

NQUTHU INVESTMENT PRIORITISATION STRATEGY FOR CATALYTIC PROJECTS, UMZINYATHI DISTRICT, KWAZULU NATAL

PROJECT STRATEGY DRAFT

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Prepared by:



11 Harrison Avenue, Eaton Office Park, Bryanston, 2191

Contact Name: Mr K Pebane

Tel: 082 078 8221

Email: kholofelo@dsconsultingsa.co.za or devas4@outlook.com

Prepared for:



NQUTHU LOCAL MUNICIPALITY

Contact person: Mrs Mohau Nhelebela

Tel: 034 271 6135

E-mail: dirplanning@nquthu.gov.za

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Authors:	Carolyn Reynolds, Lindinkosi Ngidi, Nontobeko Cele
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1 INTRODUCTION

The development of the proposed strategy for the Nquthu Investment Prioritisation Strategy for Catalytic Projects is detailed in this report, which is Phase 3 of the project. The Final Strategy will incorporate stakeholder engagement input in response to the Draft Strategy.



It is the aim of the strategy as an investment roadmap, to ensure that proposed catalytic projects are assessed in alignment with local planning and undergo structured project packaging and prioritisation, to be accommodated in a budgeted pipeline of coordinated public and private projects that benefit the investors, communities and stakeholders of Nquthu Local Municipality.

The strategy focuses on spatial planning and land use management elements as well as investor requirements to secure funding and facilitate catalytic projects. The strategy guides decision-making of all stakeholders involved in the current proposed catalytic projects, as well as future catalytic projects.

1.1 Structure of the Strategy Report

For ease of reference, this report has been structured as follows:

Table 1: Structure of the Strategy Report

SECTION	DESCRIPTION
Section 1:	Introduction outlining the focus of the strategy
Section 2:	Purpose of the strategy
Section 3:	Strategy pillars
Section 4:	Strategy approach
Section 5:	Investment prioritisation framework
Section 6:	Strategies for Investment in Catalytic Projects
Section 7:	Monitoring and evaluation
Section 8:	Implementation plan for catalytic projects with design and scoring

2 PURPOSE OF THE STRATEGY

The Nquthu Investment Prioritisation and Promotion Strategy aims to develop a coordinated and systematic approach to ensure the municipality becomes a viable and investor-ready destination for public and private investments. At its core, the Investment Prioritisation Strategy is about directing limited public and private resources toward projects that yield the highest impact, both economically and socially, within a defined area or municipality. Thus, providing a clear, evidence-based framework that enables decision-makers and investors to identify, package, and sequence catalytic projects that will unlock wider development potential.

The Strategy further articulates the approach for the identification, evaluation, and packaging of catalytic projects that can unlock local potential and boost the economic growth of the area, taking advantage of underutilised infrastructure and natural resources.

The development of this strategy and the coordinated fulfilment of national and provincial priorities will support the municipality as an investment destination, minimise project risk, while ensuring that investments made in Nquthu nodal points and rural areas contribute spatially, sustainably, and resiliently to socio-economic development. Importantly, the strategy conveys a strong sense of the move to implementation from the planning phase, making certain that the development projects will be bankable, socially viable, and able to uplift the municipality economically.

3 STRATEGY PILLARS

The Nquthu Investment Prioritisation Strategy is guided by seven core pillars that translate policy intent into actionable initiatives. Each pillar provides a framework for identifying, preparing, and implementing catalytic projects that will stimulate inclusive, sustainable, and spatially balanced growth across the municipality.

7 Pillars of the Investment Prioritisation Strategy

PILLAR 1: Strategic & Policy Alignment



Foundation for Credibility

All catalytic projects align with the IDP, SDF, PSDF, and national frameworks, ensuring policy coherence, reducing investment risk, and strengthening stakeholder and investor confidence

PILLAR 2: Catalytic Impact: Industrialisation, Inclusive Commercial Centres, Agriparks & Tourism



Driving Economic Multipliers

Focus on industrialisation, decentralising commercial and retail spaces, agriparks, agri-processing hubs, and tourism circuits that stimulate value chains, create employment, and attract downstream investment. These sectors act as anchors for inclusive growth and economic transformation

PILLAR 3: Spatial Targeting



Investing Where It Matters Most

Direct investment into strategically located growth areas and corridors where infrastructure, accessibility, and economic potential converge for maximum developmental impact. This ensures efficient resource allocation and balanced regional development across Nquthu.

PILLAR 4: Feasibility, Readiness & Sequencing



Building a Pipeline of Action

Rank and phase projects based on land readiness, statutory approvals, infrastructure availability, and institutional capacity, ensuring a well-sequenced pipeline of short-, medium-, and long-term opportunities that align with municipal and funding cycles

PILLAR 5: Partnership & Co-Funding



Leveraging Shared Value

Promote public-private partnerships (PPPs), blended finance, and collaboration with institutions such as Provincial and National Governments, District, DBSA, DTIC, etc and private investors to share risks, pool resources, and accelerate implementation of catalytic infrastructure and enterprise projects.

PILLAR 6: Investor Value Proposition



Confidence Through Clarity

Provide investors with bankable and well-researched project portfolios, supported by transparent governance, clear regulatory processes, and enabling infrastructure, offering visible and measurable returns in priority sectors.

PILLAR 7: From Planning to Implementation



Turning Vision Into Action

Bridge the gap between planning and tangible delivery through a structured process of project screening, packaging, feasibility preparation, and funding mobilisation, ensuring every plan becomes a visible, working project that uplifts communities and drives sustainable growth

4 STRATEGY APPROACH

The approach to developing the Nquthu Investment Prioritisation Strategy for Catalytic Projects hinges around three main approaches that provide the rationale for the strategy:

- Alignment with government planning
- Transversal project planning
- Connected systems

CATALYTIC PROJECTS DEFINITION:

Initiatives with potential to overcome local challenges and accelerate development, which after initial investment stimulate further investment and economic activity, thereby achieving multiple municipal planning objectives. These are generally large to medium capital projects.

