ensure sustainability of LEDA
- Identify Catalytic Projects in Mopani, Capricorn, Waterberg Districts
- Infrastructure Development at MMSEZ
- Infrastructure Development at FTIP
- Designation of the FTSEZ
- Optimisation of the LEDA Industrial Parks
- LEDA Operationalization of the Lebowakgomo Abattoir and Mashashane Hatchery
- Number of hectares of land declared as protected areas in the Conservation Estates
- Climate change response interventions implemented
- Implementation of waste economy initiatives monitored
- Local municipalities landfill engineering designs developed and licensed
- Air Quality Management Interventions implemented

The Stakeholders who assist in achieving planned outcomes

The department continues to effectively deliver on its planned outcomes as a result of immeasurable contribution and participation of its key stakeholders. All planned projects by default are implemented in various localities hence without the municipalities' commitment to receive and support the projects sustainability will remain a dream.

The development finance institutions are pivotal as they provide financial and non-financial support to the businesses in the province. Another key stakeholder is the business

community, government alone cannot realise the aspirations of reducing unemployment, poverty and inequality.

In providing economic intelligence to enhance research, innovation and improved decision making the development relies on stakeholders such as Statistics South Africa, Trade and Industrial Policy Strategies (TIPS), Institutions of Higher Learning and private sector data providers such as Global Insight.

Private sector is for this reason at the epicentre of development and as a result collaboration with them is a critical success factor. Given the infancy and size of the provincial economy, it is worth noting that a lot of work and partnerships still needs to be forged with institutions of Higher Learning to develop the required skills for the economy, lead us in terms of research, innovation and product development. Government budget is limited and cannot achieve all the dreams hence we rely on both domestic and foreign direct investments to grow the economy of the province. As a province, we need to understand and be responsive to the needs of the investors and they have shown potential to unlock and propel growth in other sectors of the economy through the multiplier effect.

The implementation of our mega projects requires a focus on the District Development Model which puts in the epicentre all spheres of government and its agencies as well as private sector. Some of the key drivers of our programmes are the Department of Trade, Industry and Competition, Department of Small Business Development, Department of Mineral Resources & Petroleum, Limpopo Economic Development Agency, SEDA, Business Formations, Captains of industry, District and local municipalities.

4.1.1 SWOT Analysis

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Ability to reach our targets • Sound financial management • Highest accountability • Teamwork • Compliance to policy & legislative directives • Skilled and Competent workforce • Dedicated and responsive workforce • Effective EHW Programmes 	<ul style="list-style-type: none"> • High staff turnover rate and ageing staff • Poor or ageing infrastructure • Poor or ageing tools of trade • Ineffective organisational structure • Misalignment of plans and budget • Return of unspent budgets • Regression of audit outcomes • Non-filing of posts within a reasonable time 	<ul style="list-style-type: none"> • Access to external donor funding • Tourism opportunities • Rich in mineral resource and biodiversity • Cultural diversity • Partnership with various stakeholders 	<ul style="list-style-type: none"> • Political instability • High inflation rate • Persisting Decreasing budget allocation • High crime and corruption rate • Environmental degradation • Cybercrime • Extortion syndicate

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> Non-compliance with legislation and policies Ineffective knowledge management Vulnerable systems 		
<ul style="list-style-type: none"> Policies and strategies to facilitate economic development State owned entities (LTA & LGB) Capable workforce Coordination structures 	<ul style="list-style-type: none"> Incomplete reconfiguration of the entities (recapitalize the 3C and 3D within LEDA) Unaligned programs Lack of regulation enforcement Lean and misaligned structure LEDA not capacitated to deliver Poor intergovernmental collaboration 	<ul style="list-style-type: none"> African Continental Free Trade Agreement Bilateral and multilateral trade agreements Use of 4IR Demographic dividend Limpopo as gateway (proximity) to the rest of Africa Just Energy Transition Implementation of mega projects (e.g. SEZ, Speed rail, etc.) Diverse and involved value chain Transformation of sectoral economies (i.e. biodiversity, waste & tourism). Enhancement of the regulatory framework Support emerging junior and artisanal miners Economic assets 	<ul style="list-style-type: none"> Non-tariff barriers-banning of entry of products/services from RSA (Botswana & Namibia) Logistical constraints inhibit trade (ports, border gates, rail, water) Geo-political tensions Unreliable and high electricity tariffs Infrastructure sabotage Collapse of the economy Labour unrest Weak economic growth Outbreak of diseases Illegal mining Illicit trade Unregistered businesses Red tape
<p>Diversified (cultural & heritage) province No ethnic conflicts</p>	<p>Poor infrastructure access to rural establishments &</p>	<p>Commercialization of provincial nature reserves</p>	<p>Conflicting land use High level of crime</p>

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
Tenured/passionate workforce	attractions vs aging infrastructure High vacancy rate An ageing workforce	Rural tourism opportunities-links to new tourism demands	Information ethics (e.g. social media) Labour unrest/employee strikes Litigations
Land availability for conservation (nature reserves) Vast wilderness settings Limpopo is a biodiverse destination Environmental legislations & policies in place	Fragmented spatial planning & development Outdated Limpopo Environmental Outlook Report	Rural nature of Limpopo enhances eco-tourism More wilderness and adventure activities to be explored	Environmental degradation Depletion of natural resources Impact of climate change Mushrooming of unplanned/illegal developments
Robust regulatory regime	Poor enforcement of legislation or policy Over regulation of informal sector	Good policies to regulate services and standards to ensure service excellence	Poor border controls Influx of illegal foreign nationals

4.2. Organisational Environment (Internal Environment Analysis)

The Department has started to implement the approved revised organisational structure from 2023/24 financial year. The structure is being implemented in phases. The organisational structure has been implemented. The staff placement process has been concluded and the process to fill critical posts is underway. Majority of senior management positions have been filled. However, a few positions remain vacant and as an interim measure, the Executive Authority has appointed senior officials in acting capacity for some of the critical managerial positions so that service delivery is not affected. High staff turnover impacts negatively on service delivery to communities, especially when funded vacant posts are not being filled on time. The Department has a Human Resource Planning Committee headed by the HOD that sit regularly to assess human resources environment and strategize through reprioritisation of posts to be filled as a matter of urgency. The Department continues to engage Treasury on human resources management challenges being experienced. The Department over the last 3 financial years, from 2020/21 till 2022/23, maintained an unqualified audit opinion with no material findings. This means that there has been an improvement in terms of preparation of financial statements and the annual performance report as well as compliance with legislation, which result in this positive audit outcome. However, in the 2023/24 financial year, the Department regressed on its clean audit status after being unqualified with material findings. This audit outcome then prompted the development of an audit action plan to address the challenges and improve internal control environment on preparations of annual financial statements and the annual performance report. The Department remains committed

to maintain this outcome even for the current transitional year to the 7th administration and beyond.

To leverage on the opportunities presented by the 4IR, the Department continues to modernise its internal service delivery processes and systems. The systems application for biodiversity permits, liquor licenses as well as the online booking system for Limpopo Wildlife Resorts. Internal meetings continue to be held virtually to minimise costs of procuring an external venue. The Department further communicates some of its education and awareness programs through various social media platforms. The Department strives to beef up the capacity of ICT Unit through filling of critical vacant posts. The unit is also assisted by the experiential learners and interns to provide ICT support services to the department. During the five-year period the department will review and implement the existing ICT strategy. One of the challenges faced by the Department relates to shortage of IT personnel located in the districts. However, currently the officials from head office visit the districts on monthly basis to deal with any IT related challenges.

On the status of compliance with the Broad-Based Black Economic Empowerment Act, the Department implements the Preferential Procurement Policy Framework Regulations, which is aligned to the BBBEE Act. The Department thus monitor BBBEE compliance levels within the Limpopo Provincial Government on biannual basis and report to the Economic Cluster and the Provincial Executive Council on the level of BBBEE compliance by the province. The Department report on BBBEE compliance in the annual report, which is subjected to audit by AGSA. The Department has been struggling for quite some time to appoint an independent BBBEE verification agency as legally required due to lack of funding. However, the continuous engagements with the Provincial Treasury will ensue to ensure the Department comply and allocated budget to appoint the independent BBBEE verification agency.

The Department through its core programs and entities implement developmental and impactful programs targeting women, youth and persons with disabilities. Yet the level of compliance or representation of female at SMS level and persons with disability within the department is not yet at the desired level and the Department has put measures in place to address this gap. At the end of 2024/25 the department was at 42.9% in terms of female representation at SMS level and 1.6% on employment of persons with disability. Measures have been put in place to achieve 50% representation of female at SMS and 7% for persons with disability that include ring-fencing of the budget for the two categories. Regarding financial resources, the Departmental budget allocation has been reduced significantly since 2020/21 financial year as a result of COVID-19 pandemic and this trend is continuing for the next few years. This situation forced the department to re-prioritise its developmental and impactful projects for implementation to grow the local economy and create job opportunities for the citizens.

PART C: Measuring Our Performance

1. Institutional Performance Information

The department comprises of four programmes to deliver on its service delivery mandate. The programmes are Administration, Integrated Economic Development Services, Environment and Tourism.

