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PROVINCIAL STATE OF PROVINCE ADDRESSES (SOPA) – AN ANALYSIS

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that enable Africa's
development

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NTIYISO CONSULTING GROUP: **DELIVERING TAILORED SOLUTIONS FOR PROVINCIAL GROWTH AND DEVELOPMENT**

Leading consultants with over 20 years of experience in unlocking Africa's development, Ntiyiso Consulting Group and its subsidiaries are uniquely positioned to support the ambitious visions outlined in the State of the Province Addresses (SOPAs) across South Africa. Our subsidiaries – Ntiyiso Revenue Consulting (NRC), Ntiyiso Industrialisation Consulting (NIC) and Ntiyiso Business Consulting (NBC) – offer specialised solutions to address the unique challenges and opportunities in each province. Below, we outline how our expertise can drive economic growth, governance reform and infrastructure development, in alignment with the SOPAs.

“Our vision is to see a developed Africa; one that takes full advantage of its abundant natural resources for the growth and prosperity of its inhabitants”.

Table of **CONTENT**

Free State

02 2025 vision, statistics and key takeaways

04 Key takeaways, final thoughts and Ntiyiso Consulting Group solutions

Gauteng

06 2025 vision, statistics and key takeaways

08 Key takeaways, final thoughts and Ntiyiso Consulting Group solutions

KwaZulu-Natal

10 2025 vision, statistics and key takeaways

12 Key takeaways, final thoughts and Ntiyiso Consulting Group solutions

Limpopo

14 2025 vision, statistics and key takeaways

16 Key takeaways, final thoughts and Ntiyiso Consulting Group solutions

Mpumalanga

18 2025 vision, statistics and key takeaways

20 Key takeaways, final thoughts and Ntiyiso Consulting Group solutions

Western Cape

22 2025 vision, statistics and key takeaways

24 Key takeaways, final thoughts and Ntiyiso Consulting Group solutions

Eastern Cape

26 2025 vision, statistics and key takeaways

28 Key takeaways, final thoughts and Ntiyiso Consulting Group solutions

Northern Cape

30 2025 vision, statistics and key takeaways

32 Key takeaways, final thoughts and Ntiyiso Consulting Group solutions

North West

34 2025 vision, statistics and key takeaways

36 Key takeaways, final thoughts and Ntiyiso Consulting Group solutions

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GOVERNANCE REFORM AND INCLUSIVE GROWTH

The 2025 Free State State of the Province Address, delivered by Premier MaQueen Letsoha-Mathae, presents a bold vision for economic revitalisation, infrastructure development and governance improvement. The province is prioritising inclusive economic growth, job creation and a developmental state, all while aligning its agenda with the 70th anniversary of the Freedom Charter.

The Free State is a landlocked province in the heart of South Africa, known for its vast farmlands, gold mines and warm hospitality. The Free State is characterised by its flat plains and a strong agricultural economy. Bloemfontein, its capital, is also the judicial capital of South Africa.





As business leaders,
entrepreneurs and citizens,
we must ask: what does this
mean for local government?
How will it reshape economic
opportunities?

01. Economic growth and job creation: unlocking potential

With unemployment at 37.9%, the Free State is focusing on SMMEs, youth-owned businesses, and the Maluti a Phofung SEZ to drive job creation and economic growth.

Investments in manufacturing, agro-processing, and climate-resilient agriculture aim to diversify the economy, reduce unemployment and improve livelihoods.

Key takeaway: Strategic Investments in key sectors are essential to unlocking the Free State's economic potential and addressing unemployment.

02. Infrastructure development: building a competitive Free State

The province is investing R1.9-billion in roads and infrastructure to drive economic growth and connectivity. Key projects include the Vaal SEZ, a logistics hub linking Free State and Gauteng, and major road and freight corridor upgrades. These investments will create jobs, boost logistics efficiency, attract investors and support long-term prosperity.

Why this matters: Infrastructure is a key enabler of economic development – these projects will attract investment, create jobs and improve service delivery.

Some Statistics

▲ **2.9M**

Approximately
2.9-million residents

▲ **R1.2BN**

R1.2-billion allocated
to address water
supply issues

▲ **5.1%**

5.1% of South
Africa's total
GDP

GOVERNANCE REFORM AND INCLUSIVE GROWTH

03. Strengthening local governance: a call for ethical leadership

The premier has placed strong emphasis on improving municipal governance, highlighting growing concerns about service delivery failures in some local municipalities. Issues such as water shortages, unreliable electricity and poor waste management have underscored the urgent need for reform. To address these challenges, the professionalisation of local government has been identified as a core priority, aiming to create a more efficient, transparent and accountable public service. Key initiatives include a renewed commitment to good governance and fiscal discipline, ensuring that public funds are managed responsibly and that corruption is rooted out through stricter oversight mechanisms and regular audits. Additionally, the professionalisation of the public service is being prioritised, with a focus on ensuring that local government officials are skilled, ethical and service-driven. This involves targeted training programmes, merit-based appointments and performance evaluations to build a capable and motivated workforce.

Key takeaway: Business confidence and investment depend on effective governance – strong local institutions are critical to economic stability.

04. Social development: fighting poverty and inequality

The Free State is tackling poverty and social justice through food security, housing, and gender-based violence and femicide (GBVF) support. Initiatives include expanding nutrition programmes, upgrading 34 informal settlements, eradicating mud houses, and boosting funding for shelters and victim support. Partnerships with NGOs and community organisations are being strengthened to enhance service delivery and ensure sustainability, aiming to build a more just and equitable society.

Key takeaway: Economic development must be inclusive – supporting vulnerable groups and addressing social inequalities is essential for a sustainable future.

FREE STATE:
Building a competitive future through ethical governance and strategic infrastructure investment



05. Education and skills development: investing in the future

The Free State remains South Africa's top-performing province in education, reflecting its commitment to academic excellence. Investments include expanding early childhood development (ECD) programmes to build strong learning foundations, and improving school infrastructure for safer, well-equipped environments. These efforts support academic success and enhance future opportunities for the province's youth.

Key takeaway: A skilled workforce is the foundation for economic growth – education investments will prepare youth for the modern economy.

Ntiyiso Revenue Consulting (NRC) can assist the Free State in identifying revenue leakages and new revenue streams to secure sustainable funding for its R1.9-billion infrastructure investment. This will support critical economic growth projects such as the Vaal SEZ and road corridors.

Ntiyiso Industrialisation Consulting (NIC) can support the province's focus on agriculture and

industrialisation by conducting feasibility studies for agri-parks and SEZs. Our economic planning expertise will help the Free State adapt to climate change and enhance agricultural resilience.

