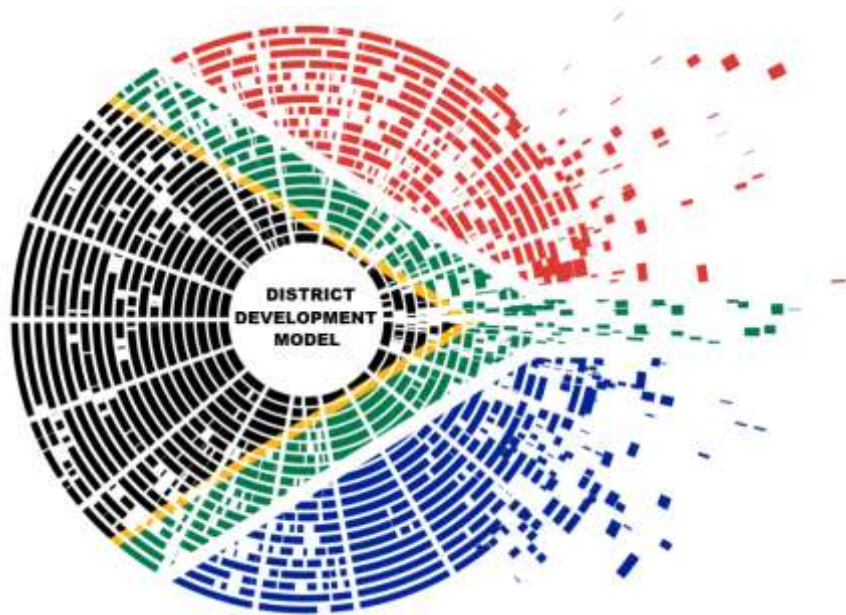


# ***SECOND GENERATION ONE PLAN 2022-23***



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## ***AMAJUBA DISTRICT DEVELOPMENT MODEL***

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*"New District/Metro Development Model to Improve the Coherence and Impact of Government Service Delivery and Development"*

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***NOVEMBER 2022***

***Version 3***

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## Contents

<b>1. INTRODUCTION</b>	<b>4</b>
<b>1.1 BACKGROUND</b>	<b>4</b>
<b>1.2 THE DEVELOPMENT OF THE AMAJUBA ONE PLAN</b>	<b>5</b>
<b>2. KEY ISSUES PER FOCUS AREA</b>	<b>6</b>
<b>2.1 DEMOGRAPHIC/ PEOPLE DEVELOPMENT</b>	<b>6</b>
<b>2.3 GOVERNANCE</b>	<b>7</b>
<b>2.4 INFRASTRUCTURE ENGINEERING</b>	<b>7</b>
<b>2.5 INTEGRATED SERVICE PROVISIONING</b>	<b>8</b>
<b>2.6 SPATIAL RESTRUCTURING AND THE ENVIRONMENT</b>	<b>9</b>
<b>2.6.1 SPATIAL CHALLENGES</b>	<b>9</b>
<b>2.6.2 ENVIRONMENTAL CHALLENGES</b>	<b>10</b>
<b>3. MAIN FOCUS OF THE ONE PLAN: TOWARDS A DDM VISION</b>	<b>10</b>
<b>3.1.1 SCENARIO PLANNING</b>	<b>11</b>
<b>(i) SCENARIO 1: STATUS QUO/ STAGNATION</b>	<b>11</b>
<b>(ii) SCENARIO 2: MANAGED AND GUIDED DEVELOPMENT</b>	<b>12</b>
<b>(iii) SCENARIO 3: MANAGED AND OPTIMISTIC OUTLOOK</b>	<b>13</b>
<b>3.1.2 DDM VISION</b>	<b>14</b>
<b>3.1.3 SPATIAL STRUCTURING ELEMENTS</b>	<b>14</b>
<b>4. STRATEGIC FRAMEWORK</b>	<b>17</b>
<b>4.1 DEMOGRAPHIC/ PEOPLE DEVELOPMENT</b>	<b>17</b>
<b>4.2 ECONOMIC POSITIONING</b>	<b>20</b>
<b>4.2.1 STRUCTURE OF THE ECONOMY</b>	<b>25</b>
<b>4.2.2 THE SOUTH AFRICAN ECONOMIC RECOVERY AND RECONSTRUCTION PLAN HIGHLIGHTS</b>	<b>28</b>
<b>4.2.3 DISTRICT ECONOMIC RESPONSE PLAN</b>	<b>29</b>
<b>(i) BACKGROUND AND PURPOSE OF AMAJUBA ECONOMIC RECOVERY PLAN</b>	<b>29</b>
<b>(ii) OBJECTIVES OF THE PLAN</b>	<b>29</b>
<b>4.2.4 CRITICAL ENABLERS FOR THE DISTRICT ECONOMIC RECOVERY</b>	<b>30</b>
<b>4.2.5 RELIEF MEASURES TO CUSHION THE ECONOMY</b>	<b>31</b>
<b>4.3 INTEGRATED SERVICE PROVISIONING</b>	<b>32</b>
<b>4.3.1 SHORT TERM SERVICE DELIVERY IMPROVEMENT ACTIONS OR INTEVENTIONS</b>	<b>37</b>
<b>4.4 INFRASTRUCTURE ENGINEERING</b>	<b>38</b>
<b>4.4.1 IMMEDIATE INTERGOVERNMENTAL SPATIAL TRANSFORMATION ACTIONS OF INTERVENTIONS</b>	<b>44</b>
<b>5. SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY</b>	<b>45</b>

5.1	SPATIAL RESTRUCTURING.....	45
5.2	ENVIRONMENTAL SUSTAINABILITY .....	50
5.3	ACTIONS OR INTERVENTIONS .....	53
6.	INSTITUTIONAL AND GOVERNANCE .....	55
6.1	ACTIONS OR INTERVENTIONS .....	58
7.	INTERGOVERNMENTAL PROGRAMMES, PROJECTS AND BUDGETS .....	60
7.1	SUMMARY OF PROGRAMMES, PROJECTS AND BUDGET AIMED AT GROWING THE ECONOMY (CATALYTIC PROJECTS) , IMPROVEMENT IN SERVICE DELIVERY AND INSTITUTIONAL STABILITY .....	60

# AMAJUBA SECOND GENERATION ONE PLAN 2022-23

## 1. INTRODUCTION

### 1.1 BACKGROUND

The District Development Model was initiated by the President of South Africa Mr. Cyril Ramaphosa in his Budget Speech in 2019. Subsequently, the District Development Model (DDM) was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various MINMECs.

To date the three spheres of government have been largely operating in silos, a challenge that has led to a lack of coherence in planning and implementation and has made monitoring and oversight of government's programmes extremely difficult. The consequence of this has been a non-optimal delivery of services and a diminished impact on the triple challenges of poverty, inequality and employment.

The DDM approach consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan levels by all three spheres of government resulting in a single strategically focussed *One Plan* for each of the 44 districts and 8 metropolitan geographic spaces in the country, wherein the district is seen as the 'landing strip'.

The DDM approach is seen as a practical Intergovernmental Relations (IGR) mechanism to enable all three spheres of government to work together, with communities and stakeholders in order to plan, budget and implement efficiently and effectively.

The District Development Model (DDM) is based on the following Objectives:

- Solve the Silos at a horizontal level and vertical level;
- Maximise impact and align plans and resources at our disposal through the development of One District, One Plan and One Budget;
- Narrow the distance between people and government by strengthening the coordination role and capacities at the district and city levels;
- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level;
- Build government capacities support to Municipalities;
- Strengthen monitoring and evaluation at District and Local Levels;
- Implement a balanced approach towards development between urban and rural areas;
- Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality; and
- Exercise oversight over budget and projects in an accountable and transparent manner.

## 1.2 THE DEVELOPMENT OF THE AMAJUBA ONE PLAN

### 1.2.1 THE AMAJUBA DDM PROFILE

The Amajuba One Plan process was initiated in 2019 and reviewed again in 2022. This profile will continue to be updated as and when new and updated data becomes available. The profile is a *Status Quo* Analysis and a Short-Term Action Plan identifying immediate service delivery actions, and catalytic activities aimed at unlocking developmental projects (Stabilisation Phase).

The profile:

- Provides the District Hub members with a brief overview of the District demographics, and development profile;
- Provide a high level assessment of the key strategies and priorities for improvement and transformation in the following: economic positioning, spatial restructuring, infrastructure engineering, housing and services provisioning, and governance and management;
- Identifies and collates all current sector and sphere commitments (projects and investments) in the District area for the next 18 months;
- Identifies catalytic projects; and
- Identifies key gaps and areas of misalignment between SDF, IDP and DGDP and gaps between sector plans with the DGDP, SDF and IDP.

The profile has informed the development of the Second Generation One Plan which includes a DDM spatial vision, strategies and projects.

### 1.2.2 THE DEVELOPMENT OF THE SECOND GENERATION ONE PLAN

The first generation One Plan was adopted by the Political Cluster towards the end of the 2021/2022 financial year.

During the 2022/23 financial year the following steps were undertaken towards the development of the second generation One Plan:

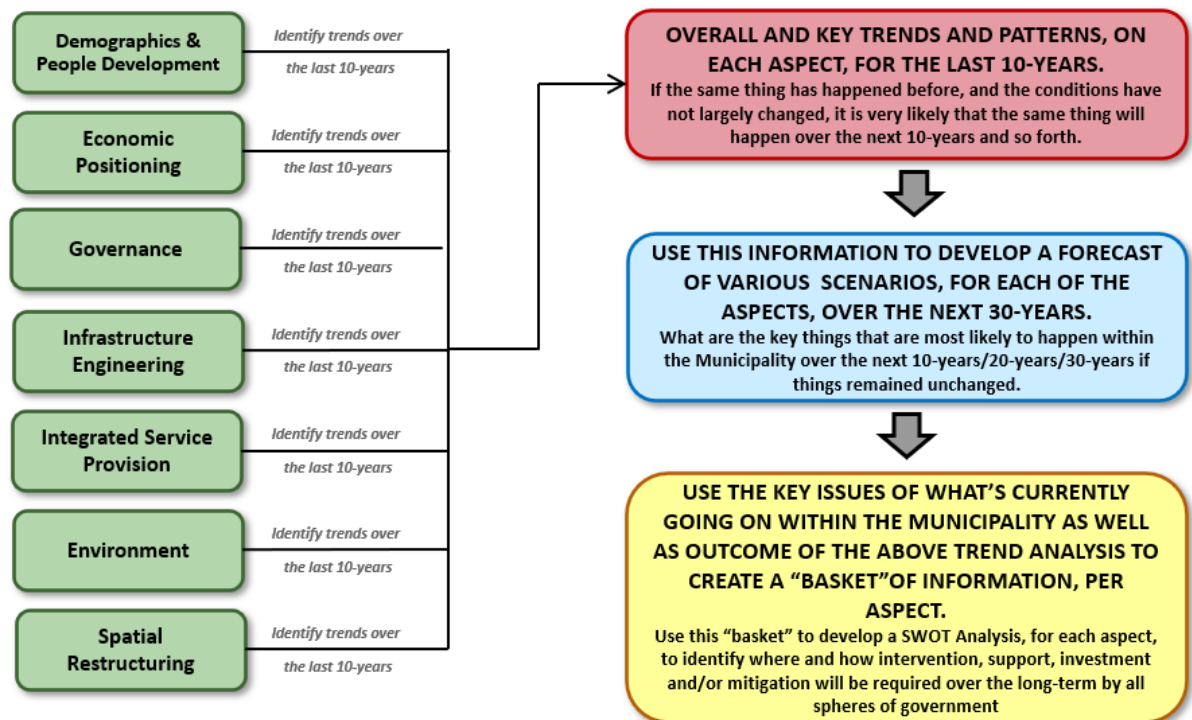
1. The development of a Scenarios for the District based on the information and trends forthcoming from the DDM Profile;
2. The development of a DDM Spatial Vision to guide investment and future growth of the District;
3. The development of 6 Focus Area Visions linked to desired outcomes and responding to the key issues identified per focus area;
4. The development of a strategic framework linked to the Focus Area Visions and identifying catalytic projects as well as short-term sector department and municipal projects;
5. Apportioning the strategies to the four clusters.

Documents were developed by the Planning Core Team consisting of the Amajuba DM and the three local municipalities, together with COGTA: Municipal Planning officials, whereafter they were workshopped with the four clusters before being taken to the technical and political hubs for endorsement and approval.

## 2. KEY ISSUES PER FOCUS AREA

The District Profile has identified trends and key issues which are summarised below. These are then used to develop the scenarios and the eventual DDM vision and 6 focus area vision. This process is summarised in the figure below.

**FIGURE 1:** Towards the development of a DDM Vision



The following key issues have been identified through the development of the District Profile contained in the first generation One Plan, as well as through the process towards the development of the comprehensive one plan.

### 2.1 DEMOGRAPHIC/ PEOPLE DEVELOPMENT

- Misalignment of statistics used for forward planning by the three spheres of government and that there is a need to use agreed- upon data sources for all planning and future projections;
- Migration and settlement patterns within the district need to be more effectively tracked;
- Further research and analysis are needed on the poverty, hunger and inequality trends within the district;
- High levels of gender abuse, sexually transmitted infections (STI), drugs and alcohol abuse;
- Xenophobia.

## 2.2 ECONOMIC POSITIONING

- Lack of law of enforcement and regulations for the informal sector (Informal Sector);
- Red- tape and prolonged application processes hindering development;
- High levels of unemployment pre- pandemic;
- COVID-19 Pandemic which resulted in job losses and closure of businesses;
- Lack of skilled labourers;
- Lack of entrepreneurial skills;
- Lack of youth opportunities;
- Rate base shrinkage;
- The increase of national minimum wage which has negatively impacted job creation, working hours and the overall downscaling of businesses;
- Economy and markets not being shock resistant resulting in the markets within district being temporarily and permanently impacted negatively;
- Diversification of the market;
- The identification of high value commodities and the development of a profitability measurement tool;
- Lack of foreign direct investment (FDI);
- Lack of funding and knowledge of available funding;
- The lack of local sourcing which promote exporting.