4.1 Alignment with planning

The strategy will align to the Nquthu Municipality IDP vision and SDF spatial vision and all relevant plans and policies, utilising a theory of change to guide the overall strategy.

Nquthu IDP Vision

“To govern with integrity through servant leadership, accountability and responsive governance in order to meet the developmental needs of the people of Nquthu.”

Nquthu Spatial vision

“By 2040 the Nquthu Municipality will have changed its spatial and socio-economic landscape through innovative spatial planning principles of justice, sustainability, efficiency, resilience and good administration that will position the municipality as a destination of choice for tourism and investment.”

The THEORY OF CHANGE (ToC) provides the strategy framework to achieve the Nquthu visions. The Theory of Change framework aligns planned government inputs, activities through project outputs, leading to intended change with measurable outcomes and impact. The ToC framework is used to frame the strategies and processes for project prioritisation factors, institutional arrangements and investor partnerships in the subsequent sections of this strategy report.

The Nquthu ToC framework comprises the following components:

Impacts: overarching aims based on the spatial vision planning principles from the Nquthu Municipality spatial vision and IDP vision.

Outcomes: serve as objectives as an objective and measurable basis for project planning and performance.

Outputs: what operational projects deliver in terms of outcomes

Activities: planning, design and construction of the projects and support activities

Inputs: national, provincial and local government plans, policy, LUMs and infrastructure. Existing and budgeted infrastructure is assumed for all designated project sites.

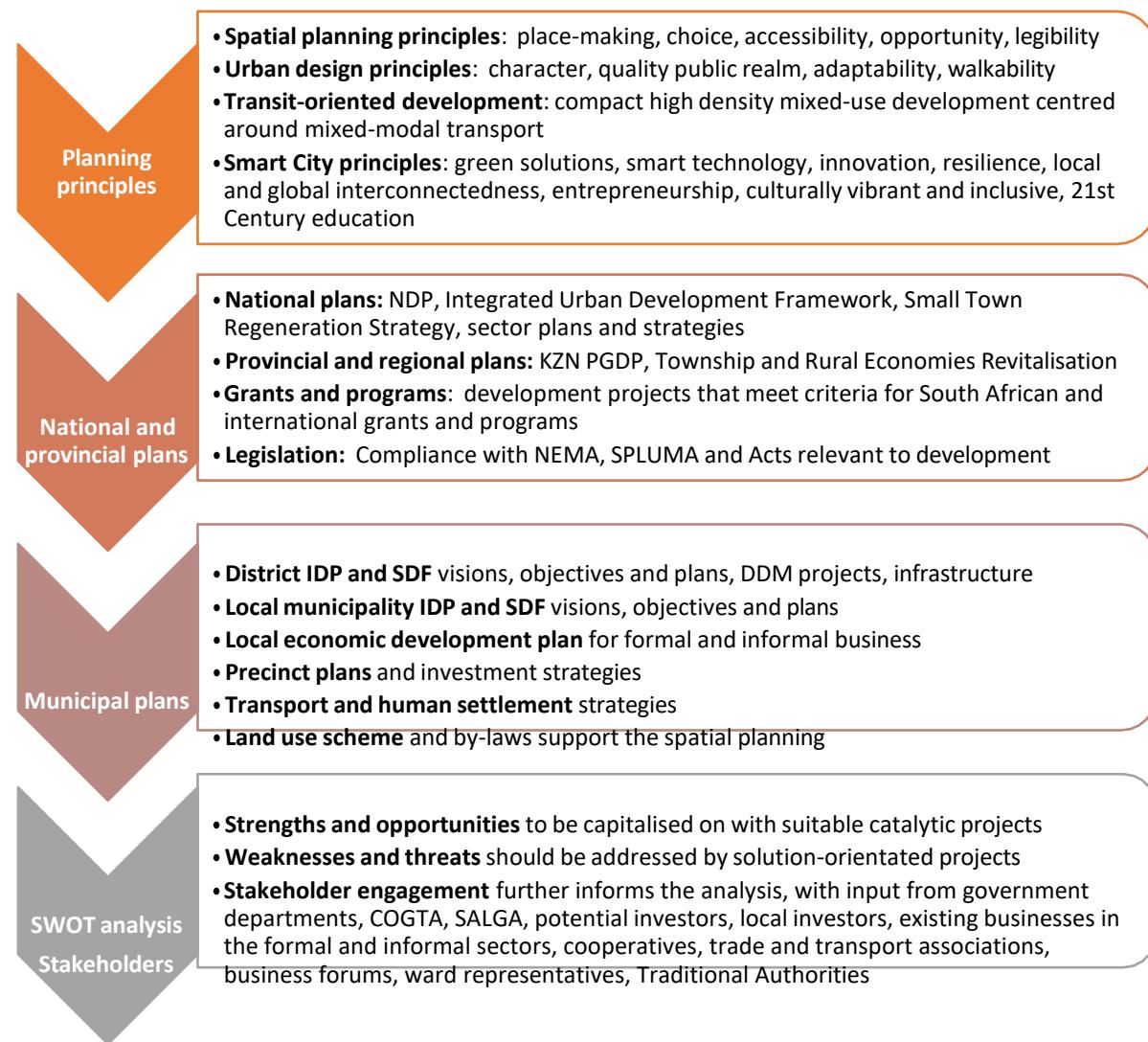
The PLANNED WORK is expressed as Inputs and Activities relating to plans and projects, and the INTENDED RESULTS of projects are expressed as Outputs, Outcomes and Impact.