Ntiyiso Business Consulting (NBC) can help strengthen local governance by implementing critical task management and leadership routines, ensuring ethical leadership and fiscal discipline in municipalities.

FINAL THOUGHTS

The 2025 Free State SOPA presents a clear vision, but successful execution is key. Local government must deliver on its commitments, while the private sector, communities and investors must actively participate in driving progress.

What's next?

- Investors should explore opportunities in SEZs, infrastructure and agriculture
- Businesses must leverage SMME funding and strategies
- Communities need to hold government accountable for service delivery improvements

The Free State is poised for transformation now is the time to act, collaborate and drive progress.

SOPA 2025 | GAUTENG

REBUILDING TRUST, DRIVING GROWTH

Premier Panyaza Lesufi's address and the subsequent debate highlight progress, commitments and future plans across key sectors, setting the stage for a transformative year ahead. It covers topics from infrastructure development to education reform, job creation and enhanced public services.

Gauteng, South Africa's smallest but most populous province, is the economic powerhouse of the country. Gauteng is known as the 'Place of Gold', with its development spurred by the 1886 gold rush. Today, it is a vibrant, urbanised region with a diverse population and a thriving economy.





What does Gauteng's SOPA mean for local governance and the economy?

01. Infrastructure development

Premier Lesufi reaffirmed Gauteng's commitment to public infrastructure investment, prioritising education and social development. Between 2024 and 2029, plans include 28 projects, 18 new schools, upgrades and four hospitals.

The province is allocating R2.5-billion through the National Treasury and launching a R220-billion infrastructure pipeline to boost jobs in construction and related sectors.

Key takeaway: Gauteng is prioritising essential infrastructure, particularly in education and healthcare, to enhance service delivery. Its results-driven approach, backed by significant investment, underscores a commitment to long-term development and job creation.

02. Economic growth and job creation

Gauteng is boosting economic growth and job creation through projects such as the Tshwane Automotive SEZ (TASEZ), attracting major investments. Expansions at TASEZ, Lanseria Airport, Mekgrereng Smart City and Vaal SEZ will create thousands of jobs. The province targets 60 000 tourism jobs and increased small, medium and micro enterprise (SMME) support, with the Gauteng Investment Conference aiming for R800-billion in new pledges.

Some Statistics

▲ **15.5M**

Approximately 15.5-million residents

▲ **125K**

Jobs expansion for Gautrain project

▲ **800MW**

Solar Deal signed in Merafong

REBUILDING TRUST, DRIVING GROWTH

Key takeaway: Gauteng is positioning itself as an economic hub by attracting investment and promoting industrialisation. Large-scale projects, support for small businesses and ambitious job creation targets highlight a comprehensive strategy for economic growth.

03. Crime-fighting efforts

Premier Lesufi detailed plans to enhance security by integrating provincial law enforcement with the SAPS, modernising ICT tools, and increasing police presence through new vehicles and mobile stations. Initiatives also include deploying CCTV cameras, the e-panic app, drone surveillance and peace officers. The province is targeting 442 crime kingpins, with several arrests already made.

Key takeaway: Gauteng is taking a proactive, technology-driven approach to combating crime. The focus on coordination, high-level arrests and partnerships with private security signals a strategic effort to enhance public safety.

04. Healthcare improvements

Gauteng is modernising healthcare with hospital upgrades, digital records and queue systems. Over 40 000 surgeries have cleared backlogs, and new hospitals are planned to expand access. The province is also improving forensic pathology services to enhance efficiency.

Key takeaway: Gauteng is enhancing healthcare efficiency through infrastructure upgrades and technology-driven solutions. Reducing surgical backlogs and modernising forensic services highlight a focus on improving public health outcomes.

05. Energy security

The Gauteng Energy Response Plan addresses electricity challenges through investments in solar power, waste-to-energy projects, and revitalising old power stations. The province is exploring Small Modular Reactor (SMR) nuclear plants, green hydrogen energy, electrifying underserved areas and replacing faulty transformers.

Key takeaway: Gauteng is taking a forward-thinking approach to energy security by diversifying its energy mix and upgrading infrastructure.

GAUTENG:

Transforming South Africa's economic hub by rebuilding trust and accelerating modernisation



Collaborations with City Power and Eskom to secure electricity for critical water pumping stations demonstrate efforts to mitigate load-shedding impacts.

06. Revitalisation of CBDs

Gauteng is revitalising central business districts (CBDs) through its CBD Fridays Programme, tackling crime, decay and litter. Johannesburg's Small Street saw CCTV installations, building reclamation and new investments such as Langlaagte mall. The programme will expand to other CBDs, supported by the Gautrain extension.

Key takeaway: Gauteng is revitalising CBDs by tackling urban decay, improving security, and driving investment. Public safety measures and economic initiatives form a long-term regeneration strategy, while securing power for critical water pumping stations shows proactive steps against load-shedding.

FINAL THOUGHTS

The 2025 Gauteng SOPA outlines a bold vision for the province, focusing on infrastructure development, economic growth, crime reduction, healthcare improvements, energy security, and CBD revitalisation.

Premier Lesufi's on investment, job creation and modernisation reflect a results-driven agenda aimed at unlocking Gauteng's full potential. The province's commitment to attracting investment and supporting local businesses further reinforces its role as South Africa's leading economic hub, with international significance as it prepares to host the G20 Leaders' Summit.

Ntiyiso Revenue Consulting (NRC) can support Gauteng's R42-billion infrastructure budget by identifying revenue leakages and new sources of revenue to ensure sustainable funding for mega-projects such as human settlements, public transport and broadband connectivity. By optimising revenue streams, we can help the province reinvest in infrastructure that drives economic growth.

Ntiyiso Industrialisation Consulting (NIC) can assist in the reindustrialisation strategy by conducting feasibility studies and economic planning for

industrial parks and logistics hubs. Our expertise in fundraising and engineering management will ensure these projects are executed efficiently, creating jobs and unlocking new economic hubs.

Ntiyiso Business Consulting (NBC) can enhance local governance by implementing leadership routines and critical task management to ensure transparency and accountability in the Open Tender System. This will rebuild public trust and attract further investment.


GOVERNANCE-LED RECOVERY AND DIVERSIFICATION

Premier Thamsanqa Ntuli's 2025 SOPA sets a bold agenda for economic recovery, job creation, governance reform and social progress in KZN. The province is confronting fiscal constraints, unemployment and crime, but through strategic investment, collaboration and accountability, KZN is positioning itself as a hub for economic growth and inclusive development.