## 2.3 GOVERNANCE

- Functionality of ward committees with many being dysfunctional;
- High vacancy rates;
- Municipalities are experiencing challenges on having technical staff registered with technical bodies. This is also prevalent with managerial and functional staff;
- There is a steady increase in service delivery protests;
- Challenges around sound Financial Management at all municipalities;
- Auditor General's audit findings;
- Participation of traditional leadership in municipal council meetings;
- Poor attendance of Sector Departments at IDP REP Forums as well as the DDM, resulting in misalignment of planning and services provision, which poses a threat to service delivery within the district that is align to the plans;
- Duplication of water services- two water services authorities in one district;
- Non-compliance with legislative prescripts; and
- Political interference especially in Local Government.

## 2.4 INFRASTRUCTURE ENGINEERING

- An influx of new settlements or households which leads to an endless and ever- growing backlog;
- Forward planning is disrupted due to a demand for the provision of basic services;
- Outdated and outstanding sector plans making detailed planning difficult, which lead to poor implementation;
- Lack of Funding to develop sector plans to assist in infrastructure planning and provision within the district;
- Limited/Lack of funding to improve current water/sanitation system, development of new water resources and to secure additional raw water supply for industrial, agricultural and mining;
- Poor maintenance and monitoring of water infrastructure that results to illegal connections and water loss within communities;

- Maintenance of existing ageing infrastructure is not adequately planned or budgeted for.
- Most bulk and reticulation infrastructure has exceeded its service lifespan. As a result, most of Water and Sanitation systems cannot recycle/ synchronise water effectively due to outdated Water Treatment Plants and Waste Water Treatment Plants.
- Poor revenue collection (business and rural);
- The System for Revenue Collection within the District for Infrastructure Services is outdated with very little revenue to assist with operations and maintenance of the services.
- Water and air pollution by industries;
- No access to Cross-border Shared Services for sourcing of water supply;
- Insufficient funding allocated to sparsely populated communities within the equitable share for operational and, maintenance of collapsed water and sanitation infrastructure;
- Land ownership challenges that lead to no formalisation of Settlements within the Amajuba DM Water Service Area's (Emadlangeni and Dannhauser); and
- Communities on the periphery of the District that are reliant on cross-border infrastructure, both within KZN, and across provincial borders.
- Investment/ projects identified in existing plans are not always in areas where it will have the most impact.
- State investments are not unlocking private sector investment on 30: 70 principle. Most plans are largely working without the private sector and wondering why the private sector is not responding as envisaged.
- Fragmented settlement structures are resulting in high cost of providing services. Under current funding models, Municipalities cannot afford to supply services to the outer-lying areas.
- Municipal technical service departments are poorly resourced and, in many instances, have poorly trained and motivated staff.
- Long term planning and infrastructure projects are poorly linked. As a result, long- term projected demands are not sufficiently addressed in designs. Bulk services are put in the ground that are too small to cater for future demands.
- Water storage planning requires attention and new storage dams need to be planned for, funded and developed.
- Poor utilisation/management of government grants which results in grants being withdrawn and stagnant allocation of funds

## 2.5 INTEGRATED SERVICE PROVISIONING

- A key question that needs to be asked of plans in respective municipal Hierarchy of Plans and in developing new plans, is whether or not the plans have the political vision and support to deliver on Spatial Equity and Integration. Linked to this is the need to educate Senior Municipal Officials, Amakhosi, Councillors and their committees on Spatial Equity and Integration- related matters;
- It is noted that many municipalities lack the resources to implement the plans developed as part of their planning processes;
- Municipalities need to look to their administration and planning structures to see whether there are skills gaps relating to urban designers, town planners and engineers producing quality, integrated, and innovative urban spaces;
- There is a need to work closely with traditional authorities on the periphery of the urban core so that land allocation practices take into account Spatial Equity- related matters. This is equally important in the development of Traditional Settlement Master Plans (TSMPs).
- Greater compaction needs to be encouraged. A key goal of a Hierarchy of Plans should be to create a compact city that breeds innovation and evokes change, and which is the generator of good urbanism.
- Planning needs to facilitate the development of the city with a diverse economy. A huge part of urban areas is the informal sector and small scale economic activity which exist on the margins of the urban system. The plans developed as part of the Hierarchy of Plans need to

ensure that the urban environment is inclusive, and they need to consider introducing economic spaces and public spaces that allow for a range of small scale activity.

- There is a need for the development of innovative strategies to develop urban agriculture through the Hierarchy of Plans, to ensure alternative income streams.
- All of these plans developed as part of the Hierarchy of Plans need to feed- upwards into the municipal Spatial Development Frameworks with particular focus on the long- term spatial strategy, the Capital Investment Framework, and the Capital Expenditure Framework.
- The provision of service delivery to communities in need without proper strategies to generate revenue from the services provided inhibits services delivery as the municipality is unable to generate revenue to combat the rising backlogs within the municipality.
- The district lacks the capacity and skills needed to fully facilitate service delivery to all the communities within the district at large such include; scarce skills, engineering, urban designers, town planners and so forth), there is an issue of institutional capacity within the district.
- Slow release of land for human settlements within strategic areas such as infill developments that not only will be closer to services, it will also be cost efficient and effective for the municipalities to provide services to.

## 2.6 SPATIAL RESTRUCTURING AND THE ENVIRONMENT

### 2.6.1 SPATIAL CHALLENGES

- The main issues facing Amajuba DM is a poor settlement pattern, which manifests in the form of the dominance of small towns as regional service centres and economic hubs, as well as the expansive farming areas and a general rural character of the area. The net effect of this is the inability to decentralize and co-ordinate service delivery at a localized level.
- Slow release of land for housing by both the public and private sector resulting in densifying settlements where land is available, often far from employment or servicing options.
- Land tenure reform planning is not integrated into planning tools and frameworks due to a lack of high-level integration between the Department of Rural Development and Land Reform, the Department of Agriculture and Rural Development, the Commission of Restitution of Land Rights and the District and Local Municipalities. The net result has been the settlement of communities in deep rural areas further entrenching marginalisation. Post settlement support has not been forthcoming further worsening the communities' quality of life.
- The purchase of commercial farms for communities who in turn do not commercially farm these areas, together with the closing of many coal mines within the district, has placed strain on rural towns like Utrecht in the district. Due to the decline of spend in these towns, many of the higher order shops have closed, resulting in spend leakage, as well as diminishing rates for the municipality.
- In terms of transport options, there is a need to further investigate the viability of a rail commuter service that will complement the existing public transport service and become significant as settlement expands and densifies.
- There are cellular network coverage issues along the northern portions of the eMahlangueni municipality which need addressing particularly as urban nodes like Groenvlei and other potential agri-village sites come on line.
- Better digital accessibility and internet coverage is needed for the district so as to allow greater access to information for schools, training facilities and communities at large.
- There is limited tracking in the Municipal IDPs and SDFs of informal settlements and settlements on commercial farmlands. The net result is that these settlements do not feature in the municipal servicing plans or priorities.
- Spatial transformation as contemplated in SPLUMA (16 of 2013), and Spatial Equity (PGDS Goal 7) are broadly discussed and referenced in the municipal planning documents but are rarely institutionalised in the local context and forward planning.

- Traditional settlement planning on Ingonyama Trust and on free hold land in-between Ingonyama Trust land is not adequately addressed. There is a need to refine the Traditional Settlement Master Plans and ensure that the outcomes imbed within the municipal SDFs and scheme controls, these master plans should not only focus on Ingonyama Trust Land but on Land reform/redistribution farms/settlements. This will ensure alignment and prevent continued low-density sprawl over the few remaining pockets of good agricultural lands within these areas.
- There are a number of communities on the periphery of the district that are reliant on cross-border services, both within KZN, and across provincial borders. These include Charlestown, Ndlamlenze area, Reserve, Groenvlei and Fort mistake area and the newly incorporated farming areas to the south-west of Dannhauser, and the areas of Kingsley and Blood River.

## 2.6.2 ENVIRONMENTAL CHALLENGES

- The District is located in a sensitive environment that needs to be protected. We want to develop on land but without compromising the environment (Sustainable Development). There are factors that are excluding the environment, such as any development regarding breaking of the ground i.e, construction of landfill sites, cemeteries, housing, mining, and agriculture.
- How sensitivity is excluded? Most of land areas are located near flood zones and ADM is characterized as having a shallow groundwater table.
- The District is a key water production district, to get the status, is because of high biodiversity i.e, grassland biome. Grassland biome controls the movement of water on land to avoid erosion and sedimentation. Grassland also supports fauna, including aquatic organisms/life. If grassland is removed, animals will move to other areas and it cannot be replaced. If chemicals are applied to remove the grassland, there is a potential for pollution of surface and groundwater.
- There is a lack of Implementation of Environmental management sector tools.
- Sector departments/ local municipalities, have plans that are not aligned to environmental management tools i.e, you may find that in terms of municipal plans, land is categorized as industrial land, however, the environmental sector tool indicates that it is a highly sensitive land and not suitable for such development.
- There is lack of participation from key stakeholders, i.e, local municipalities don't have environmental management officers dedicated for guiding planning and development in their respective LMs.
- Amajuba District is located in highly sensitive environment which is a limiting factor to development which is proposed for the district (i.e due to the shallow ground water table we have a reduced land availability for developments in the district).
- As a historical mining district, there are abandoned/not rehabilitated coal mines that are burning (spontaneous combustion) which is affecting the environment and neighbouring community, leading to atmospheric pollution and acid mine drainage, as a result of precipitation.
- Lack of suitable land for facilities such as cemeteries and landfill due to the environmental sensitivity within the district.
- Municipal and Sector department Budget not Aligned to plans developed to rectify Spatial Challenges.

## 3. MAIN FOCUS OF THE ONE PLAN: TOWARDS A DDM VISION

The District Development Model aims to improve the coherence and impact of government service delivery with focus on 44 Districts and 8 Metros around the country as development spaces that can be used as centres of service delivery and economic development, including job creation.

The Amajuba DDM Plan is aligned and built upon the strategic frameworks development through the Amajuba District Growth and Development Plan (DGDP) and the subsequent COVID Economic Recovery Plan, as well as the IDPs and SDFs of the four municipalities. The strategies developed therein have been reviewed and linked to planned projects at a provincial and municipal level.

### 3.1.1 SCENARIO PLANNING

The development of scenarios is an important element for the preparation of the Amajuba DDM and can capture a wide range of possibilities with specific detailing. By identifying some fundamental trends and possible trajectories for the district, decision makers can reduce possible errors in strategic planning. Scenario planning assists to eliminate common errors in strategic planning relating to the overpredicting or under predicting of the future. The strength of scenarios lies in the provoking of a sense of what might be a possibility as well as in combining probabilities in ways that might not have previously been thought of.

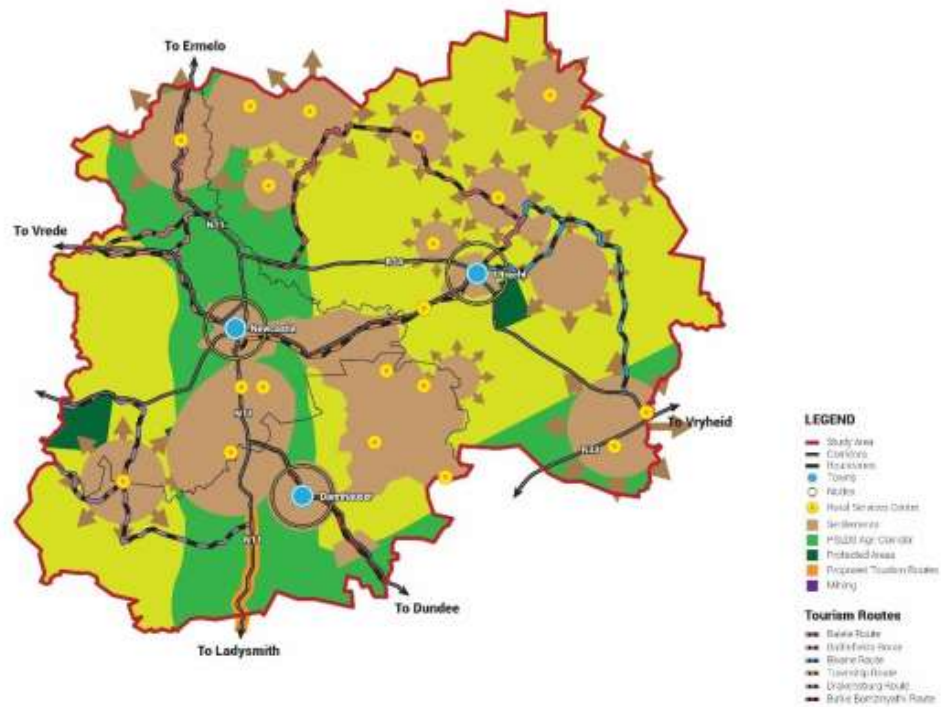
The scenarios listed below were identified as part of the recently reviewed Amajuba Spatial Development Framework (SDF) and give a particular point of view in the future as well as some informed speculation about the cross-cutting paths that might get us to that particular point.

#### (i) SCENARIO 1: STATUS QUO/ STAGNATION

This scenario indicates that towns within the district stay in their present structure, with no coordinated advancement, no tertiary facilities, poor infrastructure and no legitimate land use management implementation or control. This proposal is at first seen as positive as it addresses immediate needs, but it does not address sustainable development or much thought of a longer- term impact. This scenario further results in residents suffering and levels of dependency increasing as a result of inadequate, aging or no basic services, no/ minimal access to social facilities, and no employment opportunities.