2. Impact Statement(s)

Impact statement	An industrialised, inclusive economic growth and development within a sustainable environment of the province
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3. Measuring Our Outcomes: Program 1 Administration

MTDP Priority	Priority 3: Build a capable, ethical and developmental state		
Outcome	Outcome Indicator	Baseline	Five-year Target
Effective and efficient institution characterised by good corporate governance	Full compliance with public service legislation	100%	100% compliance (PFMA, Treasury Regulations 8.2.3, financial disclosure framework, Employee Health and Wellness Strategic Framework)
	Positive audit opinion	Unqualified audit opinion	05 unqualified audit opinion
	Information, Communication & Technology (ICT) Strategy implemented	ICT strategy implemented	ICT strategy implemented
Mainstreamed Gender and disability	Empowered women and persons with disability	42,9% (females representation at SMS level)	50%
		1,6% (employment of people with disability)	7%
Increased economic participation and access to opportunities for targeted groups	Enterprises owned by targeted groups supported	0	40% Women owned enterprises
		0	30% Youth owned enterprises
		0	7% Person with disability owned enterprises

MTDP Priority	Priority 3: Build a capable, ethical and developmental state		
Outcome	Outcome Indicator	Baseline	Five-year Target
		0	5% of military veteran owned enterprises

3.1. Explanation of Planned Performance over Five-Year Planning Period

Programme one has the responsibility of providing continuous support to the core business of the department in enabling them to achieve their respective mandates and the identified Medium Term Development Plan (MTDP) priorities by ensuring that departmental officials are geared towards building a capable and ethical state, which is MTDP priority three (3) for the 7th administration of government.

Accountability, trust, and effective governance are the building blocks towards building a capable and ethical state, hence crucial to strengthen LEDET by enhancing the capacity and efficiency therein. This would be achieved by implementing training programs for all officials, streamlining all processes in line with the applicable legislation, and investing in technology to improve service delivery. This goes hand in hand with ensuring that the Department workforce is motivated through professional development and continuous performance evaluation systems as provided by the DPSA.

A healthy, dedicated, responsive, and productive workforce is key to the Department, hence dedicated to providing programmes that would assist them to be responsive to overall life challenges. Promotion of work-life balance, physical health initiatives, and mental health support, provision of resources, creation of a safe environment, and a positive culture is a priority for the department as this contributes towards a productive and dedicated workforce.

The Department already has mechanisms in place to promote accountability and transparency, hence, it is striving to robustly enforce such to guard against corruption and misconduct within the workplace. This will, of course, be possible through ethical leadership provided through fostering a culture of integrity in the Department, which will also implement consequence management for unethical behaviour.

An outcome of mainstreaming gender equality strives to ensure equal opportunity and participation by both male and female officials in organisational decision-making. This will eventually lead to achieving all the identified MTDP priorities. To that effect, gender equality will be mainstreamed in all core programs of the department. Youth, women, and persons with disability will be targeted for capacitation and empowerment through training programs and participation in the developmental projects being implemented across the province. Procurement from enterprises owned by these targeted groups will also assist in complying with the Limpopo Provincial Procurement Strategy, job creation, economic inclusion, and empowerment.

Improved Financial Governance is crucial for clean administration, hence compliance with the PFMA of 1999 and Treasury Regulations amongst others. The Department managed to retain the unqualified audit opinion since the 2018/19 financial year, mainly due to being committed to implementing the Departmental Clean Audit Strategy as developed. There has been a decline in audit findings raised in the previous financial years, especially in the assets and Human Resource Management space.

The Department will endeavour to leverage technology to improve governance and service delivery, hence will continue to seek funding to implement e-governance initiatives and develop digital platforms (modernisation of business processes and systems) for public service. ICT governance is also a priority for the Department as it will assist in ensuring that there's efficiency, security, and accountability for all ICT investments that the Department has undertaken.

To achieve the outcomes mentioned above and their five-year targets, sufficient allocation of resources, collaboration with all relevant stakeholders, and continuous implementation of skills development programs to build the capacity of officials will serve as levers to achieving the five-year set targets.

4. Measuring Our Outcomes: Program 2 Integrated Economic Development Services

MTDP Priority	Priority 1: Inclusive Economic Growth & Job Creation		
Outcome	Outcome Indicator	Baseline	Five-year Target
Increased employment opportunities	Jobs opportunities facilitated	New Indicator	500 job opportunities
An industrialized economy	Industrialisation programmes monitored	<ul style="list-style-type: none"> • Master Plan developed • MMSEZ Designated • FTIP entity established • Application for designation of proposed FTSEZ submitted • Industrial Parks revitalised 	03 industrialization programmes
	Value (Rand) of Investment facilitated	<ul style="list-style-type: none"> • New indicator • 04 investment conferences coordinated • 03 National Export development programs implemented 	<ul style="list-style-type: none"> • R600 billion facilitated • 05 Investment conference coordinated • 03 National Export development programs implemented

MTDP Priority	Priority 1: Inclusive Economic Growth & Job Creation		
Outcome	Outcome Indicator	Baseline	Five-year Target
Structural reforms to drive growth and competitiveness	Small enterprises' products and services linked to domestic market and export	<ul style="list-style-type: none"> • New indicator 	500
	Companies supported through Productivity and Competitiveness Programme	<ul style="list-style-type: none"> • 480 companies supported through Productivity and Competitiveness Programme 	360 Companies supported
Secured Energy and reduced carbon emission	Renewable energy initiatives facilitated	<ul style="list-style-type: none"> • Green Energy Investment Pipeline available • Limpopo Renewable Energy Strategy Developed 	02 Renewable energy initiatives
Supportive and sustainable economic policy environment	Economic policy frameworks reviewed	<ul style="list-style-type: none"> • 06 policy frameworks developed • Industrial master plan developed • Automotive master plan developed • Furniture master plan developed 	03 Economic Policy Frameworks
	Enterprise Development Strategies developed	<ul style="list-style-type: none"> • 03 enterprise development strategies developed: • SMME strategy developed • Co-operatives strategy developed • Limpopo township and rural revitalization strategy developed 	03 Strategies
	Enterprise Development Strategies reviewed	<ul style="list-style-type: none"> • New indicator 	03 Strategies
Structural reforms to drive growth and competitiveness	Enterprise programmes developed	<ul style="list-style-type: none"> • New indicator 	03
	Enterprise development	<ul style="list-style-type: none"> • New indicator 	05 programmes

MTDP Priority	Priority 1: Inclusive Economic Growth & Job Creation		
Outcome	Outcome Indicator	Baseline	Five-year Target
	programmes Supported		
	LED interventions implemented	02 LED interventions implemented <ul style="list-style-type: none"> • Municipal LED Interventions implemented • Red Tape Reduction and Ease of Doing Business 	02 interventions
	Compliance with BBBEE Act	02 BBBEE intervention <ul style="list-style-type: none"> • Monitored Municipalities on Skills Development Programs • Monitored Municipalities on Enterprise Supplier Development Programs 	05 BBBEE compliance interventions
Strengthened Business Compliance Enforcement	Businesses registered in terms of Limpopo Business Registration Act	New indicator	500
	Percentage of New licensed Liquor businesses	100%	100%
	Businesses inspected for compliance with the Limpopo Liquor Act and Regulations	29 670	40 000
	Businesses inspected for compliance with the Consumer Protection Act and Regulations	New indicator	1000
	Percentage of Consumer complaints finalised	81% (263 of 324)	100%

4.1. Explanation of Planned Performance over Five-Year Planning Period

Contribution of the Outcome towards MTDP

Industrialization programme though not a silver bullet will contribute immensely to two out of the three priorities of government. The department's endeavour to grow the economy and create job is aligned with the outcomes outlined in the MTDP. The province understands the importance and urgency of addressing socio-economic issues affecting the province hence a dedicated effort is put towards implementing the Limpopo Industrial Master Plan as well as the provincial Socio-economic recovery plan. This will lead to the realisation of the impact statement of an industrialised, inclusive economic growth and development within a sustainable environment of the province.

The business sector has been proven to be an effective and efficient mechanism to drive economic growth and respond positively towards the current socio-economic challenges. Through the Economic Development Branch under Enterprise Development and Economic Empowerment Chief Directorate, LEDET's mandate is to develop and co-ordinate implementation of enterprise development policies, strategies and programs that will guide the enterprise development institutions to effectively and efficiently respond to the challenges experienced by local businesses. The intention is to create an enabling environment for local businesses to thrive and access developmental support services inclusive of both financial and non-financial programs established to enhance their business capacity and competitiveness (technical, financial, production, human, market, etc.). Ultimately, the aim is to foster an entrepreneurship culture that is inclusive and transformative, with emphasis on advancing the interests of the targeted groups (youth owned enterprises, women owned enterprises, enterprises owned by people with disabilities, and military veterans owned enterprises).

The outcome is informed and guided by the National Development plan and Limpopo Development plan of which the following action or priority are relevant.

- Advocate for BBBEE implementation by various stakeholders;
- Increase support for enterprise and cooperative in the township and rural areas;
- Expand opportunities for the historically excluded and vulnerable group, enterprise and cooperative
- Increase support to informal business to participate and contribute to the mainstreaming economy

- Increase opportunities for partnership between public and private sector to support enterprise, cooperatives in township and rural areas;
- Enhance innovation business support;
- Enhance access to procurement opportunities, skill development opportunities, enterprise and supplier development opportunities for enterprise and cooperatives

Rationale for Outcome Indicators towards Outcomes

The province economic structure has remained the same for the past two decades with the economy placing a heavy reliance on the primary sector and tertiary sector for its growth. It is imperative that the province relentlessly continue to implement programmes which will divert from primary to secondary sectors such as Manufacturing which is known to be creating labour absorption and value-added activities inclined to grow the provincial economy beyond the current low economic growth rate below 0.5%.

Local enterprises are mainly characterized by challenges that impede their growth and sustainability. Challenges that are inclusive of limited access to finance/funding (for start-up enterprises, expansion or diversification), limited access to commercial markets, limited access skills training and development, etc. This compounded by the mainstream economy that is exclusive to previously disadvantaged communities and designated groups (women, youth and people with disabilities). Character of the provincial economy is endowed with natural mineral resources for mining opportunities, agriculture for farming opportunities, fauna and flora giving advantage in tourism and hospitality opportunities, and many other economic sectors. However, majority of the communities are still grappling with high rate of poverty, unemployment and socio-economic inequalities.