KwaZulu-Natal (KZN) is a coastal province in south-eastern South Africa, renowned for its lush landscapes, rich Zulu heritage and the bustling port city of Durban. The province is a cultural and tourist hotspot, known for its historic sites and natural beauty.

**KWAZULU
NATAL**





As businesses, investors and citizens, we must ask: what does this mean for local government and the economy?

01. Economic growth and job creation: expanding KZN's economic horizon

KZN is boosting job creation and economic growth through hubs such as the Dube TradePort and Richards Bay Industrial Development Zone. Key sectors such as tourism, retail, finance and telecommunications are being supported, while the cannabis and hemp sector is emerging as a new economic driver. KZN is also empowering local artisans and SMMEs to ensure inclusive growth, solidifying its role as a dynamic and diversified economic hub.

Key takeaway: Economic recovery depends on investment, SMME growth and diversifying industries to create sustainable jobs.

02. Strengthening local government: good governance as an economic driver

Premier Ntuli has reinforced a zero-tolerance stance on corruption and inefficiency, stressing ethical leadership and accountability. A Service Delivery Charter ensures transparency, while lifestyle audits for managers and a Consequence Management Framework address unethical behaviour. These steps underscore the province's commitment to good governance, integrity and efficient service delivery.

Key takeaway: Good governance builds investor confidence – local municipalities must be efficient, transparent and accountable to drive economic development.

Some Statistics

▲ **11.5M**

Approximately 11.5-million residents

▲ **R10.4B**

R10.4-billion to provincial GDP in 2024

▲ **5K**

New law enforcement officers to be deployed in high-crime areas

GOVERNANCE-LED RECOVERY AND DIVERSIFICATION

03. Infrastructure and service delivery: building a more competitive KZN

KZN is advancing infrastructure through smart city projects and smart urban development and renewable energy investments. Green economy initiatives, such as solar PV and biogas programmes, promote clean energy and climate resilience. Efforts to improve water access and housing in distressed municipalities uplift vulnerable communities, driving economic growth and ensuring a sustainable, resilient future for the province.

Key takeaway: Strategic investments in infrastructure and renewable energy are essential for economic growth, sustainability and improved quality of life in KZN.

04. Agriculture and the oceans economy: revitalising traditional sectors

KZN boosts growth and jobs through agricultural and maritime investments. Partnerships support farmers, sugar industry revival secures jobs, and marine tourism and aquaculture expand the oceans economy.

Key takeaway: Strengthening the agricultural and maritime sectors is key to driving economic growth, job creation and resilience in KZN.

05. Law and order: creating a safe and investable province

KZN is implementing a comprehensive crime-fighting strategy through its new Council Against Crime, uniting government and civil society. The successful “Ongangeni Ngesango Uyafohla” campaign inspected 7,729 premises, made 142 arrests, and confiscated over 10 tons of illicit goods. Enhanced protection for traditional leaders includes security upgrades for 15 Amakhosi.

Key takeaway: KZN’s multi-pronged safety strategy—combining enforcement, community partnerships, and institutional protection—is creating the secure environment needed for investment and growth.

KWAZULU-NATAL:
Driving recovery through accountability, diversification, and unlocking its unique economic potential



06. Youth Empowerment and Inclusive Growth: Investing in the future

KZN is prioritising education, training and economic inclusion to empower individuals and support youth entrepreneurs. Targeted funding ensures opportunities reach marginalised communities, fostering a more equitable and sustainable economy. These efforts equip people with the skills and resources needed for prosperous futures.

Key takeaway: Sustainable growth must be inclusive. KZN's workforce must be skilled, competitive and future ready.

FINAL THOUGHTS

The 2025 KZN SOPA outlines a bold roadmap for resilience and renewal, that success will hinge on execution, collaboration and accountability. Investors are encouraged to explore opportunities in Special Economic Zones (SEZs), renewable energy and agriculture, which are key drivers of sustainable growth.

Businesses must also seize the benefits of SMME funding and infrastructure investments to expand and create jobs. At the same time, local government has a crucial role in ensuring effective policy execution and service delivery improvements.

Ntiyiso Revenue Consulting (NRC) can help KZN address revenue leakages and identify new revenue sources to fund its infrastructure and service delivery projects. By optimising revenue collection and exploring innovative funding mechanisms, NRC will support the province's efforts to improve water access, housing and renewable energy investments, ensuring sustainable development and economic growth.

Ntiyiso Industrialisation Consulting (NIC) can support KZN's focus on agriculture, tourism and the oceans economy by conducting feasibility studies and economic planning for high-growth sectors

such as cannabis/hemp and marine tourism. By providing strategic insights and actionable plans, NIC will help unlock the full potential of these sectors, driving job creation and economic diversification.

Ntiyiso Business Consulting (NBC) partners with local governments to cultivate a culture of unwavering integrity and high performance. We achieve this by establishing robust performance management systems and structured leadership practices that empower ethical decision-making and accountable governance.

SOPA 2025 | LIMPOPO


INDUSTRIALISATION AND ENERGY SELF-SUFFICIENCY

Limpopo's 2025 SOPA, delivered by Premier Dr Phophi Ramathuba, lays out a compelling vision for economic revitalisation, governance reform and social progress. The address highlights a shift toward industrialisation, infrastructure development, energy security and skills-driven economic growth.

Limpopo, South Africa's northern province, is named after the Limpopo River. It is known for its wildlife, ancient baobab trees and rich cultural heritage. The province is a major agricultural and mining region.

Limpopo





As we reflect on this roadmap, one question emerges: how do these commitments translate into real impact for local governance and the economy?

01. Industrialisation and special economic zones as catalysts for job creation

Limpopo's economy has remained resilient in key sectors such as mining, finance and transport, but the province is doubling down on industrialisation to unlock new opportunities. The focus on the Musina-Makhado SEZ (MMSEZ) and Fetakgomo-Tubatse SEZ signals a strategic move to manufacturing, agro-processing and mineral beneficiation. With over R10-billion in investment commitments, these zones will localise value chains and create thousands of jobs.

Key takeaway: SEZs are not just economic zones – they are employment multipliers that will transform local industries and drive export-led growth.

02. Energy security: Limpopo's move towards self-sufficiency

Energy remains a cornerstone of economic development. Limpopo's push towards renewable energy investments, solar and wind projects, and municipal self-generation initiatives is groundbreaking. Agreements with private sector partners, including a 1 000MW solar photovoltaic plant, will reduce reliance on Eskom and lower electricity costs for businesses and households.