POSITIVE FEATURES	NEGATIVE FEATURES
<ul style="list-style-type: none"> <li>• Strong private sector investment in high growth areas with a large onus for infrastructure upgrade;</li> <li>• Broad- based government expenditure aimed at addressing social need in poverty- stricken areas; and</li> <li>• Large-scale demand for urban and peripheral urban sites with a consequent demand for urban level services.</li> </ul>	<ul style="list-style-type: none"> <li>• Challenges affecting areas that are supposed to be conserved for future generations- biodiversity hotspots could be destroyed;</li> <li>• Agricultural soils will be washed away, there will be no grazing land for rural households, poverty levels will increase, and rural land will continue to lose its value;</li> <li>• Vacant and local commonage land resources will become fully developed with time; and</li> <li>• Economic and employment growth will continue along its current trajectory, maintaining the jobless cycle within the province.</li> </ul>

## CONCEPT PLAN - Scenario 1



### (ii) SCENARIO 2: MANAGED AND GUIDED DEVELOPMENT

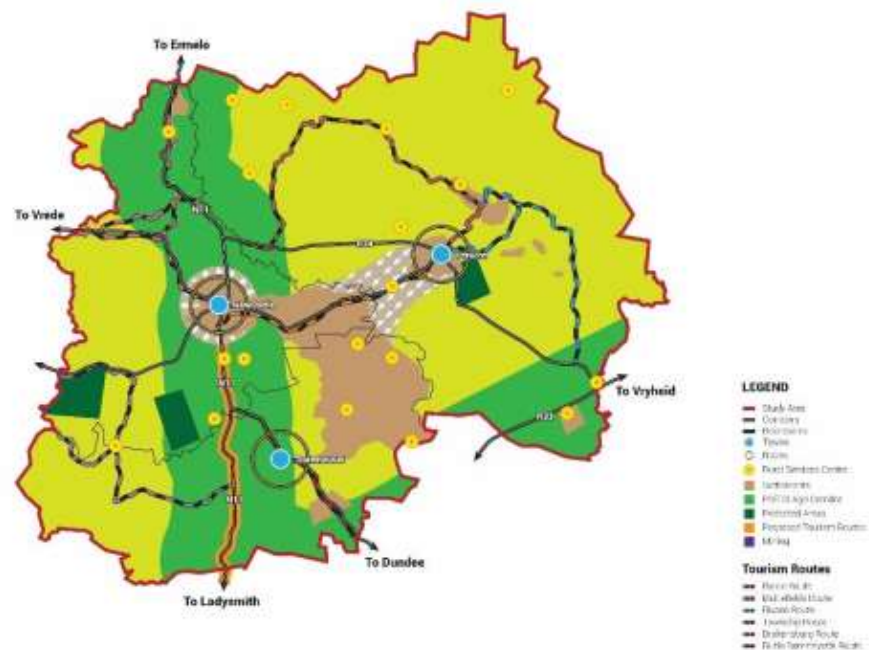
This scenario includes having proper development controls and guidelines for development put in place for effective and well- thought- out development controls that considers all individuals and aspects. The main features of this scenario are as follows:

- Broad- based government expenditure aimed at addressing social need in poverty-stricken areas;
- Increasing population growth is anticipated to continue within the core urban areas as urbanisation continues;
- There will be a large-scale demand for urban and peripheral urban sites with a consequent demand for urban level services;
- Rural areas will experience an increased level of migration to larger urban centres, increasing the pressure to provide services in urban regions;
- Infrastructure as well as some key roads have already outgrown their planned capacities and will need upgrading and continuous maintenance.

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## CONCEPT PLAN - Scenario 3



### 3.1.2 DDM VISION

The DDM Vision is as follows and is an adaption of the Spatial Vision for the District:

*“Amajuba district to become a major player in the regional economy of northern KwaZulu- Natal by 2050, by collaborating with the surrounding Districts. Through this collaboration, Amajuba will be able to utilize the economies of scale to uplift all the towns within the region to ensure its residents better access to opportunities and in turn create better livelihoods”*

### 3.1.3 SPATIAL STRUCTURING ELEMENTS

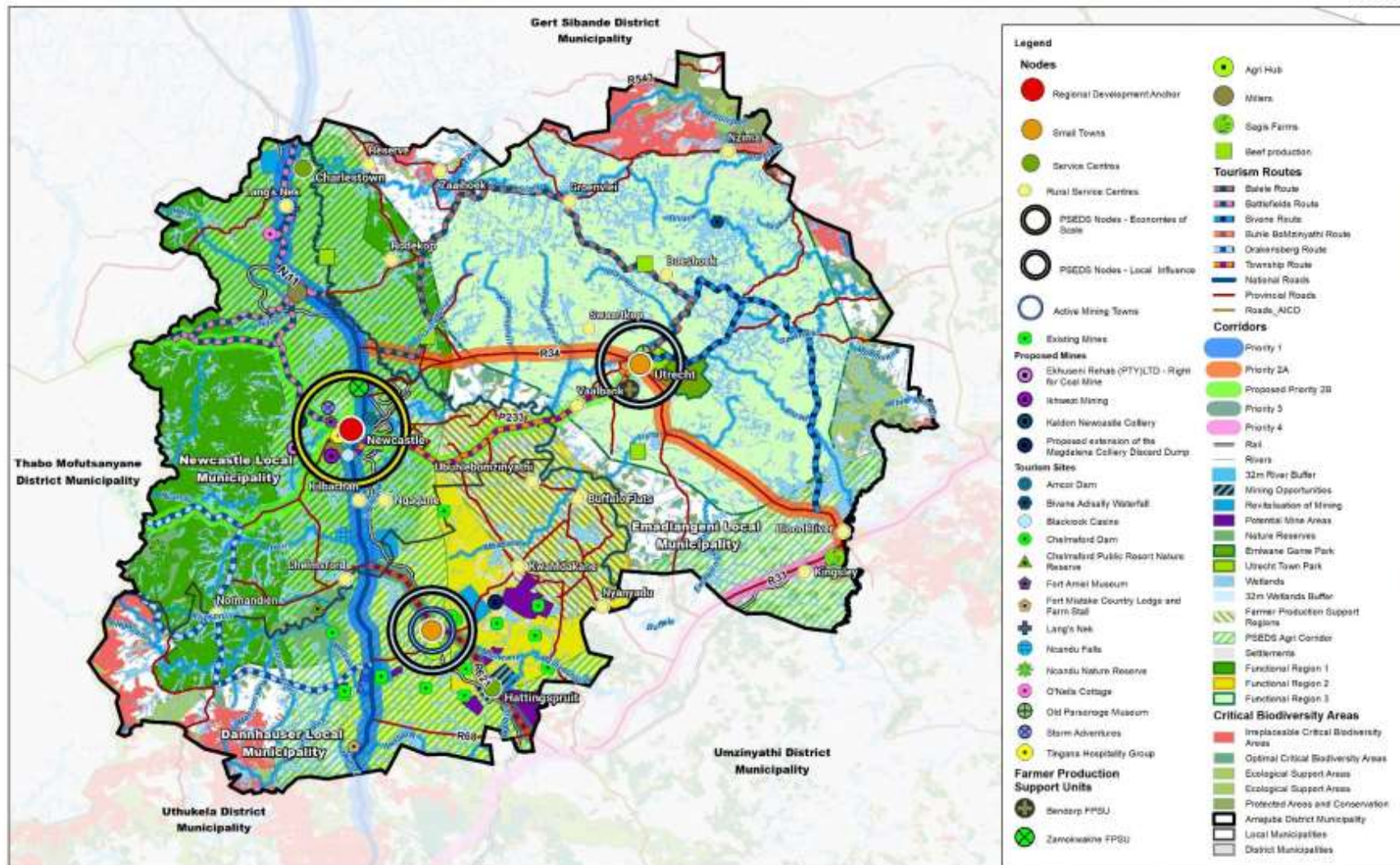
The spatial vision for the district is based on seven (7) spatial structuring elements that can guide spatial development and decision making as follows:

- Nodes;
- Corridors;
- Urban/ Settlement edges;
- Water bodies;
- Gateways;
- Critical biodiversity areas (CBAs); and
- Urban revitalisation areas.

These are translated into the following map as contained in the Amajuba Spatial Development Framework (SDF) that was adopted in 2022.

# AMAJUBA DISTRICT DEVELOPMENT MODEL SPATIAL VISION

1:500 000



In terms of the nodes, the following is noted to guide development:

**REGIONAL SETTLEMENT ANCHORS:** These are also commonly referred to as the secondary cities within the province and are the strategic/ significant towns and cities which should be prioritised and strengthened as key anchors or “engines” of the regional economy. These are also where significant future population growth is anticipated based on historical trends as well as the impacts of future targeted interventions in those areas.

**SMALL TOWNS:** these are centres that provide services to the local economy, as opposed to the regional or sub-regional economy) and addresses community needs.

**SMALL/ RURAL SERVICE CENTRES:** Rural development must be supported through a hierarchical network of prioritised service centres where people in rural areas and settlements can optimally be provided with core municipal services, social and government services, and where rural logistics and support can be provided to optimally support rural development.

In terms of corridors, the following is noted to guide development:

**PRIORITISATION OF CORRIDORS:** The plan identifies a hierarchy of corridors and is used to symbolise areas where important economic activities are to be encouraged along particular transport routes.

Corridor Classification				
Settlement	NSDF	PSDF	2021/22 SDF	SDF 2022/27
N11	Key Regional Road	Priority 1	Primary Corridor	Priority 1
R34	-	Priority 2	Tertiary Corridor / Mixed Activity	Priority 2 A
R33	-	Priority 3	High Growth Region	Priority 4
P233	-	-	Secondary Corridor	Priority 2 B
R621	-	-	Tertiary Corridor / Mixed Activity	Priority 3

In terms of urban or settlement edges are advocated to:

- Lead and guide growth expectations;
- Densify built environments and addressing urban sprawl;
- Address the conversion of open space and environmentally sensitive land to urban areas; and
- Address costly requirements to expand roads and other infrastructure service provision.

## 4. STRATEGIC FRAMEWORK

### 4.1 DEMOGRAPHIC/ PEOPLE DEVELOPMENT

#### KEY ISSUES/ CHALLENGES

- Misalignment of statistics used for forward planning by the three spheres of government and that there is a need to use agreed- upon data sources for all planning and future projections;
- Migration and settlement patterns within the district need to be more effectively tracked;
- Further research and analysis are needed on the poverty, hunger and inequality trends within the district;
- High levels of gender abuse, sexually transmitted infections (STI), drugs and alcohol abuse;
- Xenophobia.

**FOCUS AREA VISION:** Fostering information-driven planning, based on updated population data, particularly relating to population growth and movement, that can be used for effective forward planning and proactive delivery of services.

The creation of a better quality of life for all residents that will include improved levels of education, reductions in poverty and youth unemployment, thereby reducing social ills, including gender- based violence, xenophobia and the widespread dependence on drugs and alcohol.

**GOAL:** Fundamentally and radically improve the Quality of Life and overall well-being of people living in the district/metro area with emphasis on vulnerable and marginalised groups

#### OUTCOME:

- Poverty, inequality and unemployment alleviated
- Human development enhanced
- Upliftment of vulnerable and marginalised groups supported

## STRATEGIC ISSUES

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS	TARGETS
<b>DEMOGRAPHIC/ PROPLE DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>Misalignment of statistics used for forward planning by the three spheres of government and that there is a need to use agreed- upon data sources for all planning and future projections;</li> <li>Migration and settlement patterns within the district need to be more effectively tracked;</li> <li>Further research and analysis are needed on the poverty, hunger and inequality trends within the district;</li> <li>High levels of gender abuse, sexually transmitted infections (STI), drugs and alcohol abuse;</li> <li>Xenophobia.</li> </ul>	<p>Fostering information-driven planning, based on updated population data, particularly relating to population growth and movement, that can be used for effective forward planning and proactive delivery of services.</p> <p>The creation of a better quality of life for all residents that will include improved levels of education, reductions in poverty and youth unemployment, thereby reducing social ills, including gender-based violence, xenophobia and the widespread dependence on drugs and alcohol.</p>	<ul style="list-style-type: none"> <li>Enhancing health of communities and citizens</li> <li>Safeguard and enhance sustainable household food security in Amajuba</li> <li>Enhance youth skills development and life-long learning</li> <li>Advance social cohesion and social capital</li> <li>Promote youth, gender and disability advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>Short to Medium</li> <li>Short to medium</li> <li>Short to medium</li> <li>Medium to long</li> <li>Short to medium</li> </ul>

STRATEGIES	Enhancing health of communities and citizens	Safeguard and enhance sustainable household food security in Amajuba	Enhance youth skills development and life- long learning	Advance social cohesion and social capital	Promote youth, gender and disability advocacy.
<b>PROGRAMMES</b>	<ul style="list-style-type: none"> <li>Accelerate HIV and AIDS intervention programmes</li> </ul>	<ul style="list-style-type: none"> <li>Developing infrastructure for local markets.</li> <li>Support to informal economy</li> <li>Skills development to support local production.</li> <li>100 Hectare Programme by Traditional Councils</li> </ul>	<ul style="list-style-type: none"> <li>Relevant life-long learning to be delivered by accessible and vibrant community-based adult education and training (ABET) Centres.</li> </ul>	<ul style="list-style-type: none"> <li>Support mutually beneficial platforms that help reduce tensions between local business and foreign business</li> </ul>	<ul style="list-style-type: none"> <li>Conduct community satisfaction surveys aimed at assessing empowerment levels</li> <li>Encourage participation of vulnerable groups through advocacy platforms.</li> </ul>
<b>CLUSTER ALLOCATION</b>	SPCHD	SPCHD	SPCHD	SPCHD	SPCHD

## CATALYTIC PROJECTS:

### **GOAL:** Demographic/ People Development

**FOCUS AREA VISION:** Fostering information-driven planning, based on updated population data, particularly relating to population growth and movement, that can be used for effective forward planning and proactive delivery of services.

The creation of a better quality of life for all residents that will include improved levels of education, reductions in poverty and youth unemployment, thereby reducing social ills, including gender- based violence, xenophobia and the widespread dependence on drugs and alcohol.

**OUTCOME:**

Fundamentally and radically improve the Quality of Life and overall well-being of people living in the district/metro area with emphasis on vulnerable and marginalised groups

**CLUSTER**

Social

**STRATEGY**

Fundamentally and radically improve the Quality of Life and overall well-being of people living in the district/metro area with emphasis on vulnerable and marginalised groups

**PRIORITY**

Skills development to support local production.

**CATALYTIC PROJECT**

Development of a University

**DRIVER**

Newcastle Municipality

## 4.2 ECONOMIC POSITIONING

### KEY ISSUES/ CHALLENGES

- Lack of law of enforcement and regulations for the informal sector (Informal Sector);
- Red- tape and prolonged application processes hindering development;
- High levels of unemployment pre- pandemic;
- COVID-19 Pandemic which resulted in job losses and closure of businesses;
- Lack of skilled labourers;
- Lack of entrepreneurial skills;
- Lack of youth opportunities;
- Rate base shrinkage;
- The increase of national minimum wage which has negatively impacted job creation, working hours and the overall downscaling of businesses;
- Economy and markets not being shock resistant resulting in the markets within district being temporarily and permanently impacted negatively;
- Diversification of the market;
- The identification of high value commodities and the development of a profitability measurement tool;
- Lack of foreign direct investment (FDI);
- Lack of funding and knowledge of available funding;
- The lack of local sourcing which promote exporting.