The established outcome indicators are justifiable to strategically respond to the challenges experienced by businesses (SMMEs and Co-operatives including Informal Businesses) in the previously disadvantaged communities and more importantly those experienced by the local youth graduates with technical skills but have no employment opportunities. The enterprise development policies and strategies, enterprise development and support fund with the responsive enterprise development and support programs (both financial and non-financial) will be used as tools to build the capacity of local enterprises to start-up, grow, be productively sustainable and competitive. Contributing towards strengthening the capacity of local municipalities and reducing red tapes while ensuring government's compliance to BBBEE Act, No. 53 of 2003 will create a growing and responsive local economy. These

programs will contribute towards building a conducive environment enabling local enterprises to thrive and sustain. As local economies grow, job opportunities will be created (especially for unemployed youth graduates), poverty rate will be significantly reduced, and socio-economic challenges will be reduced. They will further impact positively by creating economic activities for youth Not in Education, Employment or Training (NEET).

Enablers to achieve Five-Year Targets

The Department does not work in isolation to foster the interest of local businesses and grow the provincial opportunity economy where barriers are removed to access enterprise development and support products and services with ease and reduced red tape to achieve broad based growth. This requires concerted efforts championed through an integrated approach geared towards the development and empowerment of local enterprises. It is reliant on the strategic partnerships established with the public and private sector, with the support from local business structures/formations where they leverage on each other's strength and resource capacity. Additional enablers include availability of legislative framework, policies, strategies, budgeted programs, skilled enterprise development practitioners and infrastructure to guide the development and implementation of enterprise development and support programs.

The growth and success of businesses is essentially dependent on a well-established and strengthened enterprise development eco-system where collaborative efforts and leveraging on each other's capacities is the ultimate objective to amplify the support we give to local enterprises (be it SMMEs, Co-operatives, Informal Businesses, Targeted Groups, etc.). It is through an effective and efficient mainstreaming of the coordinated enterprise development and support ecosystem that local enterprises can thrive, growth and be sustainable. An integrated approach will lead to economic growth and development in the province with increased capacity for the enterprises to create sustainable employment opportunities and reduced poverty.

Outcomes' Contribution to Achievement of the Impact

The Department has confidence that stimulating and accelerating the improvement, inclusive and transformative economic growth through industrial, enterprise development and support will result in an inclusive transformative economic growth within a sustainable environment. Participation of the local enterprises from previously disadvantaged communities in the mainstream economy will heighten the growth of local economies and the creation of

employment opportunities. As a result, local economies will be transformed and inclusive while improving socio-economic inequalities.

4. Measuring Our Outcomes: Program 3 Environmental Affairs

MTDP Priority			
Priority 1: Achieve more rapid, inclusive and sustainable economic growth and job creation			
Outcome	Outcome Indicator	Baseline	Five-year Target
Increased infrastructure investment and job creation	Work opportunities created through environment sector public employment programs towards economic growth and development	518 work opportunities created through environment sector public employment programs	770 work opportunities created through environment sector public employment programs
	Effective and efficient environmental authorization system implemented	(100% - 680 of 680) EIA Applications finalized within legislated timeframes	100% EIA Applications finalized within legislated timeframes
		(100% - 15 of 15) Atmospheric Emission Licenses issued finalized within legislated timeframes	100% Atmospheric Emission Licenses issued finalized within legislated timeframes
		(100% - 6 of 6) Waste Management Licenses finalized within legislated timeframes	100% Waste Management Licenses finalized within legislated timeframes
		(100% - 42604 of 42604) biodiversity management permits finalized within legislated timeframes	100% biodiversity management permits finalized within legislated timeframes
Increased infrastructure investment and job creation	Ecosystems and Species protected and natural resources sustainably utilised	5 biodiversity economy initiatives implemented	5 biodiversity economy initiatives implemented

MTDP Priority	Priority 1: Achieve more rapid, inclusive and sustainable economic growth and job creation		
Outcome	Outcome Indicator	Baseline	Five-year Target
		33822,4187 hectares under conservation estate	25000 hectares under conservation estate
		3,721% (9708 of 260890) area of state managed protected areas assessed with a METT score above 67%	5% (13045 of 260890 ha) area of state managed protected areas assessed with a METT score above 67%
Improved service delivery at local government	Environmental and spatial planning; development, and governance improved	5 climate change response interventions implemented	5 climate change response interventions implemented
		Five (5) Intergovernmental sector programmes implemented	Five (5) Intergovernmental sector programmes implemented
		Five (5) legislated tools developed	Five (5) legislated tools developed
		Five (5) functional environmental information management systems maintained	Five (5) functional environmental information management systems maintained
Increased investment, trade and tourism	Enhanced visitor experience through diversified destination and product offerings	Five (5) revenue enhancement projects developed	Five (5) revenue enhancement projects developed

MTDP Priority	Priority 2: Reduced poverty and improved livelihoods		
Outcome	Outcome Indicator	Baseline	Five-year Target
	Effective local government capacity to manage	183 environmental awareness	322 environmental awareness activities conducted

MTDP Priority	Priority 2: Reduced poverty and improved livelihoods		
Outcome	Outcome Indicator	Baseline	Five-year Target
Improved service delivery at local government	environmental programs strengthened	activities conducted	
		186 environmental capacity building activities conducted	220 environmental capacity building activities conducted

MTDP Priority	Priority 3: build a capable, ethical and developmental state		
Outcome	Outcome Indicator	Baseline	Five-year Target
Safer communities and increased business confidence	Compliance with environmental legislation by regulated communities improved	1383 compliance inspections conducted	1 460 compliance inspections conducted
		30 completed criminal investigations handed to the NPA for prosecution	25 completed criminal investigations handed to the NPA for prosecution
		226 administrative notices issued for non-compliance with environmental management legislation	250 administrative notices issued for non-compliance with environmental management legislation
Improved service delivery at local government	Environmental decision making improved	-	5 environmental research projects completed

6. Measuring Our Outcomes: Program 4 Tourism

MTDP Priority	Priority 1: Inclusive Growth and Job Creation		
Outcome	Outcome Indicator	Baseline	Five-year Target
Safer communities and increased business confidence	Tourism planning; development, and governance improved	-	Five (5) tourism planning and regulation instruments developed

MTDP Priority		Priority 1: Inclusive Growth and Job Creation	
Outcome	Outcome Indicator	Baseline	Five-year Target
	Sustained & enhanced tourism stakeholder relations	-	Twenty (20) tourism stakeholder engagements conducted

MTDP Priority		Priority 3: build a capable, ethical and developmental state	
Outcome	Outcome Indicator	Baseline	Five-year Target
Safer communities and increased business confidence	Compliance with tourism legislation by regulated communities improved	-	40 compliance inspections conducted
		763 tourist Guides registered	1000 tourist Guides registered

MTDP Priority		Priority 2: Reduced poverty and improved livelihoods	
Outcome	Outcome Indicator	Baseline	Five-year Target
Safer communities and increased business confidence	Enhanced visitor experience through diversified destination and product offerings	25 community tourism owned initiatives supported	25 community tourism owned initiatives supported
		22 tourism awareness programs facilitated	Twenty (20) tourism awareness programs facilitated
		23 tourism capacity building programs implemented	Twenty (20) tourism capacity building programs implemented

7. Explanation of Planned Performance over Five-Year Planning Period: Environment and Tourism

The priorities of the 7th administration are aligned with Chapter 5 NDP 2030: Environmental sustainability and resilience Objectives and Chapter 6 – inclusive rural economy) as follows:

Priority 1: Inclusive Growth and Job Creation

- To set a target for the amount of land and oceans under protection.

- To achieve absolute reductions in the total volume of waste disposed to landfill each year.

Priority 2: Reducing Poverty and the High Cost of Living

- To achieve absolute reductions in the total volume of waste disposed to landfill each year.
- To improve disaster preparedness for extreme climate events.
- Channel public investment into research, new agricultural technologies, and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture. (Supporting small-scale and rural farmers through new technologies and adaptation strategies can enhance food security and reduce living costs.)

Priority 2: Building a Capable and Ethical Developmental State

- To develop a set of indicators for natural resources, accompanied by the annual reports on the health of identified resources to inform policy.
 - To improve disaster preparedness for extreme climate events.
- a) The rationale for the choice of the outcome indicators relevant to the respective outcomes.

The choice of the outcome indicators is aligned with both the Provincial Uniform Programme Budget Structure and the Environment Sector Standardized or Customized Indicator as detailed in the table below:

Programme 2: Environmental Policy, Planning and Coordination (Priority 3)	
Strategic Priority 3: Building a Capable and Ethical Developmental State	<ul style="list-style-type: none"> • inter-governmental sector programmes implemented • environmental management instruments developed • research activities undertaken • statutory reports compiled for the environmental sector • climate change response interventions implemented
Programme 3: Compliance and Enforcement (Priority 3)	
Strategic Priority 3: Building a Capable and Ethical Developmental State	<ul style="list-style-type: none"> • administrative enforcement notices issued for non-compliance with environmental management legislation • completed criminal investigations handed to the NPA for prosecution • compliance inspections conducted
Programme 4: Environmental Quality Management (Priority 1 & 2)	
Strategic Priority 1: Inclusive Economic Growth and Job Creation	<ul style="list-style-type: none"> • complete EIA applications finalized within legislated timeframes • complete Atmospheric Emission Licenses (AELs) issued within legislated timeframes • complete Waste License applications finalized within legislated timeframes
Strategic Priority 2: Reducing Poverty and Tackling the High Cost of Living	
Programme 5: Biodiversity Management (Priority 1)	
Strategic Priority 1: Inclusive Economic Growth and Job Creation	<ul style="list-style-type: none"> • hectares under the conservation estate • area of state managed protected areas assessed with a METT score above 67%

Strategic Priority 2: Reducing Poverty and Tackling the High Cost of Living	<ul style="list-style-type: none"> • complete biodiversity management permits issued within legislated timeframes • Biodiversity Economy initiatives implemented
Programme 6: Environmental Empowerment Services (Priority 1 & 2)	
Strategic Priority 1: Inclusive Economic Growth and Job Creation and Strategic Priority 2: Reducing Poverty and Tackling the High Cost of Living	<ul style="list-style-type: none"> • work opportunities created through environment sector public employment programmes • environmental awareness activities conducted • environmental capacity building activities conducted

b) Explanation of enablers to achieve the five-year targets.