Key takeaway: Energy security is not just about keeping the lights on – it's about powering industries, supporting local businesses and reducing operational costs for municipalities.

Some Statistics

▲ **5.9M**

Approximately 5.9-million residents

▲ **26%**

26% of the province's workforce is in agriculture

▲ **R120B**

in investment pledges, far surpassing the R50B target

INDUSTRIALISATION AND ENERGY SELF-SUFFICIENCY

03. Agriculture as an engine for rural development

Limpopo's agricultural sector is poised for transformation, serving as a catalyst for economic growth and rural development. The Integrated Emerging Farmers Support Programme has already assisted 14 939 farmers and aims to expand high-value production in the macadamia, avocado and red meat sectors. The upcoming Provincial Agricultural Expo will further promote investment in these high-value crops, showcasing the province's potential as a leader in agribusiness.

Additionally, inspiring success stories such as SAMPADA Private Equity – a black-owned agribusiness that has grown from 27 cattle to 3 000 and now employs over 300 people – demonstrate what's possible when agriculture is modernised, commercialised and supported by targeted initiatives. These efforts not only create jobs but empower rural communities, fostering self-reliance and economic resilience.

Key takeaway: Supporting smallholder farmers and agro-processing will reduce rural unemployment, build sustainable food systems and unlock the untapped potential of Limpopo's agricultural sector. By investing in modern farming techniques and value-added processing, the province can drive inclusive growth and ensure long-term food security.

04. Infrastructure investment: the backbone of economic growth

Limpopo's ambitious, R120-billion investment in infrastructure is well beyond expectations and strategically focuses on roads, water, energy and industrial development. However, persistent challenges remain, particularly in water provision, where 35.8% of residents still lack access to reliable water. The Provincial Water Task Team aims to urgently accelerate interventions, ensuring water security for households and businesses.

Key takeaway: Infrastructure investment must be matched with efficiency – governance must prioritise project execution and municipal capacity building to ensure delivery.

LIMPOPO:
Powering industrial growth and rural development through energy self-sufficiency and SEZs



05. Local Government Reform and Clean Governance

Municipal governance has been a longstanding challenge, but progress is being made. The province's 99.78% compliance rate in 30-day invoice payments to businesses is a significant achievement, preventing cash flow crises for SMEs. Additionally, Capricorn and Waterberg District Municipalities have received clean audits, setting a new standard for municipal accountability and service delivery.

Key takeaway: Efficient local governance isn't just about compliance – it's about building investor confidence, ensuring financial accountability and delivering quality services to communities.

FINAL THOUGHTS

The 2025 Limpopo SOPA is ambitious, but execution is critical. To realize this vision, Limpopo must:

- Fast-track infrastructure delivery – especially in SEZs, water, and roads
- Ensure renewable energy investments translate into lower costs for households and businesses
- Support small enterprises, cooperatives, and youth participation in economic activities
- Strengthen local government capacity and accountability

Limpopo is poised to become an industrial and agricultural powerhouse – but only if these commitments are followed through.

Ntiyiso Revenue Consulting (NRC) can help Limpopo maximise revenue from its SEZs, such as Musina-Makhado and Fetakgomo-Tubatse. By identifying revenue completeness and new revenue streams, we can ensure that these zones become self-sustaining and contribute significantly to the provincial economy.

Ntiyiso Industrialisation Consulting (NIC) can support Limpopo's push towards renewable energy by conducting feasibility studies for

solar and wind projects. Our economic planning expertise will help the province transition to energy self-sufficiency, reducing reliance on Eskom and lowering costs for businesses and households.

Ntiyiso Business Consulting (NBC) can assist in strengthening local governance by implementing strategy frameworks and critical task management, to ensure clean audits and efficient service delivery in municipalities.

SOPA 2025 | MPUMALANGA


A JUST TRANSITION AND JOB CREATION DRIVE

Mpumalanga, meaning ‘Place of the Rising Sun’, is a province in north-eastern South Africa known for its breathtaking scenery, including the Kruger National Park and the Blyde River Canyon. The province has a strong mining and agricultural economy.

The 2025 SOPA, presented by Mpumalanga Premier Mandla Ndlovu, paints a bold and ambitious picture of economic transformation, infrastructure expansion and social upliftment.

It is crucial to analyse how these commitments will shape local governance and economic opportunities.





What role can private investment and innovation play in enabling a just transition to a green economy?

01. Economic growth and job creation: a bold target

Mpumalanga aims to create 300 000 sustainable jobs in five years, supported by a R50-billion investment drive. Key sectors – agriculture, mining, manufacturing, tourism, renewable energy, ICT, and arts and crafts – will drive inclusive growth, especially in rural and underserved areas, tackling unemployment and poverty.

Key takeaway: success hinges on strong government-private sector partnerships to ensure investments benefit communities, fostering economic resilience and long-term prosperity.

02. Infrastructure: the backbone of growth

Mpumalanga is evolving into a construction hub, with major investments in roads, bridges, healthcare and schools. The Provincial Infrastructure Master Plan 2060 guides sustainable development, addressing backlogs while preparing for future growth.

Key takeaway: Infrastructure investments create jobs, boost business efficiency and attract investors. Projects such as the N4 corridor upgrade and new healthcare facilities drive economic activity and improve residents' quality of life. Reliable infrastructure is essential for thriving businesses and accessible services.

Some Statistics

▲ **4.8M**

Approximately 4.8-million residents

▲ **300K**

additional and sustainable work opportunities

▲ **R9.8B**

R9.8-billion is allocated for solar and wind energy projects

A JUST TRANSITION AND JOB CREATION DRIVE

03. Education: laying the groundwork for the future

With six new boarding schools completed, Mpumalanga is taking a proactive approach to educational equity. The focus on STEM, vocational training and schooling for learners with disabilities highlights a commitment to preparing youth for the future job market.

The takeaway: Education reform is key to tackling youth unemployment – but ensuring these investments translate into practical skills development and employment is crucial.

04. Healthcare: Strengthening Systems Amid Funding Uncertainty

The province is progressing towards National Health Insurance (NHI) implementation, launching solar-powered clinics to ensure uninterrupted healthcare services, and opening the Middelburg Hospital.

The opportunity: By strengthening local healthcare initiatives and partnering with the private sector, Mpumalanga can ensure continuity in essential health services.

05. Energy and mining: balancing economic growth and sustainability

While Mpumalanga acknowledges the need for a Just Energy Transition, the province remains heavily reliant on coal. It supports research into carbon capture technologies while also investing in renewable energy projects.

Key takeaway: The province must balance job retention in coal-dependent industries while transitioning towards clean energy solutions. This creates opportunities for green economy investments and skills development.