**FOCUS AREA VISION:** The creation of an investor- friendly environment that is free of red tape, that leads to private- sector driven job creation. This growth will focus on manufacturing, and value- add on raw materials produced within the District. Strategic infrastructure that creates growth will also be targeted, together with support to small enterprises.

**GOAL:** To define the Strategic Role of the District in the National Economy and build a resilient and transformed regional economy

### OUTCOME:

- Competitive economic advantage defined and developed.
- Key economic sectors developed.
- Self-sustained communities established.
- Circulation of money in the local economy maximised.

## STRATEGIC ISSUES

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS	TARGETS
<b>ECONOMIC POSITIONING</b>	<ul style="list-style-type: none"> <li>• Lack of law of enforcement and regulations for the informal sector (Informal Sector);</li> <li>• Red- tape and prolonged application processes hindering development;</li> <li>• High levels of unemployment pre-pandemic;</li> <li>• COVID-19 Pandemic which resulted in job losses and closure of businesses;</li> <li>• Lack of skilled labourers;</li> <li>• Lack of entrepreneurial skills;</li> <li>• Lack of youth opportunities;</li> <li>• Rate base shrinkage;</li> <li>• The increase of national minimum wage which has negatively impacted job creation, working hours and the overall downscaling of businesses;</li> <li>• Economy and markets not being shock resistant resulting in the markets within district being temporarily and permanently impacted negatively;</li> <li>• Diversification of the market;</li> <li>• The identification of high value commodities and the development of a profitability measurement tool;</li> <li>• Lack of foreign direct investment (FDI);</li> <li>• Lack of funding and knowledge of available funding;</li> <li>• The lack of local sourcing which promote exporting.</li> </ul>	<p>The creation of an investor-friendly environment that is free of red tape, that leads to private-sector driven job creation. This growth will focus on manufacturing, and value- add on raw materials produced within the District. Strategic infrastructure that creates growth will also be targeted, together with support to small enterprises.</p>	<ul style="list-style-type: none"> <li>• Support skills alignment for economic growth</li> <li>• Business retention and expansion</li> <li>• Agriculture and Rural Development</li> <li>• Revitalisation of the clothing and textile sector</li> <li>• Informal economy support (short term interventions)</li> <li>• Tourism Development</li> <li>• Mining Development</li> <li>• Industrial Development</li> <li>• Expanded public works programme</li> <li>• The Newcastle Airport to operate at optimal capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Short to medium</li> <li>• Short term</li> <li>• Short term</li> <li>• Short to medium</li> <li>• Short term</li> <li>• Short term</li> <li>• Short to medium</li> <li>• Short to medium</li> <li>• Short term</li> <li>• Short to medium</li> </ul>

STRATEGIES	Support skills alignment for economic growth	Business retention and expansion	Agriculture and Rural Development	Revitalisation of the clothing and textile sector	Informal economy support (short term interventions)	Tourism Development
PROGRAMMES	To facilitate the development of a Skills Plan for every major sector in the District, as the start of a comprehensive data base on human resources supply and demand, on a spatial basis.	<ul style="list-style-type: none"> <li>Incentive policy for new and expanding business</li> <li>Expansion of Business and Retail</li> </ul>	<ul style="list-style-type: none"> <li>Agri Parks</li> <li>Expand Hemp production</li> <li>Resolve disputes in the agri sector</li> <li>Enhance the beef production value chain</li> </ul>	<ul style="list-style-type: none"> <li>Resolution of labour disputes, conduct regular inspections.</li> <li>Establishment of the Industrial Economic Hub</li> </ul>	<ul style="list-style-type: none"> <li>Relief funding</li> <li>Relief for informal traders</li> <li>Provision of trading shelters</li> <li>Financial management, marketing and bookkeeping for SMMEs and Informal Traders.</li> </ul>	<ul style="list-style-type: none"> <li>Create Balele Game park Website</li> <li>Events calendar creation</li> <li>Revamp eMadlangeni Municipality Tourism Information Centre</li> <li>Renovate and diversify tourism offering at Balele game park</li> <li>Provide customer care and digital marketing workshop for SMMEs</li> <li>Amajuba Tourism strategy</li> <li>Institutional arrangements</li> <li>Capacity Building</li> <li>Prioritise and raise the awareness and profile of tourism within communities and Council</li> <li>Assessment and development of existing products.</li> </ul>
CLUSTER ALLOCATION	SPCHD	ESIED	ESIED	ESIED	ESIED	ESIED

## CATALYTIC PROJECTS:

<b>GOAL: Economic Positioning</b>
<b>FOCUS AREA VISION:</b> The creation of an investor- friendly environment that is free of red tape, that leads to private- sector driven job creation. This growth will focus on manufacturing, and value- add on raw materials produced within the District. Strategic infrastructure that creates growth will also be targeted, together with support to small enterprises.
<b>OUTCOME:</b> Define Strategic Role of the District/Metro in National Economy and build a Resilient and Transformed regional Economy.
<b>CLUSTER</b>
Social
<b>STRATEGY</b>
Support skills alignment for economic growth.
<b>PRIORITY</b>
To facilitate the development of a Skills Plan for every major sector in the District, as the start of a comprehensive data base on human resources supply and demand, on a spatial basis.
<b>CATALYTIC PROJECT</b>
Skills Audit
<b>DRIVER</b>
Amajuba DM EDTEA

<b>CLUSTER</b>
Economic
<b>STRATEGY</b>
Business retention and expansion.
<b>PRIORITY</b>
Incentive policy for new and expanding business.
<b>CATALYTIC PROJECT</b>
(1) Developer contribution Policy coupled with investment framework. (2) Red tape reduction
<b>DRIVER</b>
Amajuba Newcastle EDTEA COGTA

<b>CLUSTER</b>
Economic
<b>STRATEGY</b>
Agriculture and Rural Development.
<b>PRIORITY</b>
Agri- parks.
<b>CATALYTIC PROJECT</b>
(1) Ingogo Agri- Park.
<b>DRIVER</b>
Amajuba, Newcastle, DARD, DALRRD

<b>CLUSTER</b>
Economic
<b>STRATEGY</b>
Agriculture and Rural Development.
<b>PRIORITY</b>
Expand Hemp production.
<b>CATALYTIC PROJECT</b>
(1) Hemp input feeder. (2) Cannabis Produce (Medicinal Plants).
<b>DRIVER</b>
Amajuba, DARD

<b>CLUSTER</b>
Economic
<b>STRATEGY</b>
Industrial Development.
<b>PRIORITY</b>
Establishment of industrial economic Hub.
<b>CATALYTIC PROJECT</b>
Special Economic Zone establishment (Textiles)
<b>DRIVER</b>
Amajuba, Newcastle, EDTEA

<b>CLUSTER</b>
Economic
<b>STRATEGY</b>
Industrial Development.
<b>PRIORITY</b>
Industrial Park revitalisation programme.
<b>CATALYTIC PROJECT</b>
Proactive Land assembly.
<b>DRIVER</b>
Amajuba, Newcastle, EDTEA

<b>CLUSTER</b>
Economic
<b>STRATEGY</b>
Industrial Development.
<b>PRIORITY</b>
Green energy development.
<b>CATALYTIC PROJECT</b>
Wyhoek Wind Farm.
<b>DRIVER</b>
Amajuba, EDTEA, NERSA, ESKOM

<b>CLUSTER</b>
Economic
<b>STRATEGY</b>
Industrial Development.
<b>PRIORITY</b>
Further Industrialisation.
<b>CATALYTIC PROJECT</b>
(1) Ngagane Steel Smelter (2) Relining Arcelor Mittal blast furnace 5.
<b>DRIVER</b>
Amajuba, Newcastle, EDTEA, DMR, Private Sector

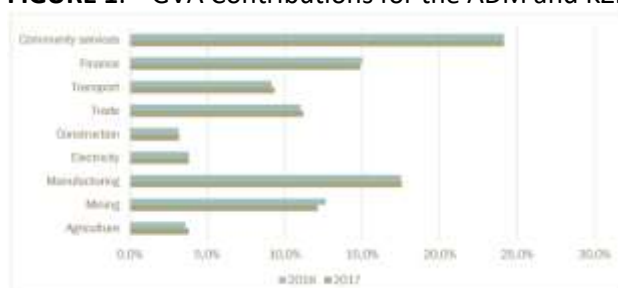
<b>CLUSTER</b>
Economic
<b>STRATEGY</b>
Industrial Development.
<b>PRIORITY</b>
Gas pipeline
<b>CATALYTIC PROJECT</b>
Gas pipeline
<b>DRIVER</b>
Amajuba, Newcastle, EDTEA, DMR, Private Sector

<b>CLUSTER</b>
Economic
<b>STRATEGY</b>
The Newcastle Airport to operate at optimal capacity.
<b>PRIORITY</b>
Develop and Implement Amajuba Regional Airports Strategy.
<b>CATALYTIC PROJECT</b>
Upgrade of Newcastle Airport
<b>DRIVER</b>
Amajuba, Newcastle, Civil Aviation Authority, EDTEA, Private Sector

#### 4.2.1 STRUCTURE OF THE ECONOMY

The figure below provides a graphical representation of the Amajuba District economy between 2015 and 2016 based on Global Insight figures.

**FIGURE 1:** GVA Contributions for the ADM and KZN



(Source: DGDP 2019, p 61)

According to the DGDP (2019, p61-62), which is referenced below, overall the Amajuba DM made a limited contribution to the economy of KwaZulu- Natal in 2017, contributing for about 2.7% of the total provincial GVA, with the structure of the District economy differing from the structure of the provincial economy.

Agriculture accounts for approximately 2.7% of the provincial GVA and has grown in the province on average by approximately 3.2% over the past 5 years. Agriculture contributes 3,8% towards the District economy and has declined by about -0.2% per annum on average.

18% of the province's GVA stems from the manufacturing sector, while this figure is 17.6% for the Amajuba DM. This indicates the importance of manufacturing in the region and highlights the importance of ensuring sustainable growth in the manufacturing sector in the Amajuba DM. However, the Amajuba DM experienced negative growth (-1.6%), compared to an average annual growth in the province of 0.4%. Mining is growing within the District contributing 12.1% to the total district GVA, but this is more than the province's contribution of 1.5%. This is largely due to the coal deposits found within the north-western areas of the province.

The wholesale and retail trade sector contributes significantly to both the provincial and district economies. The sector accounts for 18% of the provincial GVA, and 17.6% of the district GVA.

However, average annual growth in the province was 2.4% and 1.3% in the province and district respectively over the past 5 years. This sector relies on growth in primary and secondary sectors in order to increase production and income. Given that growth has been relatively low in these sectors, this low growth in retail and trade is expected. The general government sector contributes approximately 23.5% to the provincial GVA, while this figure is 23% for the district, with the province and district experiencing an average annual growth rate of 3.9% and 3.3% respectively.

The Finance sector accounts for almost 16% of total GVA in Amajuba, in comparison with 20% in the province. Average annual growth was about 6.6% for the district, compared to 2.7% for KZN.

The following Table is an extract from the Amajuba IDP (2019) and indicates the Local Economic Development Strengths, Weaknesses, Opportunities and Threats.

**TABLE 1:** Amajuba Economic SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strong existing manufacturing and tertiary sector base in Newcastle;</li> <li>• Locational advantages (N11 and midway between DBN and JHB);</li> <li>• Existing coal deposits;</li> <li>• Fertile tracts of land for agricultural development;</li> <li>• Natural resources and wildlife</li> </ul>	<ul style="list-style-type: none"> <li>• Low level of skills within the labour force and lack of labour-force retention;</li> <li>• Migration of labour force to larger industrial centres;</li> <li>• Declining manufacturing, mining and agricultural production;</li> <li>• Failure to attract sufficient new investment into the region and therefore reliance on existing industries;</li> <li>• Lack of diversity within the manufacturing sector (dominated by a few large players)</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Expansion of the tourism sector;</li> <li>• Expansion of the manufacturing sector including the promotion of SMME's within this sector through linkages with large players</li> <li>• Diversification from reliance on agriculture</li> <li>• Informal trade support and formalisation</li> </ul>	<ul style="list-style-type: none"> <li>• HIV/AIDS is undermining the growth potential of the district;</li> <li>• Labour legislation might cause the closure of more textile factories.</li> <li>• Land claims are constraining investment into agriculture and mining</li> <li>• Lack of sufficient skills and resources;</li> <li>• Stringent funding criteria especially in relation to emerging farmers</li> <li>• Deteriorating infrastructure</li> </ul>

(Source: Amajuba IDP, 2019, p 225)

**KEY OPPORTUNITIES:**

Diversification of the market;

Training facilities to equip locals on skills development and business management and growth; Accelerating and promoting entrepreneurial drive due to job loss. Locals seeking new ways to generate income

Recreational, entrepreneurial, educational and opportunities which support youth. (Incentive scheme and involve within Catalytic Projects)

The closure of borders which promoted the local producers' businesses.

**CHALLENGES:**

Lack of law of enforcement and regulations for the informal sector (Informal Sector);

COVID-19 Pandemic which resulted in job losses and closure of businesses;

Lack of skilled labourers;

Skills training and development facilities;

Lack of youth opportunities;

Rate base shrinkage;

The increase of national minimum wage which has negatively impacted job creation, working hours and the overall downscaling of businesses;

Closing of international borders which resulted job loss and closure of businesses;

Economy and markets not being shock resistant resulting in the markets within district being temporarily and permanently impacted negatively;

Diversification of the market;

The identification of high value commodities and the development of a profitability measurement tool;

Lack of foreign direct investment (FDI);

Lack of funding and knowledge of available funding;

The lack of local sourcing which promote exporting.

**WHAT MUST BE INCLUDED TO ADDRESS GAPS AND BY WHOM?**

- Implementation of the available strategies;
- Funds made available; and
- Development of researching tools.