The Limpopo Environment Outlook Report (2016) that is outdated and needs to be reviewed as it serves as a tool to recommend a path towards addressing the identified key challenges faced by the province. Climate change management remains one of the priority areas to enhance the just transition towards low carbon economy. Such requires recognition and understanding of diversity matters in respect of interconnected nations, economies and people, managing environmental threats, particularly those that cross political borders, such as air pollution and biodiversity loss, and will require new global, regional, national and local responses, involving a wide range of stakeholders. This requires integral efforts at all levels and by all key roles players through the development of rules, practices, policies and institutions that shape how humans interact with the environment. These are key to effective good environmental governance that considers the role of all actors that impact the environment from across all spheres of society, from governments to NGOs, the private sector and civil society. Collective co-operation is critical to achieving effective governance that can help us move towards a more sustainable future. It should become the vision of the Limpopo Provincial Government, the journey to environmental sustainability and a sustainable Province with inclusive economic growth for the citizens of the Limpopo Province.

- **Biodiversity and natural resources management**

Implementation of the Management Effectiveness Tracking Tool (METT)

In terms of the METT assessment of the financial year 2023/24, the Nylsvlei and Doorndraai at 70% and 68% respectively maintained the achievement of the national target of a score of above 67% in terms of their management effectiveness. The Department has committed to ensuring that at least 1% of the state protected areas assessed in term of the METT reach a score of 67% and above in the coming five-years considering the budget and human resources constraints for implementation of programmes that contribute to improvement of management effectiveness in state protected areas. The management of protected areas requires adequate budget to ensure effective management of biological assets in the provincial nature reserves. The budget allocated for effective management of provincial nature reserves is mainly used towards the protection of fauna and flora through law enforcement activities such as patrols.

The Department annually conducts Veld Condition Assessments to enhance game reduction programmes. Game census and vegetation surveys will be conducted in

selected state-owned nature reserves due to budget constraints. The Department continues to conduct cycad monitoring on a different escarpment.

Infrastructure development and maintenance

The Environmental Affairs projects are primarily funded through the earmarked/priorities provided by Provincial Treasury since the 2016/17 financial year. Amongst others, the program seeks to maintain and repair of equipment in the Nature Reserves and purchases of building materials and hardware.

The Department will continue to implement major infrastructure projects to upgrade and rehabilitate nature reserves and resorts to improve their attractions for various stakeholders including tourists. These include repairs and maintenance of old assets such as office infrastructure, staff accommodation, boreholes, and other equipment as well as procurement of protective clothing for Field Rangers. Infrastructure development is also for the building of new facilities to not only increase revenue generation, but also to improve the living and working conditions of the officials stationed in the reserves.

Biodiversity Economy

The biodiversity economy initiatives have been identified to be one of the initiatives that contribute to economic growth and development in the province. To enhance the contribution of the wildlife industry in to sustainable development and economic growth for the province, the department has implemented the initiatives detailed below.

The Department as contribution to improvement of livelihood of communities adjacent to the nature reserves in implementing game culling to provide venison is currently in a process of renewals of the co-management agreements that have expire on 31 December 2024 with the following institutions:

- Majeje Traditional Authority (Letaba Ranch Nature Reserve)
- Mabunda Traditional Authority (Letaba Ranch Nature Reserve)
- Manoko Community Property Association (Blouberg Nature Reserve)
- Rambuda Traditional Authority (Nwanedi Nature Reserve)
- Tale Ga-Morudu Traditional Authority (Wonderkop Nature Reserve)
- Bakenberg Traditional Authority (Masebe Nature Reserve)
- Mphephu Traditional Authority (Nzhelele Nature Reserve)
- Lekgalameetse CPA's (Lekgalameetse Nature Reserve)
- Modjadji Community (Modjadji Nature Reserve)
- Bahananwa Traditional Authority (Maleboch Nature Reserve)
- Mutele Traditional Authority Mphaphuli Traditional Authority Makuya Traditional Authority (Makuya Nature Reserve)

Contribution to conservation estate

With 17724 hectares added into the conservation estate in the Limpopo province in terms of the National Protected Areas Act 57 of 2003 in the financial year 2023/2024, the department envisages adding approximately 25000 hectares into the conservation estate in the next five-year planning cycle. The process will be underpinned by the public consultation processes on the existing intention to declare.

- **Integrated Environmental Management**

Issuance of environmental authorisations

One of the mandates of the department is to ensure that development projects comply with environmental legislation and other applicable legislative requirements. This is to ensure that developments have minimal impact on the environment, however, ensuring socio-economic development of the citizen of the province. The Department commits to 100% finalisation of EIA applications and biodiversity permits and 100% issuance of waste management and atmospheric emission licenses within legislated timeframes. Thriving to contribute to job creation towards poverty alleviation through sustainable waste management, the Department continues to provide support to waste pickers and processors through the provision of technical support.

Environmental compliance and enforcement

The Department continues to ensure that the regulated community complies with the environmental legislation and other laws through monitoring of compliance with the conditions as set out in the environmental authorisations. Where incidents of non-compliance are picked up, issuance of administrative enforcement actions against the non-compliant citizens will be made and ensuring that perpetrators are put to task. These activities are conducted to ensure that environmental compliance is improved.

The Department seeks to intensify its efforts in ensuring that the compliance with the environmental laws and regulations by the regulated community is improved. The effectiveness of these efforts depends on strengthening capacity building and training programmes as well as awareness campaigns on environmental laws with communities and all key stakeholders. Therefore, the Department continues to intensify its compliance and enforcement programmes in partnership with other law enforcement agencies such as the SAPS and SANDF to combat environmental crime

d) Explanation of the outcomes' contribution to the achievement of the impact.

Tourism

The Limpopo Tourism Growth Strategy's objective is to guide tourism growth and development in the province, diversify the provincial tourism sector, strengthens its economic position and expands the competitiveness of Limpopo as a tourist destination in Southern Africa. In achieving the set outcomes and outputs, it should be considered that tourism is has been severely affected by COVID-19 pandemic and the outbreak is felt across the whole tourism value chain. Now the focus will thus be on the recovery plan for tourism sector.

These could be from developing hyper-local community attractions and focusing on a broader domestic tourism strategy. Recovery at local level will thus receive priority attention and will, however, only succeed if an intensified collaboration exists between all government and private sector role-players.

It is therefore anticipated that the implementation of the revised tourism strategy and tourism recovery plan will contribute towards the achievement of the outcome and the outcome indicators outlined in the approved departmental Strategic Plan. The table

below provides a summary of the important enablers that the department will give attention to over the next five years. Most of these enabling factors require strong partnerships with other sectoral departments, municipalities, agencies, community structures and private sector players in the tourism industry.

a) Explanation of enablers to achieve the five-year targets.

ENABLING FACTOR	CRITICAL ELEMENTS
Post COVID recovery of the provincial Tourism sector	A provincial tourism recovery plan focusing on implementing interventions identified under three (3) building blocks namely: re-building, re-focusing and to sustain the momentum in preparation for its future recovery.
Conservation of Natural and the Cultural environment (mega conservation areas)	<ul style="list-style-type: none"> • National parks, Biosphere reserves, provincial nature reserves, Heritage sites and Transfrontier Conservation areas protected and managed as required by legislation and protocols • The impact of developments that has the potential to change the character of the mega conservation areas in Limpopo should be controlled and managed • Proper land use and spatial plans that aim to sustain the environment in and around these mega conservation areas must be developed, applied and enforced on local, provincial and national level
Marketing	<ul style="list-style-type: none"> • Applicable brand management applied • Updated database of tourism assets, products, services and resources • Continued market research conducted • Responsible messaging and information management
Infrastructure and Accessibility	<ul style="list-style-type: none"> • Road access into rural destinations upgraded and maintained • Airlift • Efficient border control • Information and Communications technology (ICT) • Clear signage to tourism destinations/sites
Service standards and compliance	<ul style="list-style-type: none"> • Tourism skills development • Tourism establishments graded • Responsible tourism practices implemented • Transformation targets achieved
Destination Planning, Development and Management	<ul style="list-style-type: none"> • Provincial institutional arrangement for tourism in place • Tourism plans integrated with other sectoral and local/municipal development plans • Safety and Security aspects impacting on tourism managed • Research conducted that enables informed decision making

ENABLING FACTOR	CRITICAL ELEMENTS
	<ul style="list-style-type: none"> • Ethical and responsible practices applied in the Tourism Industry
Commercialization of state-owned tourism facilities and opportunities	<ul style="list-style-type: none"> • Develop affordable and quality tourist products and experiences to grow the domestic market. • Provide investment opportunities for private sector, communities, youth and women that operate in the tourism industry. • To enhance the protection of unique wildlife and biodiverse areas through tourism development and management.