Table 2: Nquthu Theory of change framework

Inputs	Activities	Outputs	Outcomes	Impact
LED, IDP, SDF, TRERS, DPGD	Job estimates in project benefits	Projects creating permanent jobs	Job creation for local community	Justice
TRERS, Precinct plans, IDP, urban design framework, Scheme, SDF	Local economic & social facilities in site plans	SMME site & operational accommodation	Informal and formal inclusion in developments, profit for all	
Transport strategy, TOD	Transport facility shown in site plan	Projects integrate public transport	Public transport access	
NEMA legislation, HG Biodiversity, Agricultural plans	Buffer zones, prohibited zones, specified uses	Project protects and supports natural assets	Preservation of ecosystems and agricultural land	Sustainability
Land and lease agreements, ownership, claims	Ensure land is unencumbered for agreement terms	Income from rates and services	Sufficient revenue to run municipality & investor profits	
Situational analysis economy Existing business engagements	Planned balanced portfolio of projects to boost a sector and other sectors	Project adds to diversification in its primary and other economic sectors/industries	Improve the tress index to achieve economic sector diversification & boost all profits	Resilience
Urban design and green solutions Stakeholder input	Consistent guidance for general plan, site plans & models	Built design to suit conditions and accommodations for multiple use	Robust and inclusionary design of built environment	
Plans alignment, ownership, SG, zoning certificate	Formalise and reserve suitable nodal locations	Projects located near existing roads & services	Cost reduction with compact development	Efficiency
Regional to nodal plans, smart city framework	Include demand management, site development plan	Urban design clustering, TOD and use of tech	Agglomeration, coordinated tech and facilities	
Intergovernmental systems and Local municipal systems	Transversal project process across sectors and partners	Area-based management and Institutional arrangements	Implementation and coordination in the right sequence for profitable projects	Good administration

Input factors that developments should align with are expanded in the Figure below.

Figure 1: Project alignment factors



BENEFITS OF ALIGNMENT

Importantly, alignment of capital projects to existing plans and key planning principles are likely to result in social, economic, environmental and financial benefits, in many instances leading to cost savings and reduction of risk.

For instance, green planning across sectors based on principles of efficiency, sustainability and resilience has multiple benefits as indicated in the Figure below. Green planning also encourages innovation, new types of businesses and turns threats like climate change into solution-orientated

projects. Another cost savings is timeous maintenance which also attracts confidence in a stable well-kept environment.

Capital management and maintenance are crucial to the sustainability of projects once implemented, requiring key performance indicator reporting and corrective measures, a clear process, capital and operating budget for the relevant number of years in asset lifecycle, which can be up to 80% of the whole budget of a capital project. This aspect is crucial in terms of investor confidence, investment attraction, and stable infrastructure that supports catalytic projects.

Figure 2: Benefits of aligning to common planning approaches

BENEFITS CLASSIFIED PER DIMENSION OF SUSTAINABILITY	ACTIVE TRAVEL INFRASTRUCTURE	ENERGY	PARKS	POTABLE WATER	ROADS	SOLID WASTE	STORMWATER	SANITATION	BUILDINGS/ AMENITIES
ECONOMIC									
Accident reduction	●				●		●		
Enhanced tourism opportunities	●		●	●	●			●	●
Flood damage control			●				●		
Improved transportation efficiency	●				●				
Increased business opportunities		●	●	●	●	●		●	●
Job creation	●	●	●	●	●	●	●	●	●
Land value capture/enhanced property value	●	●	●	●	●	●	●	●	●
FINANCIAL									
Bulk purchase cost savings		●		●		●			
Maintenance savings	●	●	●	●	●	●	●	●	●
Operation cost savings	●	●	●	●	●	●	●	●	●
Reduced risk	●	●	●	●	●	●	●	●	●
SOCIAL									
Accessibility	●	●	●	●	●	●	●	●	●
Improved health	●		●	●		●		●	
Improved public safety	●			●			●	●	●
Improved social inclusion	●		●						●
Improved social well-being	●	●	●	●	●	●		●	●
ENVIRONMENTAL									
Flood management/mitigation			●				●		
Improved ecological functioning	●	●	●	●	●	●	●	●	●
Improved energy efficiency	●		●	●		●		●	●
Reduced water consumption	●	●	●	●	●			●	●

Source: Cities Infrastructure Delivery and Management System Toolkit, Module 8, 2018

4.2 Transversal project planning

Development in one sector attracts not only agglomeration benefits within one sector, but development in other sectors. This may happen in instances of Transit-oriented developments, retail centres offering sports, transport facilities and informal components, manufacturing developments offering wholesale and retail, or tourist developments offering transport facilities, lodging, arts and events, and retail. A human settlements project (housing and access to other sectors) attracts sectors that meet infrastructural, economic and social needs of residents.

General plans, site plans and zoning reflect land uses that accommodate mutually advantageous compatible activities. In catalytic projects, it is expected that various sectors are considered in business plans, including possible multisectoral planning and design on site or upstream and downstream supply chain activity. A high degree of coordination is required for transversal projects to design one umbrella project and its sub-projects supported by a syndication arrangement involving multiple general and limited partner public and private investors.

TRANSVERSAL PROJECTS

A transversal project matrix can be used as an instrument for management that provides a coordinated approach involving applicable sectors, planners, departments and potential investors, such as in the example below that can be used to motivate multiple sector budgets.