#### 4.2.2 THE SOUTH AFRICAN ECONOMIC RECOVERY AND RECONSTRUCTION PLAN HIGHLIGHTS

The South African Economic Reconstruction and Recovery Plan notes that for the past decade, the South African economy has experienced stagnation which has put a strain in the effort to tackle the historical structural inequalities, unemployment and poverty. There is a consensus amongst the social partners that there should be substantial structural change in the economy that would unlock growth and allow for development. Government's conviction is that we have to massively mobilise all our resources and efforts in economic activities that will put the economy in a sustainable recovery trajectory. The challenges in the South African economy have overtime been worsened by sustained low levels of investment and growth. The economy has also experienced a series of downgrades, including state-owned enterprises (SOEs). This has impacted adversely on the cost of borrowing. In addition, low levels of growth and challenges related to revenue leakages have also impacted negatively on resource mobilisation. These challenges, coupled with an increasing budget deficit and a rising stock of debt has constrained the fiscal space. To break the stranglehold of these challenges and other economic constraints, requires a plan that will help us take advantage of the opportunities presented by the global economy that is also on the mend. The outbreak of the Covid-19 pandemic in March, 2020, found a vulnerable South African economy. In fact, at the time pandemic reached our shores, the South African economy had experienced two consecutive quarters of a recession. As a result, the Covid-19 pandemic deepened the economic crisis. Many people lost their jobs, many have gone without income for extended periods, and many are going hungry every day. Inequality is expected to widen and poverty to deepen. Given the extent of the devastation, the economic response required should match or even surpass the scale of the disruption caused.

The South African Economic Reconstruction and Recovery Plan has three phases: Engage and Preserve - which includes a comprehensive health response to save lives and curb the spread of the pandemic; Recovery and Reform - which includes interventions to restore the economy while controlling the health risks; and lastly, Reconstruct and Transform - which entails building a sustainable, resilient and inclusive economy. In terms of the Plan, the following priority interventions will be made:

- Aggressive infrastructure investment;
- Employment orientated strategic localization, reindustrialization and export promotion;
- Energy security;
- Support for tourism recovery and growth;
- Gender equality and economic inclusion of women and youth;
- Green economy interventions;
- Mass public employment interventions;
- Strengthening food security; and
- Macro-economic interventions.

### 4.2.3 DISTRICT ECONOMIC RESPONSE PLAN

#### (i) BACKGROUND AND PURPOSE OF AMAJUBA ECONOMIC RECOVERY PLAN

Amajuba District were not spared the economic impact of covid19. As the rest of the provincial districts across the province there were major economic disruptions resulting in job losses and many other investments directed towards the district.

The purpose of the recovery plan is to find ways to resuscitate and rebuild a stronger and more vibrant economy for the district.

The plan aims to bring together all the economic role-players in the district( business, public sector and the organized civil society) to gather their inputs towards developing an action plan that will pull the district economy out of the dungeons of Covid-19 lockdown and create a conducive environment for businesses to thrive and create employment.

The major economic sectors of Amajuba District were dealt a harsh blow by the impact of Covid-19 lockdown. Certain businesses did not survive the storm and were shut down completely.

It is against this backdrop that Amajuba District headed a call by both the national and provincial governments to develop economic recovery plans that weathers the economic after-effects of the Covid-19 lockdown. The plan is adapted from the **ECONOMIC RECONSTRUCTION, AND RECOVERY PLAN** and the **KWAZULU-NATAL ECONOMIC RECONSTRUCTION AND TRANSFORMATION PLAN** in order to achieve proper alignment to both spheres of government.

#### (ii) OBJECTIVES OF THE PLAN

The main objectives of the plan are to:

- Recalibrate, revitalise, restructure and transform the economy of the province to achieve sustainable growth and employment creation;
- Facilitate the access of relief measures by big businesses, SMMEs, cooperatives and informal traders;
- Curb the spread of coronavirus pandemic amongst workers;
- Devise a process of managing the unintended socioeconomic risks of Covid 19 Pandemic; and
- Formulate an actionable short, medium and long term plan to address the economic impact caused by Covid 19 crisis and the pre-existing low level of economic growth

The Vision is summarised as follows:

- A growing and stable economy which promotes diversification, expansion and entrepreneurial mindset.

Outcomes for the plan are summarised as:

- Diversification of market which promote new business growth with various sectors.
- The support, guidance, and provision of opportunities for youth development
- The regulation and enforcement of law to ensure the growth and sustainability of SMME's and informal traders.

- Incentives schemes and programmes which create conducive environment for business growth and entrepreneurial promotion
- The development of training facilities which equip locals with the necessary skills sets to increase job opportunities, productivity, overall household income and GDP growth.

The District's economic recovery plan identifies both funded and unfunded projects and it noted that for the plan to effectively turn-around the economy, at least 50% of the implementation plan projects require funding. The plan notes that local government structures and some of the sector departments within the district do not have sufficient funding for service delivery.

It is against this backdrop that the success of the plan can only be realized through cooperative governance with all the spheres of government working together to maximize on the scarce resources that are available. The plan also notes that it is not cast in stone and would be modified as and when required to accommodate innovativeness as well as new initiatives that will come forth.

**CURRENT STRATEGIES TO ADDRESS TRANSFORMATION AREA & CORRECT/ RELEVANT/ ADEQUATE:**

- Economic recovery plan
- Incentive Scheme
- Investment Promotion Policy
- SMME/Informal strategy
- Tourism Strategy
- Local Economic Development Strategy (LED)
- Spatial development plan
- Agric-parks Master Plan

**MISSING STRATEGIC INTERVENTIONS:**

- Commitment from relevant stockholders
- Absent of strategic plans for sectors (Tourism)
- Change management and by-In from key role players
- Insufficient budget/ Budget constraints

**STRATEGIC PRIORITIES FOR THE TRANSFORMATION AREA**

- Relief funding
- Incentives to attract and expand businesses
- Business and investment retention

#### 4.2.4 CRITICAL ENABLERS FOR THE DISTRICT ECONOMIC RECOVERY

Focus areas of the District's plan include:

- Agricultural development and diversification;
- Resuscitation and enhancement of trade and industry including business retention and expansion;
- Reviving the Tourism Industry;
- Informal Economy Support;
- Revitalisation of the clothing and textile sector;
- Mining development;
- Industrial development; and

- Expanded Public Works Programmes.

#### 4.2.5 RELIEF MEASURES TO CUSHION THE ECONOMY

The following relief measures to cushion the economy have been identified:

- Diversification of market which promote new business growth with various sectors.
- The support, guidance, and provision of opportunities for youth development
- The regulation and enforcement of law to ensure the growth and sustainability of SMME's and informal traders.
- Incentives schemes and programmes which create conducive environment for business growth and entrepreneurial promotion.
- The development of training facilities which equip locals with the necessary skills sets to increase job opportunities, productivity, overall household income and GDP growth.
- Encourage Specialization within the district with the main focus on revitalisation of the Mining Industry, Agricultural hubs/Agri-villages and clothing/textile industry to boost the economic output and increase employment opportunities within the District.

## 4.3 INTEGRATED SERVICE PROVISIONING

### KEY ISSUES/ CHALLENGES

- A key question that needs to be asked of plans in respective municipal Hierarchy of Plans and in developing new plans, is whether or not the plans have the political vision and support to deliver on Spatial Equity and Integration. Linked to this is the need to educate Senior Municipal Officials, Amakhosi, Councillors and their committees on Spatial Equity and Integration- related matters;
- It is noted that many municipalities lack the resources to implement the plans developed as part of their planning processes;
- Municipalities need to look to their administration and planning structures to see whether there are skills gaps relating to urban designers, town planners and engineers producing quality, integrated, and innovative urban spaces;
- There is a need to work closely with traditional authorities on the periphery of the urban core so that land allocation practices take into account Spatial Equity- related matters. This is equally important in the development of Traditional Settlement Master Plans (TSMPs).
- Greater compaction needs to be encouraged. A key goal of a Hierarchy of Plans should be to create a compact city that breeds innovation and evokes change, and which is the generator of good urbanism.
- Planning needs to facilitate the development of the city with a diverse economy. A huge part of urban areas is the informal sector and small scale economic activity which exist on the margins of the urban system. The plans developed as part of the Hierarchy of Plans need to ensure that the urban environment is inclusive, and they need to consider introducing economic spaces and public spaces that allow for a range of small scale activity.
- There is a need for the development of innovative strategies to develop urban agriculture through the Hierarchy of Plans, to ensure alternative income streams.
- All of these plans developed as part of the Hierarchy of Plans need to feed- upwards into the municipal Spatial Development Frameworks with particular focus on the long- term spatial strategy, the Capital Investment Framework, and the Capital Expenditure Framework.
- The provision of service delivery to communities in need without proper strategies to generate revenue from the services provided inhibits services delivery as the municipality is unable to generate revenue to combat the rising backlogs within the municipality.
- The district lacks the capacity and skills needed to fully facilitate service delivery to all the communities within the district at large such include; scarce skills, engineering, urban designers, town planners and so forth), there is an issue of institutional capacity within the district.
- Slow release of land for human settlements within strategic areas such as infill developments that not only will be closer to services, it will also be cost efficient and effective for the municipalities to provide services to.

**FOCUS AREA VISION:** Social service delivery will be brought to all communities through the implementation of innovative service delivery mechanisms like the Agri- village initiative. Further to this, social services will be clustered at accessible locations in accordance with the Provincial Norm and Standard on Public Social Facilities.

**GOAL:** To enable residents to experience reliable, cost effective, viable, sustainable and seamless provisioning of services in functioning places.

### OUTCOME:

- Basic, community and social services provided and aligned at each settlement level according to prescribed Norms and Standards as well as Standard Operating Procedures.
- Universal access to services, decent shelter and affordable housing facilitated.
- Innovative service delivery models and systems implemented.

## STRATEGIC ISSUES

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS	TARGETS
<b>INTEGRATED SERVICE PROVISIONING</b>	<ul style="list-style-type: none"> <li>A key question that needs to be asked of plans in respective municipal Hierarchy of Plans and in developing new plans, is whether or not the plans have the political vision and support to deliver on Spatial Equity and Integration. Linked to this is the need to educate Senior Municipal Officials, Amakhosi, Councillors and their committees on Spatial Equity and Integration- related matters;</li> <li>It is noted that many municipalities lack the resources to implement the plans developed as part of their planning processes;</li> <li>Municipalities need to look to their administration and planning structures to see whether there are skills gaps relating to urban designers, town planners and engineers producing quality, integrated, and innovative urban spaces;</li> <li>There is a need to work closely with traditional authorities on the periphery of the urban core so that land allocation practices take into account Spatial Equity-related matters. This is equally important in the development of Traditional Settlement Master Plans (TSMPs).</li> <li>Greater compaction needs to be encouraged. A key goal of a Hierarchy of Plans should be to create a compact city that breeds innovation and evokes change, and which is the generator of good urbanism.</li> <li>Planning needs to facilitate the development of the city with a diverse economy. A huge part of urban areas is the informal sector and small scale economic activity which exist on the margins of the urban system. The plans</li> </ul>	<p>Social service delivery will be brought to all communities through the implementation of innovative service delivery mechanisms like the Agri- village initiative. Further to this, social services will be clustered at accessible locations in accordance with the Provincial Norm and Standard on Public Social Facilities.</p>	<ul style="list-style-type: none"> <li>Eradicate poverty and improve social welfare service</li> <li>Enhancing health of communities and citizens</li> <li>Improve early childhood development, primary and secondary education</li> <li>Eradicate poverty and improve social welfare services</li> <li>Advance social cohesion and social capital</li> <li>Development of information and communications technology</li> </ul>	<ul style="list-style-type: none"> <li>Short to medium</li> <li>Short to medium</li> <li>Short to medium</li> <li>Short to medium</li> <li>Short to medium</li> <li>Short to medium</li> </ul>

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS	TARGETS
	<p>developed as part of the Hierarchy of Plans need to ensure that the urban environment is inclusive, and they need to consider introducing economic spaces and public spaces that allow for a range of small scale activity.</p> <ul style="list-style-type: none"> <li>• There is a need for the development of innovative strategies to develop urban agriculture through the Hierarchy of Plans, to ensure alternative income streams.</li> <li>• All of these plans developed as part of the Hierarchy of Plans need to feed- upwards into the municipal Spatial Development Frameworks with particular focus on the long- term spatial strategy, the Capital Investment Framework, and the Capital Expenditure Framework.</li> <li>• The provision of service delivery to communities in need without proper strategies to generate revenue from the services provided inhibits services delivery as the municipality is unable to generate revenue to combact the rising backlogs within the municipality.</li> <li>• The district lacks the capacity and skills needed to fully facilitate service delivery to all the communities within the district at large such include; scarce skills, engeering, urban designers, town planners and so forth), the is an issue of institutional capacity within the district.</li> <li>• Slow released of land for human settlements within strategic areas such as infill developments that not only will be closer to services,it will also be cost efficient and effective for the municipalities to provide services to.</li> </ul>			

STRATEGIES	Eradicate poverty and improve social	Enhancing health of communities and citizens	Improve early childhood development, primary and secondary education	Eradicate poverty and improve social welfare services	Advance social cohesion and social capital	Development of information and communications technology
PROGRAMMES	Expanding social welfare services to underserved areas	<ul style="list-style-type: none"> <li>• Ensure equitable access to health services</li> <li>• Support the implementation of the National Health Insurance System.</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting the use of new technologies and improving infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding social welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and ensure functionality of a Social Development Forum in line with Operation Sukuma Sakhe and work for social cohesion.</li> </ul>	<ul style="list-style-type: none"> <li>• ICT infrastructure nodes established in Amajuba.</li> </ul>
CLUSTER ALLOCATION	SPCHD	SPCHD	SPCHD	SPCHD	SPCHD	ESIED

## CATALYTIC PROJECTS:

<b>GOAL: Integrated Service Provisioning</b>
<b>FOCUS AREA VISION:</b> Social service delivery will be brought to all communities through the implementation of innovative service delivery mechanisms like the Agri- village initiative. Further to this, social services will be clustered at accessible locations in accordance with the Provincial Norm and Standard on Public Social Facilities.
<b>OUTCOME:</b> Enable residents to experience reliable, cost effective, viable, sustainable and seamless provisioning of services in functioning places.
<b>CLUSTER</b>
Social
<b>STRATEGY</b>
Eradicate poverty and improve social welfare service.
<b>PRIORITY</b>
Expanding social welfare services to underserved areas.
<b>CATALYTIC PROJECT</b>
MPCC/ Thusong Centre implementation.
<b>DRIVER</b>
COGTA, DSD, EDTEA, DARD, DAC

<b>CLUSTER</b>
Social
<b>STRATEGY</b>
Enhancing health of communities and citizens.
<b>PRIORITY</b>
Ensure equitable access to health services.
<b>CATALYTIC PROJECT</b>
(1) Development of new private hospital. (2) Medical City
<b>DRIVER</b>
Newcastle, DOH, Private Sector

<b>CLUSTER</b>
Social
<b>STRATEGY</b>
Eradicate poverty and improve social welfare services.
<b>PRIORITY</b>
Expanding social welfare services to underserved areas.
<b>CATALYTIC PROJECT</b>
Groenvlei Agri-village
<b>DRIVER</b>
DARD, COGTA, EDTEA, eMadlangeni

#### 4.3.1 SHORT TERM SERVICE DELIVERY IMPROVEMENT ACTIONS OR INTERVENTIONS

Amajuba District have battled with the issues of service delivery over the years, yet the challenge of service delivery has grown also substantially, this is due to the above-mentioned causes, the lack of funding, lack of generating revenue, lack of access to land for housing and adequate promotion of infill developments within appropriate strategic locations, water loss and misalignment between planning and budgeting.