06. Public-private partnerships: unlocking growth

The government is actively seeking private sector collaborations to implement large-scale projects that lack public funding.

MPUMALANGA:

Navigating the transition from coal to a diversified economy with sustainable jobs



Why this is critical: Public-private partnerships (PPPs) enhance service delivery, bring innovation and accelerate economic growth. Businesses should look for opportunities to collaborate on infrastructure, technology and energy projects.

07. Safety and the fight against GBVF

Mpumalanga is intensifying its fight against crime and GBVF, declared a “second pandemic.” The province launched a Provincial Council on GBVF for coordinated action and is arming guards at 24-hour health facilities. A new Highway Patrol unit has made multiple arrests and reduced CIT heists, enhancing public safety.

Key takeaway: Through institutional coordination and visible enforcement, Mpumalanga is strengthening safety and protecting vulnerable groups, which is crucial for social stability and development.

FINAL THOUGHTS

The 2025 Mpumalanga SOPA presents a progressive yet challenging roadmap for Mpumalanga. While the vision is clear, effective implementation, accountability and stakeholder collaboration will determine success.

Key takeaways for stakeholders:

- Businesses should explore opportunities in infrastructure, energy and skills development
- Communities must ensure government delivers on service delivery commitments
- Investors should monitor developments in renewable energy, mining and tourism

Mpumalanga is poised for transformation, but success depends on collective action. Let’s engage, collaborate and shape the future of our province.

Ntiyiso Revenue Consulting (NRC) can help Mpumalanga unlock new revenue sources to fund its ambitious R50-billion investment drive. By addressing revenue leakages, we can ensure that funds are available for critical infrastructure projects such as roads, bridges and water supply schemes.

Ntiyiso Industrialisation Consulting (NIC) can support the province’s focuses on agriculture, mining and renewable energy by conducting

feasibility studies and economic planning for large-scale projects. Our fundraising expertise will help attract private sector investment to complement public funding.

Ntiyiso Business Consulting (NBC) can enhance public-private partnerships (PPPs) by developing leadership routines and strategy frameworks that ensure effective collaboration between government and private sector stakeholders.

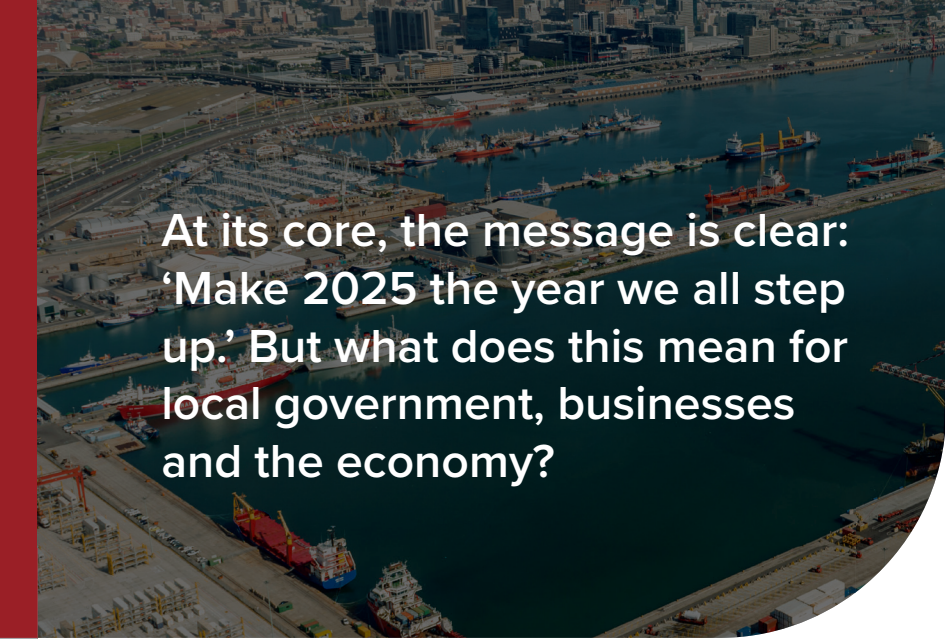
ECONOMIC LEADERSHIP AND THE GREEN ADVANTAGE

Premier Alan Winde's 2025 SOPA lays out a bold, forward-thinking agenda for the Western Cape. The province's resilience, economic ambition and commitment to good governance set it apart as a model for growth and innovation in South Africa.

The Western Cape is a province in the south-western corner of South Africa, renowned for its natural beauty, diverse cultures and vibrant cities such as Cape Town. It is a major tourist destination, and a hub of innovation and economic activity.

Western
Cape





At its core, the message is clear: 'Make 2025 the year we all step up.' But what does this mean for local government, businesses and the economy?

01. Economic growth and job creation: the Western Cape advantage

The Western Cape, with the highest employment (55.2%) and labour force participation (68.7%) rates, is driving economic opportunities and inclusive growth. Key strategies include attracting investment, boosting SMMEs and cutting red tape, saving businesses R2.4-billion. Leveraging PPPs in tourism, manufacturing and green energy ensures sustainable development and long-term resilience, fostering a business-friendly, innovative and prosperous future for all residents.

Key takeaway: The Western Cape is South Africa's economic engine – a place where business thrives and innovation leads to job creation.

02. Infrastructure: the foundation for a thriving province

Infrastructure investment has driven the Western Cape's economic growth, with R98.8-billion spent over 10 years on roads, water and renewable energy. The revitalised Port of Cape Town, supported by initiatives such as Operation Vulindlela, boosts logistics and trade. Cape Town's record infrastructure budget cements its role as a logistics hub, creating jobs and attracting investment. These efforts enhance residents' quality of life and solidify the province's leadership in infrastructure and economic innovation.

Why this matters: Infrastructure spending stimulates investment, job creation and economic resilience – for every R1 invested, R5.63 is generated in economic activity.

Some Statistics

▲ **7.4M**

Approximately 7.4-million residents

▲ **19.6%**

Lowest unemployment in the country, at 19.6%

▲ **R4.3B**

R4.3-billion allocated to modernise transport infrastructure

ECONOMIC LEADERSHIP AND THE GREEN ADVANTAGE

03. Safety and security: a business and community imperative

The Western Cape is tackling crime head on through initiatives such as the Law Enforcement Advancement Plan (LEAP), resulting in 40 065 arrests and the removal of over 740 firearms from Cape Town's streets. Collaboration with the City of Cape Town and national government strengthens policing efforts, ensuring safer communities and restoring public trust. These proactive measures highlight the province's commitment to safety, enabling residents and businesses to thrive.