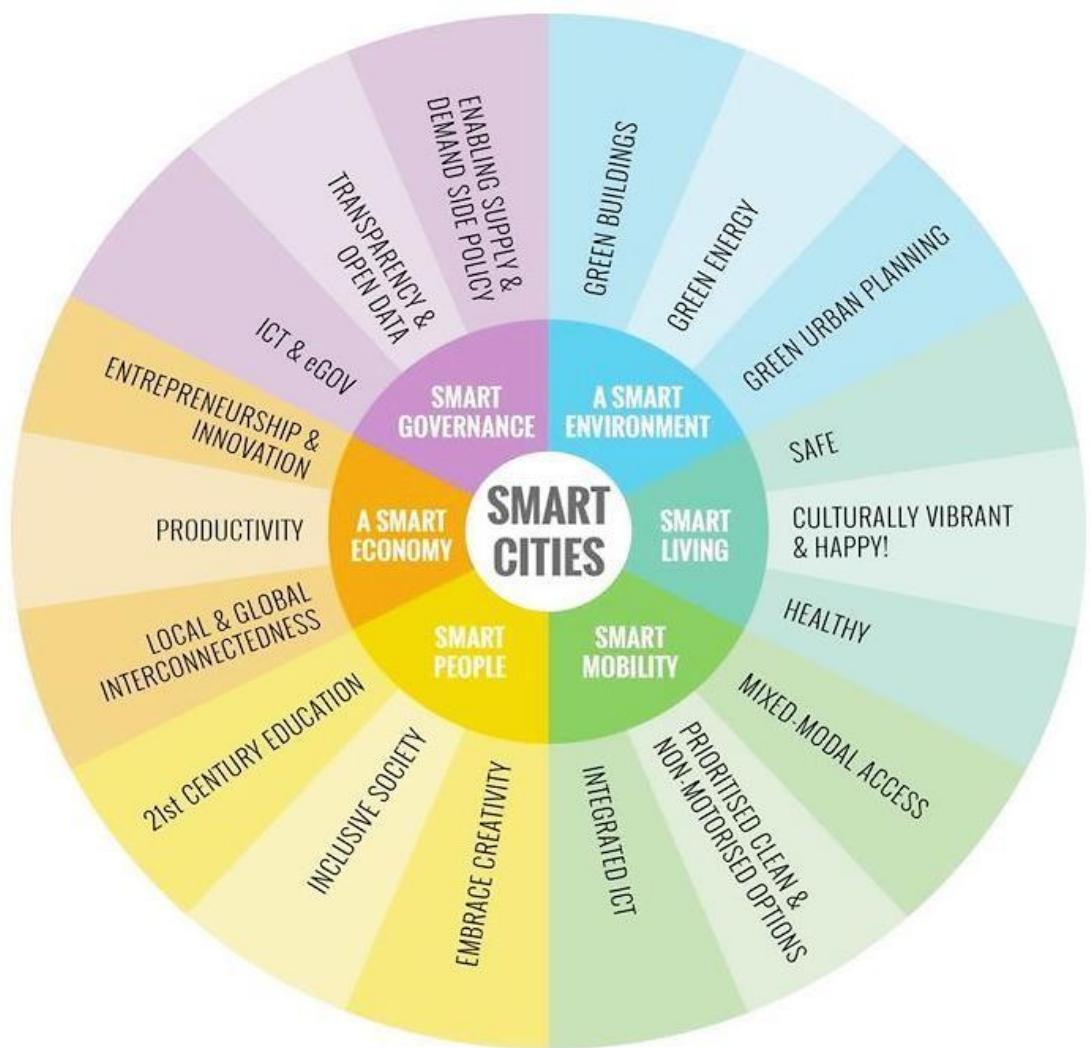
CATALYTIC PROJECT MATRIX	
PROJECT/PROGRAMME ROGRAMME CHAMPION OLITICAL CHAMPION/REPORTING ROGRAMME MANAGER/DRIVER ROGRAMME OBJECTIVE/S	Zanemvula Precinct Plan (BCP02.5) ED: Human Settlements MMC: Human Settlements Schalk Potgieter Improvement in overall quality of life in the Zanemvula (Chancery) area through the development of social and economic facilities and residential development on eleven earmarked Special Purposes. To be determined
PROGRAMME COMPONENTS/YIELD (E.G. HOUSING UNITS, POS, JOBS OPORTUNITIES)	Urban Hub 2; Integration Zone 2
PATIAL EXTENT OF PROGRAMME O FIT URBAN NETWORK TRATEGY	
LECTORIAL INPUTS – INTERNAL	<ul style="list-style-type: none"> Electricity and Energy Roads and Stormwater Economic Development Parks Environment Transportation Housing Informal Settlements Land Use Planning Development and Support Safety and Security MBDA Other <p>Potential involvement in implementation of additional electrification and renewable energy applications Improvement of road conditions; Participation in development of LED and formal economic development interventions; Development of open space and recreational facilities; Involvement in environmental management issues; partial conservation and enhancement of natural areas; Linkage connectivity with Integrated Public Transport Network (existing or future); Development of affordable, rental, bonded and other housing types; Relocation of informal settlements currently in the way of the Chatty link road</p> <p>In place: Unauthorized Use; Unauthorized construction Infrastructure development Policing; safety and security; enforcement in relation to unauthorized use Collaboration with MBDA where applicable; possible involvement as implementation agent in certain aspects To be determined as may be required</p> <p>Confirmation whether the Kwanobuhle Rail Corridor will</p>
NMMU Business Chamber AC SA Dept. Arts and Culture SANRAL Dept. of Forestry DEDEA Public Works Human Settlements HDA Heritage Other	<ul style="list-style-type: none"> No particular interest yet, however may identify need for participation Possible participation in identification of development opportunities Not applicable Recreational facilities and amenities Possible collaboration in respect of Standford Road extension; Western Arterial Linkage Not applicable at this stage Environmental Assessment if applicable Possible land ownership / land development issues Spatial Planning; Housing Development; Social Housing Development; Land Management (Property Management); Land Planning Approvals Possible involvement as implementation agent obo National Department of Human Settlements Heritage Impact Assessment; Heritage resources <p>To be determined</p>
MMUNITY INTERESTS GET AND SOURCE	Total budget required
2017/18	20120033 – R30,000,000 Bulk Sewage – R3,000,000
2018/19	20120333 – R30,000,000 Bulk Sewage – R10,000,000
2019/20	Budget shortfall
CTED IMPLEMENTATION	
P LINKAGE/ALIGNMENT S WITH OTHER EXISTING RE PROJECTS (E.G. ILA PART OF GERMAN	Western Arterial German Peer-to-Peer Project Zanemvula Catalytic Project (Human Settlement) Chatty Link Road Jachivlakte Phase 1 Chatty Link road approx. 80% complete Western Arterial depending EA and funding Jachivlakte Phase 1: Lenders adjudicated Project development Infrastructure development Informal settlement relocation Business park development – Jachivlakte and Zanemvula Strategic Land Release Development of urban regeneration programme Community resistance Refusal of informal settlement to relocation Acceptance of alternative development (housing) options
PROGRAMME PROGRESS	
TS	

Mandela Bay project guide

Area Based Management is a potential vehicle for coordinated projects across sectors. For supporting infrastructure projects, the district would likely coordinate these using the DDM instrument.