Due to the issues arising that negatively impact service delivery within the district, the necessary measures/intervention are needed to curb the backlogs of service delivery these include:

- The Installation of meter system for revenue enhancement to assist in further provision of service delivery.
- Shared services within Amajuba District (internal alignment) and the surrounding municipalities (Cross Border alignment) to enhance service delivery along the areas that borders Amajuba District with the surrounding municipalities, such areas include Kingsley, Charlestown etc.
- Actively Promote Spatial Concentration and coordination of development Interventions (Development of Spatial Development Plans, Functional Land use Management Systems, Local Area Plan and Precinct Plans).
- Functional DDM.
- Identifying Budget sources and budget sources for implementation of Catalytic projects.
- Functional Implementation tools, effective evaluation and monitoring tools for provision of services and identifying backlogs within societies.
- Promote the use of infill developments within functional areas for human settlements.
- Red-tape reduction on access to land for Sustainable Human Settlements in strategic location.
- Availability of the technical support from the sector departments that is aligned with the vision and objective of the municipalities technical support in terms of service delivery provision.
- Development of a new Dam within the district to assist the existing Chelmsford dam with provision of water within the District.

## 4.4 INFRASTRUCTURE ENGINEERING

### KEY ISSUES/ CHALLENGES

- A key question that needs to be asked of plans in respective municipal Hierarchy of Plans and in developing new plans, is whether or not the plans have the political vision and support to deliver on Spatial Equity. Linked to this is the need to educate Senior Municipal Officials, Amakhosi, Councillors and their committees on Spatial Equity- related matters;
- It is noted that many municipalities lack the resources to implement the plans developed as part of their planning processes;
- Municipalities need to look to their administration and planning structures to see whether there are skills gaps relating to urban designers, town planners and engineers producing quality, integrated, and innovative urban spaces;
- There is a need to work closely with traditional authorities on the periphery of the urban core so that land allocation practices take into account Spatial Equity- related matters. This is equally important in the development of Traditional Settlement Master Plans (TSMPs).
- Greater compaction needs to be encouraged. A key goal of a Hierarchy of Plans should be to create a compact city that breeds innovation and evokes change, and which is the generator of good urbanism.
- Planning needs to facilitate the development of the city with a diverse economy. A huge part of urban areas is the informal sector and small scale economic activity which exist on the margins of the urban system. The plans developed as part of the Hierarchy of Plans need to ensure that the urban environment is inclusive, and they need to consider introducing economic spaces and public spaces that allow for a range of small scale activity.
- There is a need for the development of innovative strategies to develop urban agriculture through the Hierarchy of Plans, to ensure alternative income streams.
- All of these plans developed as part of the Hierarchy of Plans need to feed- upwards into the municipal Spatial Development Frameworks with particular focus on the long- term spatial strategy, the Capital Investment Framework, and the Capital Expenditure Framework.
- The provision of service delivery to communities in need without proper strategies to generate revenue from the services provided inhibits services delivery as the municipality is unable to generate revenue to combat the rising backlogs within the municipality.
- The district lacks the capacity and skills needed to fully facilitate service delivery to all the communities within the district at large such include; scarce skills, engineering, urban designers, town planners and so forth), there is an issue of institutional capacity within the district.
- Slow release of land for human settlements within strategic areas such as infill developments that not only will be closer to services, it will also be cost efficient and effective for the municipalities to provide services to.

**FOCUS AREA VISION:** All spheres of government will prioritise budgets for the implementation of catalytic infrastructure projects that will unlock the economic potential of the District and address the projected population expansion. Focused government investment will also work to unlock private- sector investment applying the 80:20 principle.

Proactive forward planning for infrastructure will be undertaken, supported by the frequent review of sector plans, together with ensuring that key built environment posts are filled with skilled professionals.

Maintenance of infrastructure investments will be a priority to extend the life spans of and benefits from investments.

Greater accessibility of communities will be facilitated through improved access to broadband and ICT infrastructure, well maintained roads and reliable public transport.

**GOAL:** To mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positing and transformed spatial structure.

**OUTCOME:**

- Economic production adequately supported by infrastructure networks and systems.
- Integrated human settlements adequately supported by infrastructure networks and systems.
- Green, smart and innovative infrastructure networks and solutions deployed.

## STRATEGIC ISSUES

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS
<b>INFRASTRUCTURE ENGINEERING</b>	<ul style="list-style-type: none"> <li>A key question that needs to be asked of plans in respective municipal Hierarchy of Plans and in developing new plans, is whether or not the plans have the political vision and support to deliver on Spatial Equity and Integration. Linked to this is the need to educate Senior Municipal Officials, Amakhosi, Councillors and their committees on Spatial Equity and Integration- related matters;</li> <li>It is noted that many municipalities lack the resources to implement the plans developed as part of their planning processes;</li> <li>Municipalities need to look to their administration and planning structures to see whether there are skills gaps relating to urban designers, town planners and engineers producing quality, integrated, and innovative urban spaces;</li> <li>There is a need to work closely with traditional authorities on the periphery of the urban core so that land allocation practices take into account Spatial Equity- related matters. This is equally important in the development of Traditional Settlement Master Plans (TSMs).</li> <li>Greater compaction needs to be encouraged. A key goal of a Hierarchy of Plans should be to create a compact city that breeds innovation and evokes change, and which is the generator of good urbanism.</li> <li>There is a need to work closely with traditional authorities on the periphery of the urban core so that land allocation practices take into account Spatial Equity- related matters. This is equally important in the development of Traditional Settlement Master Plans (TSMs).</li> <li>Greater compaction needs to be encouraged. A key goal of a Hierarchy of Plans should be to create a compact city that breeds innovation and evokes change, and which is the generator of good urbanism.</li> <li>Planning needs to facilitate the development of the city with a diverse economy. A huge part of urban areas is the informal sector and small-scale economic activity which exist on the margins of the urban system. The plans developed as part of the Hierarchy of Plans need to ensure that the urban environment is inclusive, and they need to consider introducing economic spaces and public spaces that allow for a range of small-scale activity.</li> <li>There is a need for the development of innovative strategies to</li> </ul>	<ul style="list-style-type: none"> <li>Mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure Outcomes Indicators</li> <li>Ensure availability and sustainability of water and sanitation</li> </ul>	<ul style="list-style-type: none"> <li>Short to medium</li> <li>Short to medium</li> </ul>

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS
	<p>develop urban agriculture through the Hierarchy of Plans, to ensure alternative income streams.</p> <ul style="list-style-type: none"> <li>• All of these plans developed as part of the Hierarchy of Plans need to feed- upwards into the municipal Spatial Development Frameworks with particular focus on the long- term spatial strategy, the Capital Investment Framework, and the Capital Expenditure Framework.</li> <li>• The provision of service delivery to communities in need without proper strategies to generate revenue from the services provided inhibits services delivery as the municipality is unable to generate revenue to combat the rising backlogs within the municipality.</li> <li>• The district lacks the capacity and skills needed to fully facilitate service delivery to all the communities within the district at large such include; scarce skills, engineering, urban designers, town planners and so forth), the is an issue of institutional capacity within the district.</li> <li>• Slow released of land for human settlements within strategic areas such as infill developments that not only will be closer to services, it will also be cost efficient and effective for the municipalities to provide services to.</li> </ul>		

<b>STRATEGIES</b>	<b>Mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure</b> <b>Outcomes Indicators</b>	<b>Ensure availability and sustainability of water and sanitation</b>
<b>PROGRAMMES</b>	<ul style="list-style-type: none"> <li>• Revitalize Branch Rail Lines.</li> <li>• Create additional Capacity along Primary Movement Corridors.</li> <li>• Maintain and upgrade Provincial Roads</li> </ul>	<ul style="list-style-type: none"> <li>• Regular testing procedures in place to monitor quality on a regular basis for early detection</li> <li>• Development of 20-year Master water and sanitation infrastructure plan</li> <li>• Implementation of Water and Sanitation Development Plan with aligning Operation and Maintenance Plan to replace aging infrastructure and maintenance of quality service.</li> </ul>
<b>CLUSTER ALLOCATION</b>	ESIED	ESIED

## CATALYTIC PROJECTS:

### GOAL: Infrastructure Engineering

**FOCUS AREA VISION:** All spheres of government will prioritise budgets for the implementation of catalytic infrastructure projects that will unlock the economic potential of the District and address the projected population expansion. Focused government investment will also work to unlock private- sector investment applying the 80:20 principle.

Proactive forward planning for infrastructure will be undertaken, supported by the frequent review of sector plans, together with ensuring that key built environment posts are filled with skilled professionals.

Maintenance of infrastructure investments will be a priority to extend the life spans of and benefits from investments.

Greater accessibility of communities will be facilitated through improved access to broadband and ICT infrastructure, well maintained roads and reliable public transport.

#### OUTCOME:

Mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure Outcomes Indicators.

#### CLUSTER

Economic

#### STRATEGY

Mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure Outcomes Indicators.

#### PRIORITY

Create additional Capacity along Primary Movement Corridors.

#### CATALYTIC PROJECT

Widening of the N11.

#### DRIVER

SANRAL, Amajuba, Newcastle

#### CLUSTER

Economic

#### STRATEGY

Ensure availability and sustainability of water and sanitation.

#### PRIORITY

Development of 20-year Master water and sanitation infrastructure plan.

#### CATALYTIC PROJECT

Revamp and development of dams

#### DRIVER

DWS, Amajuba, Newcastle, Private Sector

#### 4.4.1 IMMEDIATE INTERGOVERNMENTAL SPATIAL TRANSFORMATION ACTIONS OF INTERVENTIONS

In order to curb the Challenges, the district is facing in terms of Infrastructure provision, there is a need to involve all the relevant stakeholders such as the sector departments, community leaders (Councillors, Amakhosi and Izinduna) including the community members and the private sector, such will allow planning of infrastructure services to be align, coordinated and integrated. This will allow implementation to be smooth and plan oriented.

The following interventions have been identified within the district as measures to be taken into consideration for effective Infrastructure provision and maintenance:

- Installation of meter system for revenue enhancement.
- Shared services with Local Municipalities and surrounding municipalities to strengthen Cross Border Alignment of Amajuba District and Surrounding Districts.
- Strengthen Public - Private Partnerships to allow investors to identify strategic areas of investment opportunities.
- Development of a new storage dam to increase water supply within the District.
- Available technical support from Sector Departments to strengthen alignment and solve misalignment of Infrastructure Provision within the communities.
- Exploring alternative technologies to aid in sanitation related challenges.
- Development of new WWTP or Upgrade the existing wastewater treatment plants to accommodate the ever-growing demand of expanding communities.
- Extension of Klopper to P483 and R34

## 5. SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY

### 5.1 SPATIAL RESTRUCTURING

#### KEY ISSUES/ CHALLENGES

##### SPATIAL

- The main issues facing Amajuba DM is a poor settlement pattern, which manifests in the form of the dominance of small towns as regional service centres and economic hubs, as well as the expansive farming areas and a general rural character of the area. The net effect of this is the inability to decentralize and co-ordinate service delivery at a localized level.
- Slow release of land for housing by both the public and private sector resulting in densifying settlements where land is available, often far from employment or servicing options.
- Land tenure reform planning is not integrated into planning tools and frameworks due to a lack of high-level integration between the Department of Rural Development and Land Reform, the Department of Agriculture and Rural Development, the Commission of Restitution of Land Rights and the District and Local Municipalities. The net result has been the settlement of communities in deep rural areas further entrenching marginalisation. Post settlement support has not been forthcoming further worsening the communities' quality of life.
- The purchase of commercial farms for communities who in turn do not commercially farm these areas, together with the closing of many coal mines within the district, has placed strain on rural towns like Utrecht in the district. Due to the decline of spend in these towns, many of the higher order shops have closed, resulting in spend leakage, as well as diminishing rates for the municipality.
- In terms of transport options, there is a need to further investigate the viability of a rail commuter service that will complement the existing public transport service and become significant as settlement expands and densifies.
- There are cellular network coverage issues along the northern portions of the eMahlangueni municipality which need addressing particularly as urban nodes like Groenvlei and other potential agri-village sites come on line.
- Better digital accessibility and internet coverage is needed for the district so as to allow greater access to information for schools, training facilities and communities at large.
- There is limited tracking in the Municipal IDPs and SDFs of informal settlements and settlements on commercial farmlands. The net result is that these settlements do not feature in the municipal servicing plans or priorities.
- Spatial transformation as contemplated in SPLUMA (16 of 2013), and Spatial Equity (PGDS Goal 7) are broadly discussed and referenced in the municipal planning documents but are rarely institutionalised in the local context and forward planning.
- Traditional settlement planning on Ingonyama Trust and on free hold land in-between Ingonyama Trust land is not adequately addressed. There is a need to refine the Traditional Settlement Master Plans and ensure that the outcomes imbed within the municipal SDFs and scheme controls, these master plans should not only focus on Ingonyama Trust Land but on Land reform/redistribution farms/settlements. This will ensure alignment and prevent continued low-density sprawl over the few remaining pockets of good agricultural lands within these areas.
- There are a number of communities on the periphery of the district that are reliant on cross-border services, both within KZN, and across provincial borders. These include Charlestown, Ndlamlenze area, Reserve, Groenvlei and Fort mistake area and the newly incorporated farming areas to the south-west of Dannhauser, and the areas of Kingsley and Blood River.

**FOCUS AREA VISION:** Developments in nodes and along corridors will be maximised through the preparation of local area plans. This will facilitate the proactive release of land for development and investment, thereby minimising urban and rural sprawl. Urban centres will be revitalised to create quality spaces reversing urban decay and combating illegal development.

**GOAL:** To develop a transformed, efficient and sustainable spatial form as a dynamic platform for economy and integrated human settlements.