Key takeaway: Safety is critical for economic growth – reducing crime attracts investment, protects businesses and enhances tourism.

04. Skills and education: preparing for the future economy

The Western Cape has an 86.6% matric pass rate, and its #BackOnTrack initiative addresses pandemic learning losses. Youth employment and skills development programmes prepare young people for high-demand sectors such as tech and renewable energy, ensuring competitiveness.

The takeaway: A skilled workforce is key to a thriving economy – the province's investment in education and job readiness programmes will ensure continued economic leadership.

05. Digital Innovation and the Tech Economy

The Western Cape is cementing its status as South Africa's leading tech hub, leveraging its robust digital infrastructure and skilled workforce to attract global investment. Initiatives to expand broadband access and support tech SMMEs are creating a vibrant ecosystem for innovation and entrepreneurship. This focus ensures the province remains competitive in the global digital landscape, fostering high-value job creation and future-proofing its economy.

Key takeaway: Beyond traditional sectors, the Western Cape is betting big on the digital economy as a key pillar for long-term, sustainable growth and innovation-led job creation.

WESTERN CAPE:
Solidifying economic leadership by championing good governance and the green economy



06. Fiscal Discipline and Good Governance: The Western Cape Difference

The province's consistent clean audits, transparent processes, and efficient public spending have built a reputation for fiscal integrity and reliability. This commitment to good governance reduces risk for businesses, streamlines service delivery, and creates a stable, predictable environment that is fundamental to attracting both local and international investment.

Key takeaway: Good governance is the Western Cape's ultimate competitive advantage, providing the stable foundation upon which economic growth and social development are built.

FINAL THOUGHTS

The 2025 SOPA outlines a bold vision for the Western Cape's growth and leadership. Realizing this vision requires collective action: investors should pursue opportunities in key sectors like infrastructure and renewable energy, while businesses must leverage policy support to expand and create jobs.

Local governments are urged to maintain their course of cutting red tape and fostering a business-friendly environment. With its strong foundation, the Western Cape must now build with urgency to secure its status as South Africa's premier economy.

Ntiyiso Revenue Consulting (NRC) can help the Western Cape optimise its revenue streams to sustain its R98.8-billion infrastructure investment. By identifying revenue completeness and new sources of revenue, we can ensure that the province continues to lead in economic growth and innovation.

Ntiyiso Industrialisation Consulting (NIC) can support the Western Cape's renewable energy ambitions by conducting feasibility studies

for projects such as the Three Capes Green Hydrogen Corridor. Our fundraising expertise will help attract foreign investment in green energy, creating thousands of jobs.

Ntiyiso Business Consulting (NBC) can enhance the province's fiscal discipline and good governance by implementing strategy frameworks and critical task management, to maintain clean audits and investor confidence.

SOPA 2025 | EASTERN CAPE


INFRASTRUCTURE-LED GROWTH AND ECONOMIC FRONTIERS

The Eastern Cape, rich in history, culture, and natural resources, is positioning itself as a key economic player in South Africa. Premier Oscar Mabuyane's 2025 SOPA outlines an ambitious, action-oriented plan to build on past investments and drive inclusive growth, focusing on key economic frontiers and massive infrastructure development.

Premier Lubabalo Oscar Mabuyane's 2025 address outlines an innovative vision to propel the Eastern Cape toward inclusive growth, leveraging its unique economic frontiers while addressing the current economic state, infrastructure gaps and governance reforms. With a focus on job creation, youth empowerment and strategic investments, the plan positions the province as a hub for agriculture, manufacturing and renewable energy. Stakeholders are called to unite in realising this transformative agenda.

Eastern
Cape





How can the Eastern Cape's infrastructure boom and unique economic frontiers create lasting opportunities for its people?

01. Economic Growth and Job Creation: A Bold 2030 Target

The Eastern Cape has set a definitive goal: to increase employment from 1.45 million to 2.4 million by 2030. This ambitious target will be driven by leveraging R200 billion in past investments and focusing on five key growth frontiers: Agriculture, Manufacturing, Oceans Economy, Digital Economy, and Tourism.

Complementing these sectoral investments, the province will scale up public employment programmes to benefit over 600,000 people, providing both immediate livelihood support and valuable skills development.

Key takeaway: The Eastern Cape has moved beyond aspiration to a clear, actionable, and ambitious jobs plan. The blueprint for growth is defined; now, success hinges on two critical factors: attracting complementary private sector investment to amplify these efforts and demonstrating an unwavering commitment to the effective execution of these large-scale, economy-shaping projects.

Some Statistics

▲ **R200BN**

Investments secured in the past 5 years

▲ **2.1%**

Current provincial economic growth

▲ **84.98%**

Record-breaking 2024 matric pass rate

▲ **R50BN**

SANRAL investment for roads over the next 5 years

INFRASTRUCTURE-LED GROWTH AND ECONOMIC FRONTIERS

02. Growth Frontiers: Unleashing Economic Potential

The province is strategically focusing on five key sectors:

- **Agriculture:** Boosting exports of citrus, deciduous fruits, and hemp/cannabis. The new Vet School at Fort Hare University will enhance livestock quality.
- **Manufacturing:** Anchored by the automotive sector, with new investments in electric vehicle (EV) charging stations and mini-bus manufacturing.
- **Oceans Economy:** Proclaiming small harbours and securing funding for small-scale fishers and aquaculture.
- **Digital Economy:** Expanding internet connectivity and developing the East London IDZ Science and Technology Park.
- **Tourism:** Investing in airport upgrades and diversifying offerings to include culture and sports.

Key takeaway: A diversified, frontier-focused strategy reduces economic vulnerability and opens multiple streams for investment and job creation.

03. Infrastructure Development: The Province as a Construction Site

Infrastructure is the central pillar of the Eastern Cape's growth strategy. A R50 billion investment with SANRAL will upgrade key road corridors (N2, N6, R61). Mega-projects like the Msikaba Bridge and Mtentu Interchange are progressing. The province is also pushing hard for the Gauteng-Eastern Cape High-Capacity Rail Corridor.

Key takeaway: Unprecedented infrastructure investment is underway, aimed at solving logistical bottlenecks, enabling trade, and creating immediate construction jobs.

EASTERN CAPE:

Unleashing its potential through infrastructure-led growth and targeted economic frontiers



04. Social Development: Investing in People

The province is making significant investments in human capital. A R10 billion allocation over three years for Early Childhood Development (ECD) and R7.4 billion to build and refurbish 138 schools underscore a commitment to education. In health, R7.1 billion is allocated to improve services, with three new mega-hospitals under construction.