The multisectoral approach is important when similar goals aligning to spatial planning principles and frameworks apply to all sectors to achieve in a collective effort, such as the Smart Cities Framework (International Standards Organisation defines 'Smart City' as increasing the pace of improvement in social, economic, and environmental sustainability through collaborative management, engagement with society, integrated knowledge systems and technology).

Figure 3: Smart city principles



A South African Smart Cities Framework, 2021

4.2.1 SMME, informal and formal business

Small, medium and micro enterprises (SMMEs) are known to be significant economic players in terms of employment creation, ease of entry into business and local contribution. However, 70-80% of startups fail within their first 5 years of operation. As a significant segment of business, small startups are crucial to the economy of the municipality not only for livelihoods but they hold potential to unlock economic opportunity in dispersed rural communities. To grow, small enterprises need support as they lack the economies of scale that larger businesses can achieve, therefore can't compete with larger businesses within their industry, and they battle higher costs per item produced or sold.

In the context of South Africa having one of the highest inequality rates in the world founded on colonialism, outdated planning and economics, exacerbated by apartheid and its exclusionary rationales, inequality and its risks cannot be resolved until communities who start, operate and attempt to expand businesses are INCLUDED into the larger economy and its spaces, in all economic sectors. SMMEs can be included in transversal catalytic projects as sub-projects.

ECONOMIES OF SCALE:

Larger businesses that increase their sold items, lead to a lower cost per unit of production. This occurs because fixed costs are spread over more units, and larger-scale operations improve efficiency through bulk purchasing, specialization, technology, analytics and marketing

SMME PRECEDENT CASE: Josiah Gumede precinct in Pinetown, KZN where SMMEs were included in the development and public space facilities. Demand for these facilities has skyrocketed in terms of niche traders needing prime location small stores, as part of an inclusionary corporate shopping centre development. The success of this development has reduced crime and vandalism, offered shared services, ablutions, security, management and equitable access to customers to create a stable and profitable development for the corporate investor and all businesses large and small.

Notably, during the 2021 riots and burning of multiple developments including Pinetown near this location, this inclusionary development was left unscathed, with no fires or looting, indicating that risk from social unrest was not only reduced but eliminated in this case. Due to the success of this inclusionary development model, the investor doubled the space for SMMEs which was

planned, built and is now operating successfully in terms of increased returns to the investor, eThekweni Metro Municipality and the SMMEs in the development.

A survey of businesses in Nquthu Municipality in 2025 corroborates results of a national survey shown below as to the challenges experienced by SMMEs, despite the fact that there are programmes available to support them, signifying on site partnering needs with larger companies.

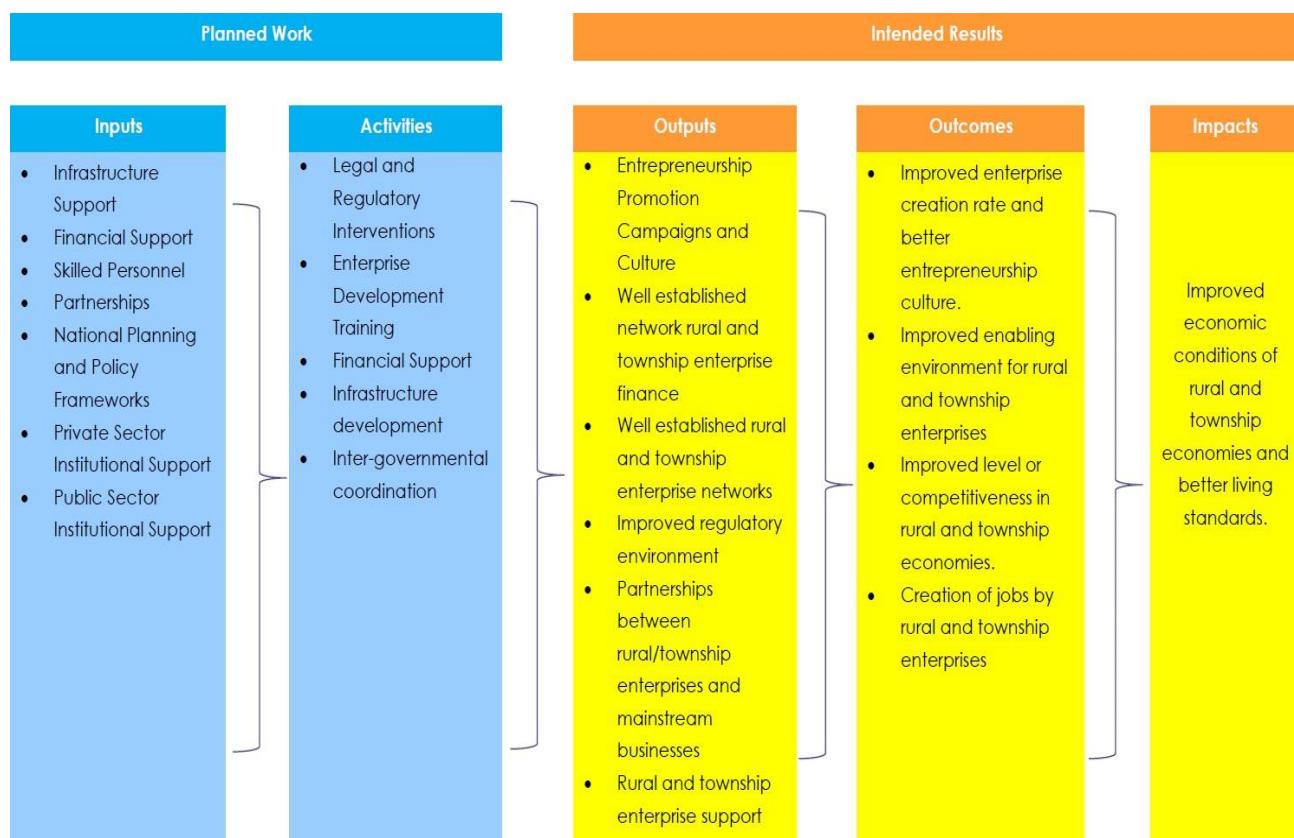
Top Challenges Faced by Small Business Corporations in South Africa (2024)