**OUTCOME:**

- Functional, efficient and equitable spatial structure established and equitable access to land facilitated.
- Each settlement within the District being defined, designed, planned and managed in an integrated and dedicated manner as a green, smart, healthy and safe place.

## STRATEGIC ISSUES

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS	TARGET
<b>SPATIAL</b>	<ul style="list-style-type: none"> <li>The main issues facing Amajuba DM is a poor settlement pattern, which manifests in the form of the dominance of small towns as regional service centres and economic hubs, as well as the expansive farming areas and a general rural character of the area. The net effect of this is the inability to decentralize and co-ordinate service delivery at a localized level.</li> <li>Slow release of land for housing by both the public and private sector resulting in densifying settlements where land is available, often far from employment or servicing options.</li> <li>Land tenure reform planning is not integrated into planning tools and frameworks due to a lack of high-level integration between the Department of Rural Development and Land Reform, the Department of Agriculture and Rural Development, the Commission of Restitution of Land Rights and the District and Local Municipalities. The net result has been the settlement of communities in deep rural areas further entrenching marginalisation. Post settlement support has not been forthcoming further worsening the communities' quality of life.</li> <li>The purchase of commercial farms for communities who in turn do not commercially farm these areas, together with the closing of many coal mines within the district, has placed strain on rural towns like Utrecht in the district. Due to the decline of spend in these towns, many of the higher order shops have closed, resulting in spend leakage, as well as diminishing rates for the municipality.</li> <li>In terms of transport options, there is a need to further investigate the viability of a rail commuter service that will complement the existing public transport service and become significant as settlement expands and densifies.</li> <li>There are cellular network coverage issues along the northern portions of the eMadlangeni municipality which need addressing particularly as urban nodes like Groenvlei and other potential agri-village sites come on line.</li> <li>Better digital accessibility and internet coverage is needed for the district so as to allow greater access to information for schools, training facilities and communities at large.</li> <li>There is limited tracking in the Municipal IDPs and SDFs of informal settlements and settlements on commercial farmlands. The net result is that these settlements do not</li> </ul>	Developments in nodes and along corridors will be maximised through the preparation of local area plans. This will facilitate the proactive release of land for development and investment, thereby minimising urban and rural sprawl. Urban centres will be revitalised to create quality spaces reversing urban decay and combating illegal development.	<ul style="list-style-type: none"> <li>Enhancing health of communities and citizens</li> <li>Creation of Sustainable Human Settlement</li> <li>Facilitate integrated land management and spatial planning</li> <li>Facilitating resolving conflicts on land matters.</li> </ul>	<ul style="list-style-type: none"> <li>Short to medium</li> <li>Short to medium</li> <li>Short to medium</li> <li>Short term to medium</li> </ul>

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS	TARGET
	<p>feature in the municipal servicing plans or priorities.</p> <ul style="list-style-type: none"> <li>Spatial transformation as contemplated in SPLUMA (16 of 2013), and Spatial Equity (PGDS Goal 7) are broadly discussed and referenced in the municipal planning documents but are rarely institutionalised in the local context and forward planning.</li> <li>Traditional settlement planning on Ingonyama Trust and on free hold land in-between Ingonyama Trust land is not adequately addressed. There is a need to refine the Traditional Settlement Master Plans and ensure that the outcomes imbed within the municipal SDFs and scheme controls, these master plans should not only focus on Ingonyama Trust Land but on Land reform/redistribution farms/settlements. This will ensure alignment and prevent continued low-density sprawl over the few remaining pockets of good agricultural lands within these areas.</li> <li>There are a number of communities on the periphery of the district that are reliant on cross-border services, both within KZN, and across provincial borders. These include Charlestown, Ndlamlenze area, Reserve, Groenvlei and Fort mistake area and the newly incorporated farming areas to the south-west of Dannhauser, and the areas of Kingsley and Blood River.</li> </ul>			

STRATEGIES	Sustainable Human Settlement	Facilitate integrated land management and spatial planning	Enhance Safety and Security
PROGRAMMES	<ul style="list-style-type: none"> <li>Densification of Human Settlements</li> <li>Transformation of informal settlements</li> </ul>	<ul style="list-style-type: none"> <li>Development of specific Corridor Plans to co-ordinate interventions along provincial corridors.</li> <li>Implementation of a hierarchy of plans including local area plan and traditional settlement master plans.</li> <li>Expedite unresolved land claims and conflicts related to land matters.</li> <li>Protection of high potential agricultural areas.</li> <li>Protection of water production areas.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Community Protection through Environmental Design</li> </ul>
CLUSTER ALLOCATION	SPCHD	GS CID	JCPS

## CATALYTIC PROJECTS:

### **GOAL:** Spatial Restructuring and Environmental

**FOCUS AREA VISION:** Developments in nodes and along corridors will be maximised through the preparation of local area plans. This will facilitate the proactive release of land for development and investment, thereby minimising urban and rural sprawl. Urban centres will be revitalised to create quality spaces reversing urban decay and combating illegal development.

The benefits of the green economy and bio- resource entrepreneurship will be maximised and Planning processes will ensure the protection for future generations of areas of environmental importance, agricultural- potential and water production.

**OUTCOME:**

Develop a transformed, efficient and sustainable spatial form as dynamic platform for economy and integrated human settlements.

**CLUSTER**

Social

**STRATEGY**

Enhancing health of communities and citizens.

**PRIORITY**

Enhancing the development of resilient communities in relation to pandemics and natural disasters.

**CATALYTIC PROJECT**

Funding of Local Area Plans for pressure points.

**DRIVER**

DALRRD, COGTA, Newcastle, Dannhauser, eMadlangeni

**CLUSTER**

Social

**STRATEGY**

Sustainable Human Settlement.

**PRIORITY**

Densification of Human Settlements.

**CATALYTIC PROJECT**

Johnston- Blaaubosch- Cavan (JBC) Housing project.

**DRIVER**

DHS/ HDA, COGTA, Newcastle Municipality

The following opportunities have been identified:

- Create housing opportunities for the poor in areas that improve access to urban opportunities including employment, access to basic services, etc. This includes the utilisation and adoption of spatial planning systems and management tools to promoting and managing growth and development within the municipality.
- Good movement network within the district in terms of roads and the availability of the rail reserve that may be able to connect the 3 local municipalities within the district.
- Clustering of public facilities in development nodes.
- Limiting and containing the urban development footprint within the Urban Development Line (urban edge / growth boundary). The application of growth boundaries and other growth management techniques should take due cognisance of the adequacy of supply of land.
- Promoting higher “net” residential densities in strategically located areas within core areas, new growth areas and areas prioritised for infrastructure development.

- Creating new residential development opportunities that connect fragmented areas and consolidate urban form around high accessibility routes and nodes.
- Provide clear guidance on directions for future settlement growth and proposed release of land for development.
- Development of design guidelines for commercial nodes as well as activity streets.
- Enhanced housing opportunities in close proximity to areas with economic opportunities.

## 5.2 ENVIRONMENTAL SUSTAINABILITY

### KEY ISSUES/ CHALLENGES

- The District is in a sensitive environment that needs to be protected. We want to develop on land but without compromising the environment (Sustainable Development). There are factors that are excluding the environment, such as any development regarding breaking of the ground i.e, construction of landfill sites, cemeteries, housing, mining, and agriculture.
- How is sensitivity excluded? Most of land areas are located near flood zones and ADM is characterized as having a shallow groundwater table.
- The District is a key water production district, to get the status, is because of high biodiversity i.e, grassland biome. Grassland biome controls the movement of water on land to avoid erosion and sedimentation. Grassland also supports fauna, including aquatic organisms/life. If grassland is removed, animals will move to other areas, and it cannot be replaced. If chemicals are applied to remove the grassland, there is a potential for pollution of surface and groundwater.
- There is a lack of Implementation of Environmental management sector tools.
- Sector departments/ local municipalities have plans that are not aligned to environmental management tools i.e, you may find that in terms of municipal plans, land is categorized as industrial land, however, the environmental sector tool indicates that it is a highly sensitive land and not suitable for such development.
- There is lack of participation from key stakeholders, i.e, local municipalities don't have environmental management officers dedicated for guiding planning and development in their respective LMs.
- Amajuba District is in highly sensitive environment which is a limiting factor to development which is proposed for the district (i.e due to the shallow ground water table we have a reduced land availability for developments in the district).
- As a historical mining district, there are abandoned/not rehabilitated coal mines that are burning (spontaneous combustion) which is affecting the environment and neighbouring community, leading to atmospheric pollution and acid mine drainage, because of precipitation.
- Lack of suitable land for facilities such as cemeteries and landfill due to the environmental sensitivity within the district.
- Municipal and Sector department Budget not Aligned to plans developed to rectify Spatial Challenges.

**FOCUS AREA VISION:** The benefits of the green economy and bio- resource entrepreneurship will be maximised and Planning processes will ensure the protection for future generations of areas of environmental importance, agricultural- potential and water production.

**GOAL:** To develop a transformed, efficient and sustainable spatial form as a dynamic platform for economy and integrated human settlements.

**OUTCOME:** Natural Resource Base protected and harnessed.

## STRATEGIC ISSUES

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS	TARGET
<b>ENVIRONMENTAL</b>	<ul style="list-style-type: none"> <li>The District is in a sensitive environment that needs to be protected. We want to develop on land but without compromising the environment (Sustainable Development). There are factors that are excluding the environment, such as any development regarding breaking of the ground i.e, construction of landfill sites, cemeteries, housing, mining, and agriculture.</li> <li>How is sensitivity excluded? Most of land areas are located near flood zones and ADM is characterized as having a shallow groundwater table.</li> <li>The District is a key water production district, to get the status, is because of high biodiversity i.e, grassland biome. Grassland biome controls the movement of water on land to avoid erosion and sedimentation. Grassland also supports fauna, including aquatic organisms/life. If grassland is removed, animals will move to other areas, and it cannot be replaced. If chemicals are applied to remove the grassland, there is a potential for pollution of surface and groundwater.</li> <li>There is a lack of Implementation of Environmental management sector tools.</li> <li>Sector departments/ local municipalities have plans that are not aligned to environmental management tools i.e, you may find that in terms of municipal plans, land is categorized as industrial land, however, the environmental sector tool indicates that it is a highly sensitive land and not suitable for such development.</li> <li>There is lack of participation from key stakeholders, i.e, local municipalities don't have environmental management officers dedicated for guiding planning and development in their respective LMs.</li> <li>Amajuba District is in highly sensitive environment which is a limiting factor to development which is proposed for the district (i.e due to the shallow ground water table we have a reduced land availability for developments in the district).</li> <li>As a historical mining district, there are abandoned/not rehabilitated coal mines that are burning (spontaneous combustion) which is affecting the environment and neighbouring community, leading to atmospheric pollution and acid mine drainage, because of precipitation.</li> <li>Lack of suitable land for facilities such as cemeteries and landfill due to the environmental sensitivity within the district.</li> </ul>	<p>The benefits of the green economy and bio-resource entrepreneurship will be maximised and Planning processes will ensure the protection for future generations of areas of environmental importance, agricultural-potential and water production.</p>	<ul style="list-style-type: none"> <li>Adapt and respond to climate change.</li> <li>Informal economy support (short term interventions): Waste Management</li> <li>Improve waste management capacity: IWMP</li> <li>Improve waste management capacity through community capacity building</li> <li>Ensuring the protection of high potential agricultural land</li> <li>Ensuring the protection of strategic water source areas.</li> <li>Enhance Safety and Security through environmental design.</li> </ul>	<ul style="list-style-type: none"> <li>Short to medium</li> <li>Short term</li> <li>Short term</li> <li>Short term</li> <li>Short term</li> <li>Short term</li> <li>Short to medium</li> </ul>

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS	TARGET
	<ul style="list-style-type: none"> <li>Municipal and Sector department Budget not Aligned to plans developed to rectify Spatial Challenges.</li> </ul>			

STRATEGIES	Enhancing health of communities and citizens	Sustainable Human Settlement	Adapt and respond to climate change.	Informal economy support (short term interventions)	Improve waste management capacity
PROGRAMMES	<ul style="list-style-type: none"> <li>Enhancing the development of resilient communities in relation to pandemics and natural disasters.</li> </ul>	<ul style="list-style-type: none"> <li>Densification of Human Settlements</li> <li>Transformation of informal settlements</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the spatial planning, decision-support tool development and monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>Waste Management/ Recycling</li> </ul>	<ul style="list-style-type: none"> <li>Develop Integrated Waste Management Plan.</li> <li>Community capacity building initiatives on waste management</li> </ul>
CLUSTER ALLOCATION	SPCHD	SPCHD	SPCHD	ESCID	ESCID

## CATALYTIC PROJECTS:

<b>CLUSTER</b>
Economic
<b>STRATEGY</b>
Informal economy support (short term interventions).
<b>PRIORITY</b>
Waste Management/ Recycling.
<b>CATALYTIC PROJECT</b>
(1) Regional Waste Site (2) Electronic Component Recycling
<b>DRIVER</b>
Amajuba, Newcastle, EDTEA

## 5.3 ACTIONS OR INTERVENTIONS

The Spatial and environmental Challenges faced by Amajuba District resulted from the post-apartheid spatial planning and negligent to take precaution to the environmental needs due to increase demand for developmental land, necessary measures have been taken into consideration to rectify the challenges faced by the District such measures include:

- Encouraging developments within brownfields sites that are within the city and infill developments for providing sustainable social housing for the poor, as a measure of combating the influx of Informal settlements on dispersed areas away from economic opportunities and infrastructure provision.
- Unlocking the Agricultural potential of the district through programmes like the Groenvlei Agri-Village, especially in the rural areas thus utilising the environment to eradicate the triple challenge of Unemployment, poverty and inequality.
- Encourage waste recycling opportunities by diverting waste from landfill sites which will lead to job opportunity and entrepreneurship, hence encouraging the green economy. By reducing landfilling, we are contributing to reduction of the effects of greenhouse gas emissions (Methane and Carbon dioxide).
- Encourage release of land in strategic locations that are suitable for the development of Sustainable Human Settlement, promote densities and encourage/attract investment opportunities within these areas to better the chances of people to have access to economic Opportunities.
- Encouraging administrative shared services within the district for alignment of strategic documents, technical support and coherent planning within the entire district reducing misalignment within the borders of local municipalities and non-effective strategic planning.
- Encourage Shared services with Local Municipalities and surrounding municipalities to strengthen Internal and Cross Border Alignment within Amajuba District and Surrounding Districts for effective service delivery and implementation of development's needs.
- Consider the merging of all 3 local municipalities within the district to acquire a Metropolitan status.
- Specialisation within the District with the main focus on the most growing industries for competitive advantage against other districts and unlocking economic opportunities within the district.
- Tackle the issue of Gentrification within the Local Municipalities as a measure to raise municipal revenue and rectify social class within the district through allowing a mix use of human settlements within communities.