Key takeaway: Investing in social infrastructure is critical for long-term development, creating a healthier, more skilled future workforce.

Ntiyiso Revenue Consulting (NRC) can assist the Eastern Cape in identifying revenue leakages and optimising municipal revenue collection. This is critical for funding its massive infrastructure plans and ensuring sustainable service delivery.

Ntiyiso Industrialisation Consulting (NIC) can support the province's growth frontiers by conducting feasibility studies for agri-parks, SEZs,

and renewable energy projects, helping to de-risk investments and attract private partners.

Ntiyiso Business Consulting (NBC) can enhance local governance in the 14 prioritised municipalities by implementing critical task management and ethical leadership routines, ensuring clean audits and improved service delivery.

FINAL THOUGHTS

The 2025 Eastern Cape SOPA presents a confident and comprehensive plan to position the Eastern Cape as a thriving province. The focus on infrastructure, energy, and specific growth frontiers provides clear direction. The challenge now lies in execution, requiring strong public-private partnerships and enhanced municipal capacity to deliver services.

What's next?

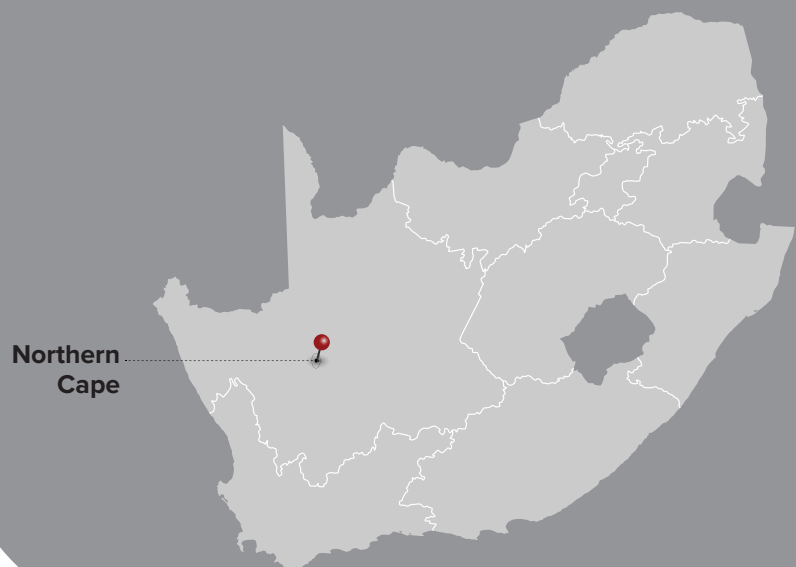
- Investors should explore opportunities in agriculture, automotive, renewable energy, and oceans economy
- Businesses must leverage the R20 billion national Transformation Fund and provincial SMME support
- Local government must improve governance and revenue collection to enable development

SOPA 2025 | NORTHERN CAPE

THE EPICENTER OF SOUTH AFRICA'S GREEN ENERGY REVOLUTION

The Northern Cape, a province of vast landscapes and immense potential, is strategically positioning itself as South Africa's epicenter for renewable energy and strategic infrastructure. Premier Dr. Zamani Saul's 2025 SOPA outlines a forward-looking plan focused on leveraging its natural advantages for sustainable and inclusive growth.

The Northern Cape is charting a transformative course under Premier Dr Zamani Saul, with a renewed commitment to infrastructure-led economic growth, human capital development and ethical governance. Delivered at the opening of the Seventh Provincial Legislature in Kimberley, the 2025 SOPA outlined key milestones and bold priorities for the next five years. With annual economic growth increasing by over R35-billion over the past five years to R152-billion in 2024, the province is leveraging its strategic location, renewable energy potential and industrial development corridors to reshape its future.





How can the Northern Cape's leadership in green energy position it as a cornerstone of South Africa's future economy?

01. The Green Energy Revolution: A National Game-Changer

The province is moving beyond potential into tangible action with flagship projects like the Boegoebaai Green Hydrogen (GH2) Development and the strategic Northern Cape Industrial Corridor. These initiatives are creating a powerful ecosystem for investment and innovation.

This momentum is supercharged by Eskom's unprecedented infrastructure rollout, 24 new substations and 6,850km of transmission lines, which acts as the critical backbone to unlock the province's colossal renewable capacity. This infrastructure is the key that will allow the Northern Cape to contribute a staggering 37GW towards the national 38GW renewable energy target, solidifying its role as the undisputed leader in South Africa's clean power generation.

Key takeaway: The Northern Cape has transitioned from a participant to the undisputed leader of South Africa's green economy. This leadership presents unparalleled opportunities not only in energy generation but across the entire value chain—from manufacturing components and advanced logistics to the development of a skilled technical workforce, positioning the province as a cornerstone of the country's future economic and energy stability.

Some Statistics

▲ **355K**

People employed in Q4 2024 (a historic high)

▲ **39.7%**

Expanded unemployment rate (down from 43.1%)

▲ **R158BN**

Provincial GDP in 2023 (up from R117bn in 2019)

▲ **R7.2BN**

SANRAL investment in roads over the next 3 years

THE EPICENTER OF SOUTH AFRICA'S GREEN ENERGY REVOLUTION

02. Economic Diversification and Job Creation

The province is executing a deliberate strategy to build a more resilient and inclusive economy, with a clear target of creating 60,000 sustainable jobs over the next five years. While mining remains a crucial backbone—contributing 17.3% to GDP—the focus is squarely on diversifying into high-potential sectors to future-proof its growth. This diversification is being driven by tangible projects: strategic investments in agriculture, including a pioneering R12.85 million Hemp Nursery; a concerted push to unlock the unique potential of tourism; and the strategic leveraging of the Namakwa Special Economic Zone (SEZ). The SEZ alone is projected to be a significant job engine, creating 2,000 initial jobs with the potential to scale up to 9,000 at its peak, fostering a new hub of industrial activity.

Key takeaway: The Northern Cape is proactively building a multi-pronged economy. Strategic investments in SEZs and high-value, climate-smart agriculture are not just complementary initiatives; they are the essential keys to reducing the province's historical reliance on mining and creating diversified, resilient job markets for long-term stability.

03. Infrastructure and Logistics: Connecting the Province

A R7.2 billion investment in road infrastructure follows the provincialisation of SANRAL, which will open offices in Kimberley. The development of the Boegoebaai Port, the proclamation of Tier 1 and 2 harbours, and upgrades to the Upington International Airport are aimed at transforming the Northern Cape into a multi-modal logistics hub.