While overseeing the implementation of the enablers as presented in the table above, the Tourism COVID-19 recovery plan will continue to be implemented and monitored to ensure that tourism, as an economic sector, fully recovers as one of the industries contributing towards inclusive economic growth within a sustainable environment in the province.

8. Key Risks

Outcome	Key risks	Risks mitigations
Effective and efficient institution characterised by good corporate governance	<ul style="list-style-type: none"> • Fraud and corruption by officials • Non-compliance with relevant prescripts • Litigations 	<ul style="list-style-type: none"> • Initiate disciplinary proceedings and enforce consequence management • Provide regular training to officials on relevant prescripts to inculcate a culture of compliance
	<ul style="list-style-type: none"> • Non-compliance with relevant prescripts 	Regular training provided to officials for understanding of the legislations
	<ul style="list-style-type: none"> • Negative audit outcomes • Declining budget allocation • Theft of state assets and compromised safety of inhabitants 	<ul style="list-style-type: none"> • Compliance with relevant prescripts and implementation of the clean audit strategy • Reprioritization of allocated funds • Appointment of physical security
	<ul style="list-style-type: none"> • Vulnerable IT Systems • Natural disasters and/ or changes of weather patterns 	<ul style="list-style-type: none"> • Rejuvenate ICT Infrastructure • Replace of old IT devices • Development and implementation of disaster plan (Contingency plan)
	Injury on duty	Adherence to Occupational Health and Safety Act

Outcome	Key risks	Risks mitigations
Increased economic participation ownership and access to opportunities for targeted groups	Non-compliance with relevant prescripts by service providers (i.e. Limpopo Procurement Strategy)	Conduct awareness campaigns and capacity building workshops to service providers
Increased employment opportunities	<ul style="list-style-type: none"> • Insufficient Budget • Low Economic growth • Pandemics 	<ul style="list-style-type: none"> • Mobilisation of resources • Accelerate Industrialisation and localisation • Develop economic recovery plans
An industrialized economy	<ul style="list-style-type: none"> • Unfunded Mandate • High vacancy rates 	<ul style="list-style-type: none"> • Mobilisation of resources and enhanced strategic partnerships • Accelerate filling of posts
Structural reforms to drive growth and competitiveness	Red tape Unavailability of data and information to inform decision making processes	Simplify the processes Appointment of an environmental information management personnel
Secured Energy and reduced carbon emission	Lack of buy-in by key stakeholders	Strengthened stakeholder engagement and partnerships
Strengthened Business Compliance enforcement	<ul style="list-style-type: none"> • Illegal immigration and businesses • Illicit trade • Aging Fleet 	<ul style="list-style-type: none"> • Enforcement of the law • Procurement of vehicles for law enforcement
Increased infrastructure investment and job creation	<ul style="list-style-type: none"> • Unsustainable or illegal utilization of natural resources • Biodiversity loss and environmental degradation • Poor infrastructure maintenance in the provincial protected areas 	<ul style="list-style-type: none"> • Issuance of environmental authorizations within legislated timeframes (EIAs, AELs, WMLs and biodiversity management permits) • Development and implementation of infrastructure maintenance plan in the provincial protected areas • Creation of work opportunities through environmental sector projects
Improved service delivery at local government	<ul style="list-style-type: none"> • Lack of knowledge and awareness on environmental management matters • Ineffective evidence-based policy and decision making 	<ul style="list-style-type: none"> • Implement environmental awareness and capacity building within communities • Appointment of scientific support services personnel
Safer communities and increased business confidence	<ul style="list-style-type: none"> • Unsustainable or illegal utilization of natural resources • Lack of monitoring of natural resource utilization • Intentional and non-intentional pollution 	<ul style="list-style-type: none"> • Monitor compliance to environmental authorisations, permits and licenses • Ensure enforcement of environmental legislation

Outcome	Key risks	Risks mitigations
Increased investment, trade and tourism	<ul style="list-style-type: none"> Loss of LWR market share 	<ul style="list-style-type: none"> Implement a reservation system for LWR facilities Monitor the implementation of service standards

9. Public Entities

Name of the Public Entity	Mandate	Outcomes
Limpopo Economic Development Agency (LEDA)	<ul style="list-style-type: none"> In terms of Schedule 4: Part A of the Constitution (1996), industrial promotion, property transfer fees, provincial public enterprises, public transport, and trade are functional areas of concurrent national and provincial legislative competence. Limpopo Economic Development Agency Act (Act No. 5 of 2016) mandates LEDA to accelerate the provincial economic development, trade and investment in agriculture, commerce, finance, and industrial field such as mining, housing, transport and finance. 	<ul style="list-style-type: none"> Establish Innovation, Science and Technology Expand Broadband network infrastructure footprint Investment promotion Implement Musina-Makhado Special Economic Zone and Fetakgomo-Tubatse SEZ (Infrastructure Development)
Limpopo Gambling Board (LGB)	<ul style="list-style-type: none"> In terms of Part A: Schedule 4, of the Constitution (1996), casinos, racing, gambling & wagering, excluding lotteries and sports pools, are functional areas of concurrent national and provincial legislative competence. 	<ul style="list-style-type: none"> Ensured a regulated, sustainable and socially responsible gambling environment. Compliance with the law on gambling enforced

Name of the Public Entity	Mandate	Outcomes
	<ul style="list-style-type: none"> • Limpopo Gambling Act (Act No. 3 of 2013) mandates the Agency to license, regulate and monitor gambling activities in the province. • LGB Law Enforcement Inspectors are declared as Peace Officers and conferred with certain powers in terms of section 334 of the Criminal Procedure Act (Act No. 51 of 1977). 	
Limpopo Tourism Agency (LTA)	<ul style="list-style-type: none"> • In terms of Schedule 4: Part A of the Constitution (1996), tourism is a functional area of concurrent national and provincial legislative competence. • Limpopo Tourism Act (Act No. 4 of 2018) mandates the Agency to market the province as a tourist destination, market provincial tourism products and facilities, and develop and implement a Limpopo Tourism Marketing Strategy. 	<ul style="list-style-type: none"> • New tourism experience offerings facilitated • Increased tourism information dissemination • Improved destination brand awareness • Tourism related research projects conducted

Part D: Technical Indicator Description (TID)

Programme 1: Administration

Indicator Title	Full compliance with public service legislation
Definition	To fully comply with public service legislation, regulations, circulars and policies including PFMA, Treasury Regulations 8.2.3, Financial disclosure Framework,

	Employee Health and Wellness Strategic Framework, Gender Equality Strategic Framework, Job Access Strategic Framework.
Source of data	Relevant legislation and policies
Method of Calculation / Assessment	Simple count of public service regulation and policies implemented
Assumptions	<ul style="list-style-type: none"> • All officials read and understand the public service legislation and policies • All officials comply with the legislation and policies governing the public service • Budget available to implement the legislation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not Applicable
Desired performance	Improved compliance with applicable legislation
Indicator Responsibility	Delegated Authority: Corporate Services

Indicator title	Positive audit opinion
Definition	To obtain and maintain positive audit opinion such as unqualified audit outcome from the Auditor-General South Africa at the end of each financial year.
Source of data	Annual Financial Statements, annual performance report and AG's audit outcome report
Method of Calculation/ Assessment	Simple count of the audit report
Assumptions	<ul style="list-style-type: none"> • Effective & efficient internal controls developed and implemented • High level of compliance with the PFMA and other laws in preparation of AFS exists. • Submitted Annual Financial Statements and annual report for audit are free from material misstatements
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired Performance	Unqualified audit opinion with no matters of emphasis
Indicator Responsibility	Delegated Authority: CFO

Indicator title	Information, Communication & Technology (ICT) Strategy implemented
Definition	Implementation of the ICT strategy which includes number of ICT projects, (i.e., Liquor Management, Wildlife permit, Limpopo Wildlife Resorts booking systems, cybersecurity solutions, etc.) to automate, modernise and secure ICT processes and systems
Source of data	Approved 2021-2026 ICT strategy
Method of Calculation/ Assessment	ICT strategy implemented
Assumptions	The ICT Strategy responds to the needs of the department to modernise processes and systems Availability of the budget to implement the strategy
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired Performance	Modernised, automated and secured systems and processes
Indicator Responsibility	Delegated Authority: Information Technology Management

Indicator title	Empowered women and persons with disability
Definition	Refer to the empowerment of women and person with disabilities in the workplace in terms of employment opportunities in line with Employment Equity Act, Gender Equality Strategic Framework and Job Access Strategic Framework.
Source of data	Statistical data from the department, PERSAL report & Department of Labour
Method of Calculation/ Assessment	A simple count of the number of females appointed at SMS level & person with disability employment in the department.
Assumptions	<ul style="list-style-type: none"> • Departmental Employment Equity Plan is fully implemented • Female SMS and persons with disabilities posts are prioritised by the HR Planning Committee. Some funded vacant posts are ring-fenced for female and persons with disability candidates
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: 50% at SMS level • Target for Youth: N/A Target for Persons with Disability: 7%

Spatial Transformation (where applicable)	Not applicable
Desired Performance	Equal gender balance at SMS level and improved representation of persons with disability in the department
Indicator Responsibility	Delegated Authority: Strategic Management