According to a recent survey by the Small Business Development Ministry, the top challenges faced by small business corporations in South Africa are:

Challenge	Percentage of Respondents
Access to Funding	62%
Competition from Larger Companies	55%
Limited Market Reach	53%
High Operating Costs	46%
Lack of Skilled Labour	43%
Regulatory Compliance	38%
Cybersecurity Threats	35%
Cash Flow Management	32%
Limited Access to Technology	28%

In economics, tradables refer to goods produced by companies that can be exported to regional markets, distinguishing them from non-tradable goods, which rely on immediate local location only. SMMEs have limited market access, often relying on foot traffic for sales of goods and services. These considerations are outlined in the Figure below and will be included in the strategy via partnering companies with markets and supply chain inclusion.

Figure 4: Improving economic conditions



KZN TRERS, 2022

4.3 Connected systems

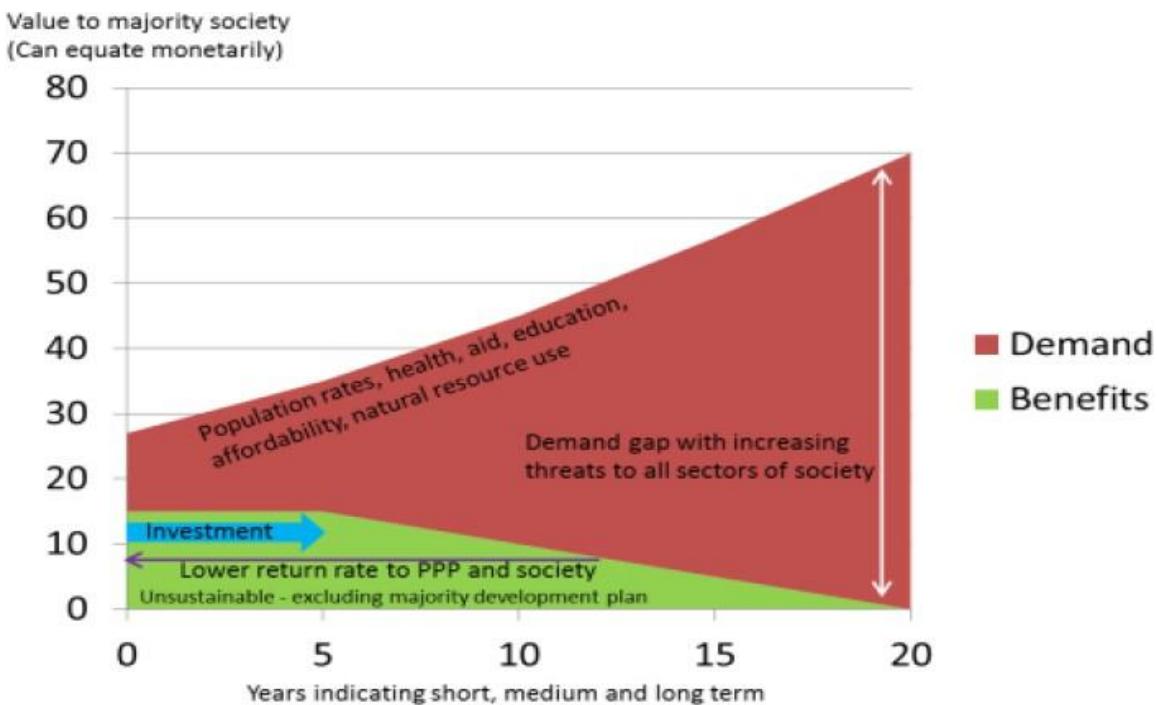
Spatial planning and its accompanying urban design take urban environments as a connected system, including natural and cultural assets and flows of people, goods and services. A large driver of development is economic: markets and supply chains. Rural areas like Nquthu Municipality are well placed to be suppliers in the start of the supply chain, as well as producers for related supply activities and consumers at the end of the supply chain, providing opportunities for connections to local and regional markets.