- Development of a Further Educational Training College FET special focus on Tourism, Agriculture and Mining in eMadlangeni.
- Develop sustainable social housing.
- R34 and P483 nodal development.

## 6. INSTITUTIONAL AND GOVERNANCE

### KEY ISSUE/ CHALLENGES

- Functionality of ward committees with many being dysfunctional;
- High vacancy rates;
- Municipalities are experiencing challenges on having technical staff registered with technical bodies. This is also prevalent with managerial and functional staff;
- There is a steady increase in service delivery protests;
- Challenges around sound Financial Management at all municipalities;
- Auditor General's audit findings;
- Participation of traditional leadership in municipal council meetings;
- Poor attendance of Sector Departments at IDP REP Forums as well as the DDM, resulting in misalignment of planning and services provision, which poses a threat to service delivery within the district that is align to the plans;
- Duplication of water services- two water services authorities in one district;
- Non-compliance with legislative prescripts; and
- Political interference especially in Local Government.

**FOCUS AREA VISION:** The creation of a responsive and forward- focused administration, that effectively manages its resources including finances, land, and human capital. The administration will also focus on improving Intergovernmental relations through the DDM processes, between the three spheres of government and traditional leadership, resulting in greater alignment of projects and budgets.

Local government will also improve revenue generation from the sale of services, through the implementation of an effective indigent policy to benefit the needy, and ensure that those who are able to pay for services are doing so.

Institutional capacity will be further strengthened through the creation of shared service mechanisms for the monitoring, evaluation and implementation of key functions and initiatives.

**GOAL:** To improve the performance of all three spheres of government and in relation to the District development impact.

### OUTCOME:

- The powers and core functions of each Department, State Entity and Municipality performed well in cooperation with each other and with stakeholders and communities.
- Social compacts developed and managed.
- Local institutional capacity and social capital developed and harnessed.

## STRATEGIC ISSUES

TRANSFORMATION FOCAL AREA	KEY ISSUES	DESIRED FUTURE	STRATEGIC GOALS	TARGET
<b>INSTITUTIONAL AND GOVERNANCE</b>	<ul style="list-style-type: none"> <li>• Functionality of ward committees with many being dysfunctional;</li> <li>• High vacancy rates;</li> <li>• Municipalities are experiencing challenges on having technical staff registered with technical bodies. This is also prevalent with managerial and functional staff;</li> <li>• There is a steady increase in service delivery protests;</li> <li>• Challenges around sound Financial Management at all municipalities;</li> <li>• Auditor General's audit findings;</li> <li>• Participation of traditional leadership in municipal council meetings;</li> <li>• Poor attendance of Sector Departments at IDP REP Forums as well as the DDM, resulting in misalignment of planning and services provision, which poses a threat to service delivery within the district that is align to the plans;</li> <li>• Duplication of water services- two water services authorities in one district;</li> <li>• Non-compliance with legislative prescripts; and</li> <li>• Political interference especially in Local Government.</li> </ul>	<p>The creation of a responsive and forward- focused administration, that effectively manages its resources including finances, land, and human capital. The administration will also focus on improving Intergovernmental relations through the DDM processes, between the three spheres of government and traditional leadership, resulting in greater alignment of projects and budgets.</p> <p>Local government will also improve revenue generation from the sale of services, through the implementation of an effective indigent policy to benefit the needy, and ensure that those who are able to pay for services are doing so. Institutional capacity will be further strengthened through the creation of shared service mechanisms for the monitoring, evaluation and implementation of key functions and initiatives.</p>	<ul style="list-style-type: none"> <li>• Strengthen policy, strategy coordination and IGR</li> <li>• Building government capacity</li> <li>• Eradicate Fraud and Corruption</li> <li>• Promote participative, facilitative and accountable governance</li> <li>• Enhance Safety and Security</li> </ul>	<ul style="list-style-type: none"> <li>• Short term</li> <li>• Short term</li> <li>• Short term</li> <li>• Short term</li> <li>• Short to medium</li> </ul>

STRATEGIES	Strengthen policy, strategy coordination and IGR	Building government capacity	Eradicate Fraud and Corruption	Promote participative, facilitative and accountable governance	Enhance Safety and Security
<b>PROGRAMMES</b>	<ul style="list-style-type: none"> <li>• Develop an Integrated Funding and Implementation Management Framework for various funding sources (e.g. MIG, RBIG, MWIG)</li> <li>• Create a single window of</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an integrated HRD and professional support programme district- wide.</li> <li>• Promote shared services amongst municipalities in Amajuba.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of government entities with effective contract management systems</li> </ul>	<ul style="list-style-type: none"> <li>• Develop advocacy programmes.</li> <li>• Maintain constant communication and awareness on district-wide programmes with</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen partnerships: civil society, business and criminal justice system</li> <li>• Strengthen activities to reduce stock theft</li> </ul>

	coordination between the Provincial Government, Municipalities and nongovernment forums (Functional DDM structures)	<ul style="list-style-type: none"> <li>Align DDM interventions to staff performance agreements.</li> <li>Ensuring clean audits for local government structures and entities.</li> </ul>		regard to the development of land.	
<b>CLUSTER ALLOCATION</b>	GSCID	GSCID	GSCID	GSCID	JCPS

## CATALYTIC PROJECTS:

<b>GOAL: Governance</b>
<p><b>FOCUS AREA VISION:</b> The creation of a responsive and forward- focused administration, that effectively manages its resources including finances, land, and human capital. The administration will also focus on improving Intergovernmental relations through the DDM processes, between the three spheres of government and traditional leadership, resulting in greater alignment of projects and budgets.</p> <p>Local government will also improve revenue generation from the sale of services, through the implementation of an effective indigent policy to benefit the needy and ensure that those who are able to pay for services are doing so.</p> <p>Institutional capacity will be further strengthened through the creation of shared service mechanisms for the monitoring, evaluation and implementation of key functions and initiatives.</p> <p><b>OUTCOME:</b> Improve the performance of all three spheres of government and in relation to district/metro developmental impact.</p>
<b>CLUSTER</b>
Governance
<b>STRATEGY</b>
Building government capacity.
<b>PRIORITY</b>
Promote shared services amongst municipalities in Amajuba.
<b>CATALYTIC PROJECT</b>
Shared Service Centre
<b>DRIVER</b>
COGTA, Amajuba, Newcastle, Dannhauser, eMadlangeni

### 6.1 ACTIONS OR INTERVENTIONS

The vision is that the district to work as a well-oiled machine for equitable service delivery through the powers and core functions of each department, state entity and municipalities performing well in cooperation with each other and with stakeholders and communities, developed and managed social compact and lastly local institutional capacity and social capital developed and harnessed.

Actions or interventions identified include:

- Manage the department within the budgetary and policy framework of the municipality.
- Training and mobilisation of the public to see the importance of public participation in various structures including Ward Committees.
- Restructuring of organograms to be in line with service delivery imperatives.
- The recruitment process must stipulate that a person must be registered with their relevant bodies.
- Communication flow to be encouraged by those in authority and attendance to any warning systems and take actions. Also to ensure functionality of Rapid Response Teams.
- Recruitment and Selection should ensure appointment of competent officials in critical positions. Adherence to legislative framework. Consequence management to be applied.

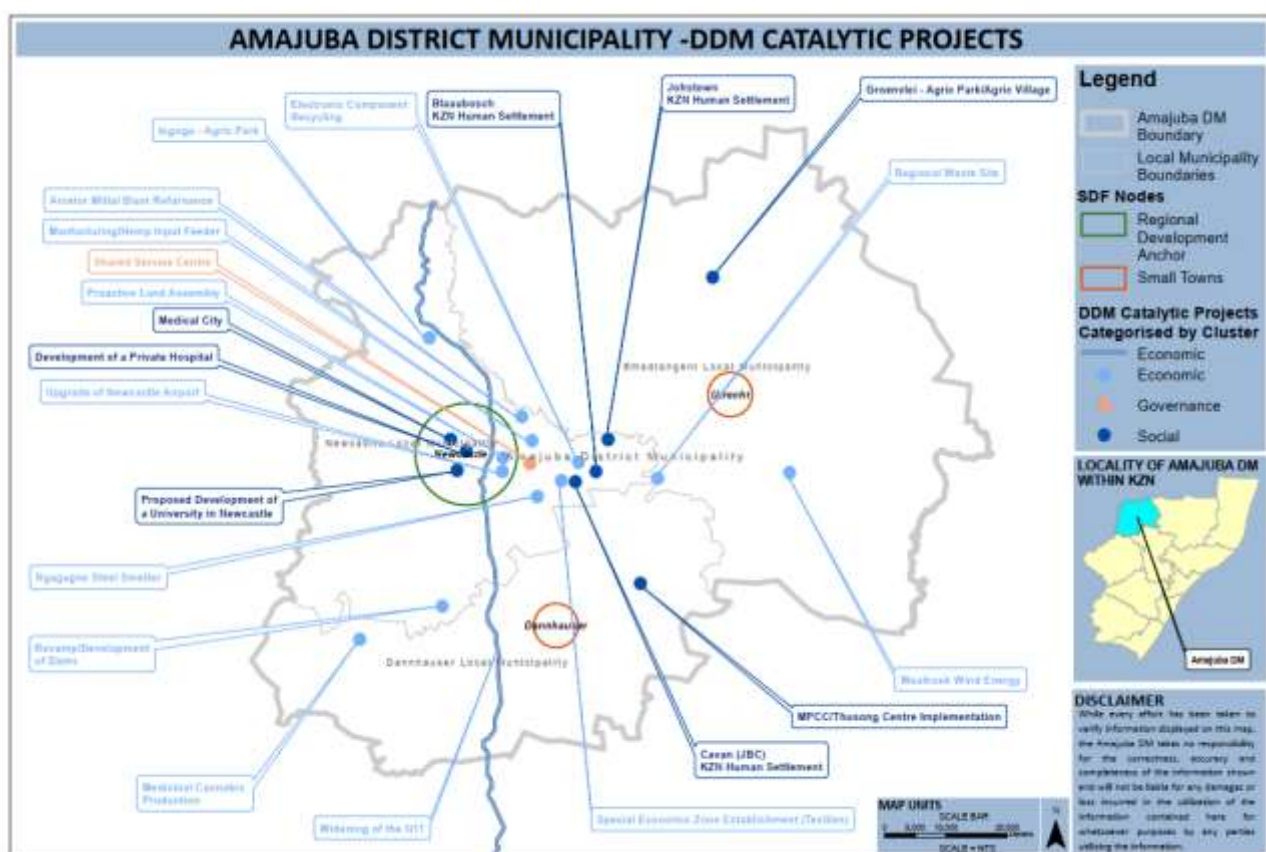
- In view of the fact that Auditing, by its very nature, is performed after 12 months, when too much damage has been done, arrangements must be done for it be done as and when a person transact. Relevant systems must be designed or adapted.
- Training as to the importance of the involvement of Traditional Leaders in Council meetings.
- Factoring in people in charge to ensure active involvement and participation by relevant Sector Departments' officials.
- Creation of a portal wherein to deposit information to be accessed by all who need it.
- Training regarding roles and responsibilities and emphasising importance of sticking thereto and consequences of not doing so.
- Consolidation of water services authority under one.
- Repeated workshops on necessity and importance of compliance with prescripts.
- All mandates to be accompanied by relevant funding.

## 7. INTERGOVERNMENTAL PROGRAMMES, PROJECTS AND BUDGETS

### 7.1 SUMMARY OF PROGRAMMES, PROJECTS AND BUDGET AIMED AT GROWING THE ECONOMY (CATALYTIC PROJECTS) , IMPROVEMENT IN SERVICE DELIVERY AND INSTITUTIONAL STABILITY

#### 7.1.1 CATALYTIC PROJECTS

The following map summarises the catalytic projects within the Amajuba DDM.



IDENTIFIED POTENTIAL SEZ OR CORRIDORS	IDENTIFIED CATALYTIC	CATALYTIC PROJECTS IDENTIFIED IN PROVINCIAL PLANS	CATALYTIC PROJECTS IDENTIFIED IN NATIONAL PLANS
<ul style="list-style-type: none"> <li>R34/ Vryheid - Emadlangeni- Newcastle and Ermelo (VENE) – is proposed for proclamation as a Regional SDF.</li> <li>Special Economic Zone: Textiles</li> </ul>	<p><b>Short to Medium Term Initiatives</b></p> <ul style="list-style-type: none"> <li>Shared Service Centre</li> <li>Developer contribution policy</li> <li>Red tape reduction policy</li> <li>Proactive land assembly</li> <li>Ingogo Agri-park</li> <li>Wyhoek Wind Farm</li> <li>Relining of Arcelor Mittal Blast Furnace</li> <li>Upgrade of Newcastle Airport</li> <li>Local Area Plan development</li> <li>Johnston- Blaaubosch-Cavan (JBC) Housing Project</li> <li>Widening of N11</li> <li>Development of new Private Hospital</li> <li>Development of Medical City</li> <li>Groenvlei Agri- village</li> </ul> <p><b>Medium to Long term Initiatives</b></p> <ul style="list-style-type: none"> <li>Development of a University</li> <li>District-wide Skills Audit</li> <li>Hemp input feeder</li> <li>Cannabis Produce (Medicinal Plants)</li> <li>Special Economic Zone: Textiles</li> <li>Ngagane Steel Smelter</li> <li>Gas Pipeline</li> <li>Regional Waste Site</li> <li>Electronic Component Recycling</li> <li>Revamp and development of dams</li> <li>MPCC/ Thusong Centre implementation</li> </ul>	<p><b>OTP &amp; IIMP Catalytic Projects</b></p> <ul style="list-style-type: none"> <li>Groenvlei Agri- village</li> <li>Development of new Private Hospital</li> <li>Development of a University</li> <li>Relining of Arcelor Mittal Blast Furnace</li> <li>Upgrade of Newcastle Airport</li> <li>Ngagane Steel Smelter</li> <li>Johnston- Blaaubosch-Cavan (JBC) Housing Project</li> <li>eMadlangeni Agri-villages</li> </ul>	