Indicator Title	Enterprises owned by targeted groups supported
Definition	Support provided to enterprises owned by targeted groups refers to preferential procurement budget spent on women, youth, persons with disabilities and military veterans owned enterprises as prescribed in the Limpopo Procurement Strategy and Regulations
Source of data	Limpopo Procurement Strategy and Central Supplier Database (CSD)
Method of Calculation / Assessment	The total number of Request for Quotation (RFQ) awarded to targeted groups divided by total number of awarded RFQs multiply by 100
Assumptions	<ul style="list-style-type: none"> • Women, youth, persons with disability and military veterans owned enterprises meet all the procurement requirements to provide services to government. • Budget available to support women, youth, persons with disabilities and military veterans owned enterprises
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • 40% women-owned enterprises • 30% youth-owned enterprises • 7% persons with disabilities -owned enterprises • 5% military veterans-owned enterprises
Spatial Transformation (where applicable)	Not applicable
Desired performance	Targeted groups empowered through preferential procurement budget
Indicator Responsibility	Delegated Authority: Supply Chain Management

Programme 2: Integrated Economic Development Services

Indicator Title	Job opportunities facilitated
Definition	The indicator refers to job opportunities facilitated through implementation of economic development programmes
Source of data	Stats SA, NDP, LDP and sector plans
Method of Calculation / Assessment	Simple count of jobs facilitated
Assumptions	Budget available, economic growth

Disaggregation of Beneficiaries (where applicable)	Target for Women = 150 in five (05) years Target for Youth = 250 in five (05) years Target for People with Disabilities = 100 in five (05) years
Spatial Transformation (where applicable)	Limpopo Province
Desired performance	Increased Employment
Indicator Responsibility	Delegated Authority: Integrated Economic Development Services

Indicator Title	Industrialization Programmes monitored
Definition	The indicator refers to monitoring the implementation of industrialisation programmes such as SEZs and Industrial Parks Programme to unlock challenges and stimulate economic growth and job creation
Source of data	Limpopo Industrial Master Plan, Mineral Beneficiation strategy, Automotive master plan
Method of Calculation / Assessment	Simple count of industrialisation programmes monitored
Assumptions	Active participation of key stakeholders Available budget to implement the programmes
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Limpopo Province
Desired performance	An Industrialized Economy
Indicator Responsibility	Delegated Authority: Trade & Sector Development

Indicator Title	Value (Rand) of Investment facilitated
Definition	This refers to investment pledges announced at the Limpopo Investment Conferences; investments facilitated through LEDA and its subsidiaries, the Department through EIAs Record of Decisions (RODs) and other government departments.
Source of data	Newsflashes, Media briefings/Announcements, EIA approvals, emails, Web-based projects registry or manual entry, correspondences, commitment letters from companies, information from other contributing Programmes and Development Funding Institutions
Method of Calculation / Assessment	Simple count rand value facilitated
Assumptions	<ul style="list-style-type: none"> No major new shock events domestically or globally (including climate catastrophes, significant instability in financial/banking systems, and significant increases in oil prices). Social partners are able to make commitments; and able to execute on these commitments An investment friendly environment Geo-political factors would not deteriorate Consistency in energy supply Information is readily available

Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	Increased investment and economic growth
Indicator Responsibility	Delegated Authority: Trade and Sector Development

Indicator Title	Small enterprises' products and services linked to domestic market and export
Definition	The indicator is about small enterprises' products and services linked to domestic market and export through the trade promotion platforms
Source of data	National Exporter Development Programme and enterprises profile
Method of Calculation / Assessment	Simple counting of small enterprises linked to the market
Assumptions	<ul style="list-style-type: none"> • Small enterprises are ready to be assisted • Sufficient resources
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	Increased market access by small enterprises
Indicator Responsibility	Delegated Authority: Trade and Investment Promotion

Indicator Title	Companies supported through Productivity and Competitiveness Programme
Definition	The indicator refers to companies supported on Turnaround Solutions, Workplace Challenge, Kaizen, Entrepreneurship training. This also includes support provided to Limpopo Jewellery Business Incubator.
Source of data	Internal reports and Productivity SA reports
Method of Calculation / Assessment	Simple count of the actual number of companies assisted
Assumptions	Cooperation from all stakeholders (targeted companies and Productivity SA)
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	Productive and competitive companies
Indicator Responsibility	Delegated Authority: Industrial Competitiveness

Indicator Title	Renewable energy initiatives facilitated
Definition	The indicator refers to facilitation of renewable energy initiatives through provision of advisory support services to project implementors, packaging of renewable energy investment opportunities, stakeholder/social facilitation, and funding proposals development for projects
Source of data	Limpopo Renewable Energy Strategy
Method of Calculation / Assessment	Simple count of initiatives facilitated
Assumptions	Active participation of key stakeholders Resources available to implement the strategy
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Limpopo Province
Desired performance	Industrialized and Decarbonized Economy
Indicator Responsibility	Delegated Authority: Trade & Sector Development

Indicator Title	Economic Policy Frameworks reviewed
Definition	This indicator refers to the review of the economic frameworks, Strategies or sector plans. The review refers to impact assessment and identification of proposed interventions or changes.
Source of data	Reports and databases from LEDA and LEDET, DTIC, DMPR reports
Method of Calculation / Assessment	Simple count of the actual number of frameworks, strategies and plans reviewed
Assumptions	Availability of data and capacity to review frameworks
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	An Industrialised Economy
Indicator Responsibility	Delegated Authority: Economic Research, Planning and Co-ordination

Indicator Title	Enterprise Development Strategies developed
Definition	The indicator refers to the development of enterprise strategies to ignite the spirit of entrepreneurship and promote cooperatives and MSMEs towards sustainability. This entails coordinating stakeholders, identifying enterprise development challenges, developing data collection tools, and collecting and analysing data to develop enterprise development and support strategies in consultation with enterprise development ecosystem stakeholders like LEDA, SEDFA, NYDA, Academia, DSBD, the private sector, and other relevant stakeholders.
Source of data	National Integrated Small Enterprise Development Framework (Master Plan), the Cooperatives Amendment Act, the National Small Business Act, National Strategy for the Development and Promotion of Small Business in South Africa, the Banks Act, etc.
Method of Calculation / Assessment	Simply counting the number of enterprise strategies developed
Assumptions	<ul style="list-style-type: none"> • Cooperation among enterprise development eco-system stakeholders • Availability of budget
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Desired performance	Enabled and sustainable enterprise development and support policy environment
Indicator Responsibility	Enterprise Development Directorate

Indicator Title	Enterprise Development Strategies reviewed
Definition	This indicator refers to the review of adopted enterprise development strategies, whose implementation is coordinated by enterprise development institutions operating in the Limpopo province. This entails coordinating stakeholders, developing data collection tools, and collecting and analysing data to review enterprise development and support strategies in consultation with enterprise development institutions and the private sector, including business formations operating in the Limpopo province.
Source of data	Enterprise Development Policies and Strategies
Method of Calculation / Assessment	Simple count number of enterprise development strategies reviewed
Assumptions	<ul style="list-style-type: none"> • Cooperation among enterprise development eco-system stakeholders • Availability of budget • There is capacity to review the strategy
Disaggregation of Beneficiaries (where applicable)	Not Applicable

Spatial Transformation (where applicable)	Not Applicable
Desired performance	Enabled and sustainable enterprise development and support policy environment
Indicator Responsibility	Enterprise Development Directorate

Indicator Title	Enterprise programmes developed
Definition	The indicator refers to enterprise programmes developed to inculcate a culture of enterprise promotion in targeted groups, including cooperatives in all sectors. This entails developing MSMEs and cooperative development and support programmes to link MSMEs and cooperatives to identified market and competitiveness opportunities. These include targeted programs like Youth Empowerment Programs, Women Empowerment Programmes, People Living with Disabilities Empowerment Programmes, Military Veteran's Empowerment Programmes, and Incubation Programmes, to mention but a few. The development of enterprise development programmes will be executed in collaboration with the enterprise development ecosystems stakeholders like LEDA, SEDFA, NYDA, Academia, DSBD, the private sector, and other relevant stakeholders.
Source of data	Limpopo enterprise development policies and strategies such as the Limpopo MSME strategy, Limpopo Township and Rural Revitalization strategy, Limpopo Procurement strategy, Limpopo Integrated Cooperative Development and Promotion Strategy etc.
Method of Calculation / Assessment	Simply counting the number of enterprise programmes developed
Assumptions	<ul style="list-style-type: none"> • Cooperation among enterprise development eco-system stakeholders • Availability of budget
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Desired performance	Increased economic participation and access to opportunities for targeted groups
Indicator Responsibility	Enterprise Development Directorate

Indicator Title	Enterprise development programmes Supported
Definition	This refers to enterprise development programmes that promote entrepreneurship, infrastructure provision, capacity building, competitiveness, awards, facilitation of business registration and

	compliance, publication and conversion of informal to formal business. The indicator entails MSMEs and cooperative development programmes to enhance sustainable enterprises. Enterprise Development Programmes will be supported in collaboration with the enterprise development ecosystems stakeholders like LEDA, SEDFA, NYDA, Academia, DSBD, the private sector, and other relevant stakeholders.
Source of data	Limpopo enterprise development policies and strategies such as the Limpopo MSME strategy, Limpopo Township and Rural Revitalization strategy, Limpopo Procurement strategy, Limpopo Integrated Cooperative Development and Promotion Strategy etc.
Method of Calculation / Assessment	Simply counting the number of enterprise development programme supported
Assumptions	<ul style="list-style-type: none"> • Cooperation among enterprise development eco-system stakeholders • Availability of budget
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Desired performance	Increased economic participation and access to opportunities for targeted groups
Indicator Responsibility	Enterprise Development Directorate

Indicator Title	LED interventions implemented
Definition	The indicator refers to implementation of LED interventions to support and build the capacity of municipalities and provincial enterprise development institutions to grow and develop their local economies. The interventions include LED Practitioners' Capacity Building Program and, Red Tape Reduction and Ease of Doing Business Program.
Source of data	District and Local Municipalities database and other organs of state database
Method of Calculation / Assessment	Simply counting of LED interventions implemented in municipalities
Assumptions	Cooperation of relevant stakeholders
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Desired performance	Enabled coordination and sustainable enterprise development policy implementation environment
Indicator Responsibility	Enterprise Development Directorate