4.3.1 Sustainable investment

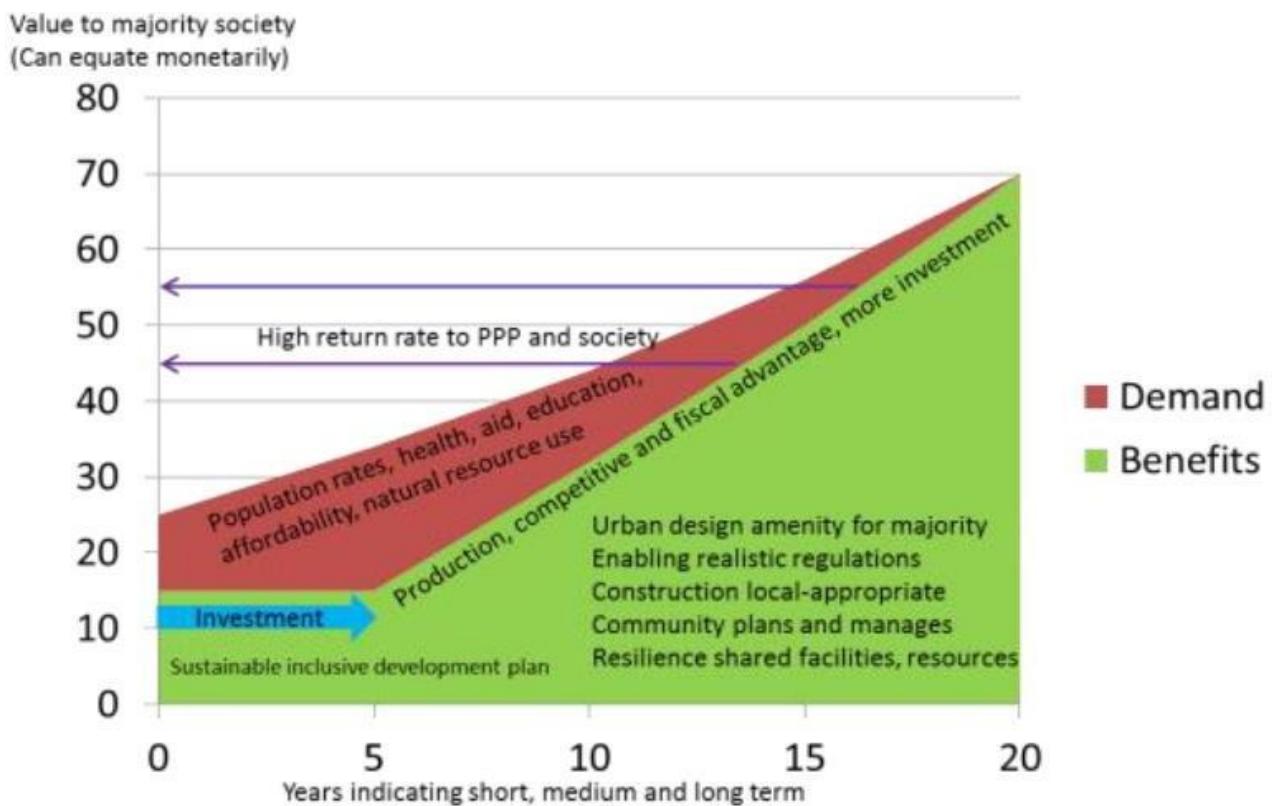
The theory of systems illustrates that to be sustainable, a system must respond to demands on the system at a rate of 1:1. Responsiveness to the needs of the majority of the community in the investment system engenders less risks and more benefits for all stakeholders, where investor returns are expected to increase the more societal demands are met by those investments.

Unsustainable and sustainable investment related to whole system demand and accompanying benefits to the investment and society is illustrated in the Figures below.

Figure 5: Unsustainable investment



Devas Strategic Consulting Pty Ltd: Planning and Development Division

Figure 6: Sustainable investment

Devas Strategic Consulting Pty Ltd: Planning and Development Division

In the case of Nquthu, the SWOT analysis weaknesses and threats that represent societal demands unmet by sufficient development responses, would be diminished if investment follows the theory of systems. The role of investment in responsive developments contributes to address weaknesses and threats, while using existing strengths and opportunities to advantage which attract larger returns for the development and society at large.

In the Nquthu Municipality case indicated in the SWOT analysis Table below, the weaknesses are addressed by investment that responds by developing industry and markets that include large to small businesses, economic and social inclusion in transversal projects, culminating in responsive general plans, site development plans and partnerships.