Key takeaway: Integrated infrastructure development is crucial to unlock the province's economic potential and integrate it into regional and global trade routes, particularly the African Continental Free Trade Area (AfCFTA).

NORTHERN CAPE:
Leading the nation's green energy revolution to power sustainable and inclusive development



04. Governance and State Capacity: A Foundation for Growth

The province has made remarkable strides in governance, increasing provincial clean audits in departments from 8 to 13. The rationalisation of economic development institutions (Northern Cape Economic Development Agency [NCEDA] and Northern Cape Tourism Authority [NCTA]) aims to create a more efficient, investor-friendly environment. A strong emphasis remains on professionalising local government to improve service delivery.

Key takeaway: Good governance and clean audits build investor confidence and ensure that public funds are effectively used to drive development.

Ntiyiso Revenue Consulting (NRC) can help the Northern Cape identify new revenue streams from its SEZs and green energy projects, ensuring the province maximises its fiscal benefits from these catalytic investments.

Ntiyiso Industrialisation Consulting (NIC) can support the feasibility, planning, and fundraising for mega-projects like the Boegoebaai GH2 hub and the Namakwa SEZ, helping to attract the necessary private capital.

Ntiyiso Business Consulting (NBC) can assist in strengthening municipal governance and implementing the Provincial Infrastructure Master Plan 2040, ensuring projects are delivered efficiently and transparently.

FINAL THOUGHTS

The 2025 Northern Cape SOPA presents a cohesive vision of a modern, growing, and successful Northern Cape, powered by green energy and strategic infrastructure. The province has laid a strong foundation with improved governance and clear strategic projects. The focus must now be on accelerated implementation and leveraging private sector partnerships.

What's next?

- Investors should prioritise opportunities in renewable energy, green hydrogen, mining beneficiation, and logistics
- Businesses must engage with the new, rationalised NCEDA for trade and investment support
- Local government must continue to improve financial management and service delivery to support economic growth

SOPA 2025 | NORTH WEST

STRATEGIC REALIGNMENT AND MUNICIPAL TURNAROUND

The North West, rich in minerals and agricultural potential, is at a pivotal juncture. The Premier's address underscores a collaborative effort to harness these endowments to tackle poverty and restore public confidence in local governance.

The 2025 SOPA outlines a determined vision to steer North West towards stability and growth. Acknowledging challenges like high unemployment, the Premier's plan commits to a capable, developmental state through the new MTDP, focusing on ethical governance, infrastructure-led jobs, and leveraging the province's natural endowments.

North West





How can the province's strategic partnerships in mining and agriculture fuel a powerful economic turnaround?

01. Economic Growth and Job Creation

Faced with a severe unemployment crisis, the province is leveraging its mining and agricultural sectors while actively pursuing new investments. Key initiatives include the R9 billion investment from Harmony Gold and China Africa Precious Metals, which has preserved and created 10,000 jobs. The ambitious Mkgareng Smart City project, a collaboration with Gauteng, is projected to attract up to R25 billion in investment and create 20,000 jobs. Furthermore, the establishment of a R24 million Development Fund aims to stimulate further economic initiatives and sustainable job opportunities.

Key takeaway: The North West is leveraging its natural resources and strategic partnerships to drive job creation, but success hinges on effective implementation and attracting further private sector investment.

Some Statistics

▶ **R450M**

Invested in water and sanitation projects

▶ **6000+**

Hectares of land restored to communities

▶ **R9B**

New investments secured, safeguarding 10,000 jobs

STRATEGIC REALIGNMENT AND MUNICIPAL TURNAROUND

02. Strengthening Local Governance

The Premier placed significant emphasis on improving audit outcomes and municipal governance, a critical response to the service delivery failures that have eroded public trust. Notable progress includes two clean audits (Provincial Treasury, and Arts, Culture, Sports and Recreation) and eight unqualified opinions. The implementation of the Local Government Turnaround Strategy and Financial Recovery Plans, particularly in Dr Kenneth Kaunda and Bojanala Platinum District Municipalities, is gaining traction. The “Thuntsha Lerole Reloaded” programme is a hands-on approach to accelerate service delivery.

Key takeaway: Clean governance is non-negotiable for economic stability. The improvement in audit outcomes is a positive signal to investors, but sustaining this requires relentless focus on accountability and skills in municipalities.

03. Infrastructure and Service Delivery

Strategic infrastructure investments include over R729 million in road projects and R450 million for water and sanitation. The R176 million revitalization of George Dick Montshioa Airport as a logistics hub will enhance future economic connectivity.

Key takeaway: Major infrastructure investments through public-private partnerships are addressing critical service backlogs and enabling economic growth.

NORTH WEST:
Transformation for a
Brighter Future



04. Agriculture and Land Reform

Agriculture is being revitalized through the Taung Irrigation Scheme and other irrigation projects. Successful land reform has restored over 6,000 hectares to communities, with the Bo-Moshe project exporting berries internationally and creating thousands of jobs.

Key takeaway: Strategic agricultural development and successful land reform are driving rural economic growth and creating sustainable livelihoods.

Ntiyiso Revenue Consulting (NRC) can help the North West address municipal revenue leakages and identify new revenue streams, ensuring sustainable funding for its extensive infrastructure and service delivery plans, such as the R450 million water and sanitation projects.

Ntiyiso Industrialisation Consulting (NIC) can support the province's agricultural and industrial ambitions by conducting feasibility studies for irrigation schemes and agri-hubs, and by

providing economic planning for the revitalisation of the George Dick Montshioa Airport logistics hub.

Ntiyiso Business Consulting (NBC) can be instrumental in strengthening local governance by implementing critical task management and leadership routines, helping municipalities achieve clean audits and execute the Local Government Turnaround Strategy effectively.

FINAL THOUGHTS

The 2025 North West SOPA presents a pragmatic and urgent roadmap for the North West. The vision is clear: stabilise governance, invest in catalytic infrastructure, and leverage key sectors for job creation. However, the province's high unemployment and service delivery backlogs represent a formidable challenge.

- Investors should explore opportunities in mining, agriculture, the logistics hub at George Dick Montshioa Airport, and the Mekgareng Smart City
- Businesses must engage with the Provincial Economic and Investment Advisory Council and leverage support for SMMEs
- Local Government must intensify the implementation of turnaround strategies, focus on clean audits, and partner with the private sector to address infrastructure gaps

The North West is poised for a turnaround, but its success is contingent on rigorous execution, unwavering accountability, and deep collaboration between government, business, and communities.

We partner with governments, municipalities and businesses to drive real impact. Let's discuss how we can help you achieve measurable results.

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