Indicator Title	Compliance with BBBEE Act
Definition	This indicator is concerned with the number of BBBEE compliance interventions implemented to gauge the level of compliance by public institutions and private sector. Intervention(s) will include the following activities, advocacy work, awareness campaigns, skills development, economic empowerment programmes implemented.
Source of data	BBBEE Act
Method of Calculation / Assessment	Simply counting of BBBEE compliance interventions implemented
Assumptions	There is cooperation from key stakeholders and availability of budget
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Desired performance	Compliance with the BBBEE Act
Indicator Responsibility	Economic Empowerment Directorate

Indicator Title	Businesses registered in terms of Limpopo Business Registration Act
Definition	This refers to registration of businesses in terms of Limpopo Business Registration Act that operate in the Province this include but not limited to, retail stores, restaurants, hardware, spaza shops, etc
Source of data	Limpopo Business Registration Act, issued licenses, reports from municipalities
Method of Calculation / Assessment	Simple counting of all businesses registered
Assumptions	All business registration centres are functional All businesses comply with the law
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	Improved compliance with Limpopo Business Registration Act
Indicator Responsibility	Delegated Authority: Liquor Affairs and Business Regulations

Indicator Title	Percentage of New licensed Liquor businesses
Definition	This refers to application and approval of new Liquor businesses by the liquor board in terms of Section 28 of Limpopo Liquor Act
Source of data	Limpopo Liquor Act, electronic Liquor licensing system, manual application forms
Method of Calculation / Assessment	Simple counting new liquor businesses licensed
Assumptions	Functional electronic Liquor licensing system Applicants comply with the application requirements

Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Whole province
Desired performance	All liquor businesses are licensed and compliant
Indicator Responsibility	Delegated Authority: Liquor Affairs and Business Regulations

Indicator Title	Businesses inspected for compliance with the Limpopo Liquor Act and Regulations
Definition	This refers to businesses inspected for compliance with Limpopo Liquor Act and Regulations
Source of data	Limpopo Liquor Act and Regulations
Method of Calculation / Assessment	Simple counting of liquor businesses inspected
Assumptions	All liquor businesses comply with their license conditions or legal prescripts and regulations
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Whole province
Desired performance	Higher level of compliance with the law
Indicator Responsibility	Delegated Authority: Liquor Affairs and Business Regulations

Indicator Title	Businesses inspected for compliance with the Consumer Protection Act and Regulations
Definition	This refers to businesses inspected for compliance with Consumer Protection Act and Regulations
Source of data	Consumer Protection Act and Regulations
Method of Calculation / Assessment	Simple counting of businesses inspected for compliance Consumer Protection Act
Assumptions	Businesses comply with the Consumer Protection Act and Regulations
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Whole province
Desired performance	Improved compliance with the law
Indicator Responsibility	Delegated Authority: Consumer Affairs

Indicator Title	Percentage of Consumer complaints finalised
Definition	To finalise all consumer complaints within set timelines of 90 days of receipt in line with the approved departmental service standards. Finalisation means a decision has been taken on the on the merit of the case either by the department, the Consumer Court or referral to other agencies to deal with the matter.

Source of data	Complaints lodged, complaints register and Investigation reports
Method of Calculation / Assessment	Simple count of finalised consumer cases/complaints
Assumptions	<ul style="list-style-type: none"> • Consumers understand their consumer rights and exercise the rights • Service providers understand the law and the implications for contravening the law.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Whole province
Desired performance	Improved compliance with provisions of Consumer Protection Act
Indicator Responsibility	Delegated Authority: Consumer Affairs

PROGRAMME 3: ENVIRONMENTAL AFFAIRS

Indicator Title	Work opportunities created through environment sector public employment programs towards economic growth and development
Definition	This indicator measures the number of work opportunities created for beneficiaries employed on projects funded under the auspices of the Expanded Public Works Programme (EPWP). This is paid work created for an individual on an EPWP project for any period of time. The same person can be employed on different projects and each period of employment will be counted as a work opportunity.
Source of data	Signed contract with beneficiary ID copies, daily time sheets. EPWP Reporting system generated reports and or DPWI approved manual data.
Method of Calculation / Assessment	Actual number of work opportunities that can be traced, contract files, beneficiary data, time sheets
Assumptions	Accurate records
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women – 30% of total work opportunities created per annum • Target for Youth – 40% of total work opportunities created per annum • Target for People with Disabilities – 0.5% of total work opportunities created per annum
Spatial Transformation (where applicable)	Provincial (including nature reserves) and district level
Desired performance	Improved socio-economic benefits within the environmental sector
Indicator Responsibility	Delegated Authority

Indicator Title	Effective and efficient environmental authorization system implemented
Definition	An application refers to when the Competent Authority has received an application form and complete information to make a final decision. The indicator shows the percentage of environmental authorisation applications where final decisions (authorisations, permits, closures, variations and withdrawals in respect of the EIAs, AELs, WMLs, BMPs) are made in the reporting period within legislated timeframes.

Source of data	Electronic spreadsheet of and copies of environmental authorisations, permits, closures, variations and withdrawals in respect of the EIAs, AELs, WMLs, BMPs issued
Method of Calculation / Assessment	Count every environmental authorization issued or finalized, refused, withdrawn, varied, amended, closed in the reporting period within the legislated timeframe. In addition, for efficiency, express this as a percentage of the total number of applications finalised within legislated timeframe divided by total number of all finalised applications multiplied by 100.
Assumptions	<ul style="list-style-type: none"> • Budget availability • Adequate human resources and tools of trade • Adequate and expedient submission of information by the applicants
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Provincial and district level
Desired performance	Effectiveness and efficiency of environmental management systems improved
Indicator Responsibility	Delegated Authority

Indicator Title	Ecosystems and Species protected and natural resources sustainably utilised
Definition	<ul style="list-style-type: none"> • These include: • biodiversity economy initiatives implemented; , or facilitated or supported by provinces and/or the entities in order to contribute to economic growth and transformation targets. These include feasibility studies associated with the finalisation of provincial biodiversity economy nodes, hunting quotas issued, culling programmes, hunting packages, etc. • hectares under conservation estate; • percentage of area of state managed protected areas assessed with a METT score above 67%.
Source of data	<ul style="list-style-type: none"> • Approved project proposals or business plans; and progress on implementation • Government gazettes on declared protected areas for the particular financial year. • Annual collation of METT data from Provincial Conservation Authorities (web-based METT system)
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Add actual number of biodiversity economy initiatives implemented • Sum of hectares added into the conservation estate • Using of METT 3A programme to determine the value for every evaluation criterion. Programme calculate final figure for every Protected area. Size/hectares of state managed protected area with a METT score above 67% / total area assessed x 100
Assumptions	<ul style="list-style-type: none"> • Budget availability • Adequate human resources and tools of trade

	<ul style="list-style-type: none"> • Accuracy of the information on biodiversity initiatives submitted
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: 1 • Target for Youth: 1 Target for People with Disabilities: 0
Spatial Transformation (where applicable)	Provincial and district level
Desired performance	Improved contribution to the economy and transformation targets
Indicator Responsibility	Delegated Authority

Indicator Title	Environmental and spatial planning; development, and governance improved
Definition	<p>These include:</p> <ul style="list-style-type: none"> • climate change response interventions implemented to respond to challenges and potential impacts of climate change it includes review or implementation of strategies or plans or programmes or projects to respond to challenges and potential impacts of climate change in the province. These include any provincial climate change programmes, green-house gas mitigation responses, vulnerability and adaptation responses, • intergovernmental sector programmes implemented, including the programmes for: Local Government Support; Climate Change; EIP/EMP implementation; and World Heritage Site - and Biosphere Management to give effect to the Constitutional Chapter 3 Principles of co-operative government and intergovernmental relations. • legislated tools developed, including environmental legislative tools; including regulations, norms and standards, guidelines and environmental management plans developed to inform environmental decision-making. Examples of such tools include EMF, SOER/Outlook, SEA, EIP, AQMP, IWMP, Biodiversity management plans, etc. It also includes legislated tools for ecosystems and species protection. • Functional environmental information management systems maintained; the environmental knowledge and information management systems (e.g. e-Permit or GIS or Air Quality or WIS or Biodiversity Sector Plans (GIS based tool or Environmental Authorizations Information Management Tools e.g. NEAS or State of the Environment Web Portals or NECER etc.) that are maintained
Source of data	<ul style="list-style-type: none"> • Strategies or plans or programmes or projects to respond to challenges and potential impacts of climate change in the province reviewed or implemented from sector departments, municipalities and other key stakeholders • Stakeholder engagements with national and provincial departments, and municipalities and approved legislated tool • Stakeholder engagements with national and provincial sector departments, biosphere and world heritage site Management Authorities and municipalities, IDP reviews, and SDF reviews. • Different types of research projects completed during the reporting period. This includes research reviews, scientific research projects, monitoring projects and collaborative projects

Method of Calculation / Assessment	<ul style="list-style-type: none"> Actual number of Intergovernmental Sector programmes to be implemented or review as approved by the delegated authority Actual Annual progress reports per tool implemented Actual number of legislated tools approved by the delegated authority Actual number of Intergovernmental Sector programmes to be implemented or reviewed as approved by the delegated authority Final research and scientific project reports approved by delegated authority. For monitoring projects over a longer term, it will be the annual progress reports approved by delegated authority.
Assumptions	<ul style="list-style-type: none"> Budget availability Adequate human resources and tools of trade Availability, accuracy, validity and reliability of data and information
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	Improved local government support
Indicator Responsibility	Delegated Authority

Indicator Title	Effective local government capacity to manage environmental programs strengthened
Definition	<p>This refers to:</p> <ul style="list-style-type: none"> Activities or events to create awareness on environmental issues and may include but not limited to 1) Environmental commemorative days celebrated, 2) Clean up campaigns 3) Exhibitions and Expo's 4) Environmental Marches 5) /Puppet shows, newspaper, and radio talk articles, where applicable. Activities conducted in order to build stakeholder capacity to implement environmental regulatory framework
Source of data	Activity reports and attendance registers
Method of Calculation / Assessment	One activity is counted once (simple count)
Assumptions	<ul style="list-style-type: none"> Budget availability Adequate human resources and tools of trade
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Provincial and District Level
Desired performance	Environmental awareness and literacy; and capacity for regulated communities increased
Indicator Responsibility	Delegated Authority

Indicator Title	Compliance with environmental legislation by regulated communities improved
Definition	<p>This refers to:</p> <ul style="list-style-type: none"> • Inspections conducted to ascertain compliance with authorisations/permits issued in terms of the legislative and regulatory requirements for waste, air quality, impact assessment, protected areas, and biodiversity. This includes inspections arising from complaints and reports of non-compliance • Criminal investigation completed and to be handed over for prosecution (finalised investigations in the form of criminal dockets handed to the National Prosecution Authority (NPA) in response to non-compliances with legislative and regulatory requirements for waste, air quality, impact assessment, protected areas, biodiversity, etc. This will also include cases that are reported directly to the criminal courts or through the South African Police Services (SAPS) as a result of the nature of the crime committed where evidence of such crime was found in possession of the perpetrator. • Administrative enforcement actions issued (including administrative notices issued, pre-Directives, Directives, pre-Compliance notices and Compliance notices) in response to non-compliances with legislative and regulatory requirements for waste, air quality, impact assessment, protected areas and biodiversity. A single case of non-compliance can have multiple enforcement notices issued against it.
Source of data	<ul style="list-style-type: none"> • Electronic spreadsheet and compliance inspection reports • Electronic spreadsheet of completed criminal investigations handed to the NPA for prosecution • Electronic spreadsheet of administrative enforcement actions issued
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Actual number of inspections conducted • Actual number of criminal investigations undertaken, i.e. investigations finalized and submitted to NPA for prosecution • Actual number of administrative actions issued
Assumptions	<ul style="list-style-type: none"> • Budget availability • Adequate human resources and tools of trade • Accuracy, reliability and validity of the findings of the investigations conducted
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Provincial and District Level
Desired performance	Regulated community compliance with environmental legislation improved
Indicator Responsibility	Delegated Authority

Indicator Title	Environmental decision making improved
Definition	This refers to different types of research projects completed during the reporting period to inform or guide environmental policy decision making. This

	includes research reviews, scientific research projects, monitoring projects and collaborative projects
Source of data	Final research and scientific project reports approved by delegated authority. For monitoring projects over a longer term, it will be the annual progress reports approved by delegated authority.
Method of Calculation / Assessment	A research project is counted when a project has been finalized and approved by the delegated authority. A project is counted only once when finalised irrespective of the number of surveys done or reports compiled on the project during the reporting period. For monitoring projects over a longer term, progress reports will be counted annually after approval by the delegated authority.
Assumptions	<ul style="list-style-type: none"> • Budget availability • Adequate human resources and tools of trade
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Budget availability • Adequate human resources and tools of trade • Availability, validity and reliability of data and information
Spatial Transformation (where applicable)	Not applicable
Desired performance	Evidence-based policy and decision making towards sustainable management and utilization of natural resources
Indicator Responsibility	Delegated Authority

PROGRAMME 4: TOURISM

Indicator Title	Tourism planning, development, and governance improved
Definition	This refers to tourism planning and regulation instruments including regulations, norms and standards, guidelines and plans developed or reviewed to inform tourism decision-making. Examples of such instruments include Limpopo Tourism Growth Strategy, Annual State of Tourism Report, Tourist guides regulations, etc. developed, community tourism owned initiatives supported, and tourism stakeholder engagements conducted
Source of data	Stakeholder engagements with national and provincial departments, municipalities, private sector
Method of Calculation / Assessment	Count actual number of tourism planning and regulations instruments developed approved by the delegated authority
Assumptions	<ul style="list-style-type: none"> • Budget availability • Adequate human resources and tools of trade • Availability, validity and reliability of data and information
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Provincial and District Level
Desired performance	Improved tourism growth in the province

Indicator Responsibility	Delegated Authority
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Indicator Title	Sustained & enhanced tourism stakeholder relations
Definition	This refers to stakeholders' engagement conducted for the tourism sector, including Limpopo Tourism Forums, Special forum, etc., to improve stakeholder relations
Source of data	Stakeholder engagements with national and provincial departments, municipalities, private sector
Method of Calculation / Assessment	Count actual number of stakeholders engagements conducted for the tourism sector
Assumptions	<ul style="list-style-type: none"> • Budget availability • Adequate human resources and tools of trade • Availability, validity and reliability of data and information
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Provincial and District Level
Desired performance	Improved tourism growth in the province
Indicator Responsibility	Delegated Authority

Indicator Title	Compliance with tourism legislation by regulated communities improved
Definition	<p>This refers to:</p> <ul style="list-style-type: none"> • Inspections conducted to ascertain the level of compliance with registrations issued in terms of the legislative and regulatory requirements for tourist guides • Registration of tourist guides as outlined in the Tourism Act, 2014 (Act No.3 of 2014) and associated regulations
Source of data	<ul style="list-style-type: none"> • Registration applications • Electronic spreadsheet and compliance inspection reports
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Simple counting of registered tourist guides • Actual number of inspections conducted following complaints and / or monitoring of compliance with tourist guides registration legislative requirements inspected.
Assumptions	<ul style="list-style-type: none"> • Budget availability • Adequate human resources and tools of trade • Availability, validity and reliability of data and information
Disaggregation of Beneficiaries (where applicable)	<p>Applicable only for tour guides registered</p> <ul style="list-style-type: none"> • Target for Women – 40% • Target for Youth – 60%

Spatial Transformation (where applicable)	Provincial and District Level
Desired performance	Regulated tourist guides operating in the province, and improved compliance with tourism legislative requirements
Indicator Responsibility	Delegated Authority

Indicator Title	Effective internal capacity to manage tourism programs strengthened
Definition	<p>This refers to:</p> <ul style="list-style-type: none"> • Implementation of tourism capacity building programmes to enhance tourism related skills development, understanding of the value of tourism and its opportunities for improved service delivery in the tourism sector • Activities or events facilitated to create awareness on tourism and tourism related matters. Facilitation includes conducting customer needs assessment with the involvement of municipalities to cover the geographic spread of Tourism products. Arrange awareness sessions
Source of data	<ul style="list-style-type: none"> • National Tourism Sector Strategy, agenda of the awareness sessions and awareness plans • Annual Tourism capacity building plan and the Tourism Sector Skills plan
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Simple count of awareness programs facilitated • Simple count of capacity building programmes implemented
Assumptions	<ul style="list-style-type: none"> • High stakeholder participation, cooperation from targeted tourism groups and budget availability • High demand for tourism skills development and budget availability
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Provincial and District Level
Desired performance	Increased awareness and tourism capacity amongst the targeted groups and the industry on tourism related themes and strategies
Indicator Responsibility	Delegated Authority

Indicator Title	Enhanced visitor experience through diversified destination and product offerings
Definition	This refers to prioritised tourist product development initiatives supported through visiting the projects on a quarterly basis to determine the status of development and management with the aim to identify challenges warranting support either technical or financial.
Source of data	<ul style="list-style-type: none"> • List of identified community tourism owned initiatives • Assessment reports of projects
Method of Calculation / Assessment	Simple count of community tourism owned initiatives supported
Assumptions	<ul style="list-style-type: none"> • All required information declared by the project owners

	<ul style="list-style-type: none"> The accuracy of the direct investment from private sector depends on the willingness to share information
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	District
Desired performance	Improved support to community tourism owned initiatives
Indicator Responsibility	Delegated Authority

ANNEXURES TO THE STRATEGIC PLAN

ANNEXURE A: NSDF AND DISTRICT DELIVERY MODEL

Five Year Planning Period									
Area of Intervention in the NSDF and DDM	Project Name	Project description	Budget allocation	District Municipality	Specific location	Project leader	Social partners	Longitude (East/West)	Latitude (North/South)
Infrastructure	New laundry facilities at Nylsvlei NR	Construction of new laundry facilities	4 000 000	Waterberg	Nylsvlei NR	LEDET	DBSA, DPWRI	23° 44' 41,98" S	27° 48' 27,70" E
Infrastructure	Upgrade of access road to Wolkberg base camp at Wolkberg NR	Upgrade of access road	15 000 000	Capricorn	Wolkberg NR	LEDET	DBSA, DPWRI	24° 03' 25" S	30° 04' 34" E
Infrastructure	Construction of the gatehouse and four (4) staff pickets to service the basecamp at the Wolkberg Nature Reserve	New gatehouse and staff accommodation	5 000 000	Capricorn	Wolkberg NR	LEDET	DBSA, DPWRI	24° 03' 25" S	30° 04' 34" E
Infrastructure	Maintenance, refurbishment and repairs at the resorts and the provincial protected areas	Maintenance and repairs to various resorts and reserves	5 000 000	All Districts	All resorts and nature reserves	LEDET	DPWRI	Various	Various