Table 3: Nquthu Municipality SWOT analysis

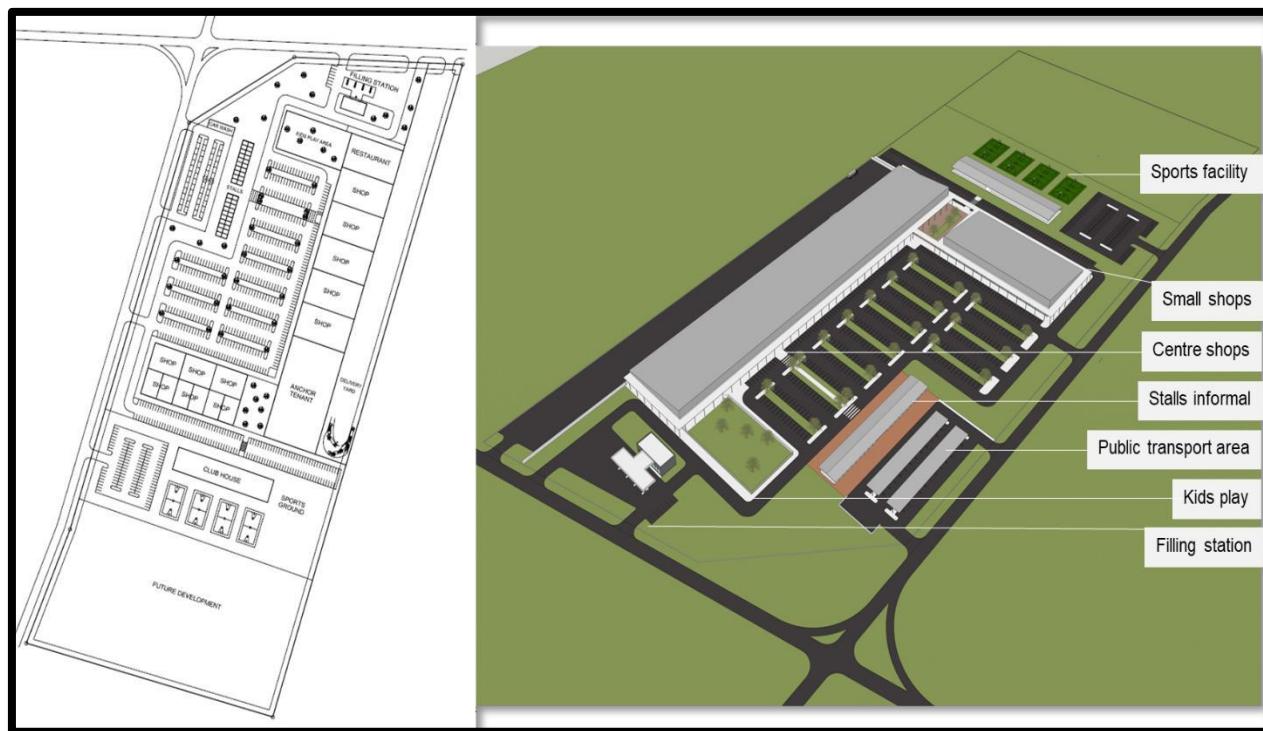
STRENGTHS	PRIORITY	CHANGE LIKELY	IMPACT
Ward based plans	1	Steady feedback, further data required by STATSSA	High, if projects are implemented
Socio-cultural capital	2	Likely, due to international recognition	High, if supported by battlefields tourist route, events, goods
Natural capital	3	Steady, if capital is conserved	High, reliance on natural environment
Municipal plans, community services, infrastructure	4	Likely to increase development	High, local needs and confidence for investors
Landownership	5	Stable, mainly Nquthu LM and Ingonyama Trust	Medium, majority lease arrangement, main nodes ownership opportunity
WEAKNESSES	PRIORITY	CHANGE LIKELY	IMPACT
Largely un-industrialised and limited infrastructure	1	Likely if the investment plans are implemented	High negative impact, limited economic activity
Value chains not established, mostly small informal activity	2	Medium potential to change with support of various industries	High negative impact, poverty levels
Un-diverse and limited social and economic nodal offerings	3	Medium chance of positive change	High negative local impact
OPPORTUNITIES	PRIORITY	CHANGE LIKELY	IMPACT
Land preparedness in main nodes, precinct plans, erven, master plan. Growth nodes identified.	1	Medium, as land preparedness expands to growth nodes	High positive impact for investors with agglomeration and for communities
Linkages to the region	2	Medium, if industry develops	Medium, increase in regional activity
Internationally renowned sites	3	Medium, if nearby nodes develop	Medium, increase in tourism
THREATS	PRIORITY	CHANGE LIKELY	IMPACT
Climate change	1	Increasing	Crop and Disaster risk
Losses from crime	2	Likely change	High negative
Funding limitations	3	Likely change with targeting	High negative

CASE EXAMPLE: a retail corporation decides to invest in the area with a shopping centre and the municipality responds with the need to meet the elements of their spatial vision: justice, sustainability, efficiency, resilience and related good administration coordinating partnerships. The shopping centre, instead of thinking of its own profits and markets, realises Nquthu Municipality planning policy is to connect to societal needs and shy away from untransformed yesteryear business as usual, with the overall vision of BUSINESS BETTER. Nquthu guides design elements aligned to the vision, so that the investor is led to include small business, social amenity, public transport in their plans. The site plan seen includes various transport, small business and social activities which attracts more customers than they would have if they didn't include these various activities. Small business was supported, transport was supported, the

youth were supported through sport or entertainment and investors were supported with many more customers, and boosting job opportunities in small business, while enjoying the support of co-investors of various departments such as Sports, Transport and Small Business Development.

If every development is inclusive it stands to gain more returns for themselves and related business, and less threats or risks from exclusion which creates anger and poverty, which creates crime and vandalism. The interconnectedness within one sector and between sectors including co-investors public and private (general partners and limited partners) on one site is highlighted in this case. At municipal scale across sectors, this approach would collectively meet societal demand, increase spending power of society, create more jobs, bring in more rates to the municipality to pay for well-run support infrastructure, and bring higher returns to the investors i.e. invest for all, everyone wins in a virtuous cycle of increasing connectedness, synergy and returns, which can be described as multiplying or compound benefits. The same inclusionary design can be applied to developments across sectors for mutual benefits to the whole of society and ultimately all involved businesses in their returns.

Figure 7: Compound benefits design: inclusionary shopping centre



Devas Strategic Consulting Pty Ltd: Architectural Division

4.3.2 Urban design

Urban design considers the built environment as one interconnected system. It integrates and coordinates compatible activities, also creating public spaces that contribute to a sense of place and social cohesion, achieving a legible, liveable and universally accessible built environment with the desired density and walkability (walking distance to many services).

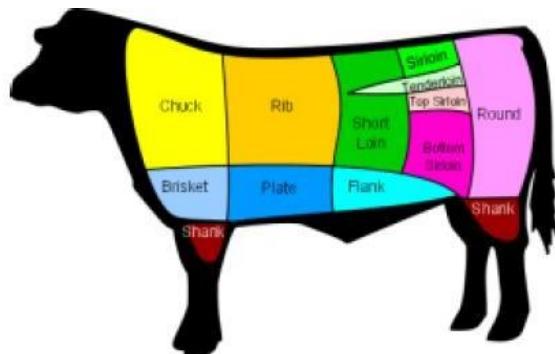
URBAN DESIGN:

Urban design is a multidisciplinary practice that shapes cities, towns, and villages by focusing on the functional and spatial relationships between buildings, infrastructure, open spaces, and the natural environment. It goes beyond individual structures to create aesthetically pleasing, liveable, and sustainable communities that foster social interaction, economic activity, and physical and mental well-being for their residents.

Urban design integrates transport, business, institutions, housing, infrastructure and public spaces, addressing objectives for multiple clients with adaptability to combine elements into a conceptual response that addresses most issues across the built environment system. Urban design in its conceptual form attempts to encapsulate spatially what the theory of change describes, which contributes to iterative refinements in planning and assists in visual guidance. It helps with project packaging for investors and all stakeholders to interact with.

Various professional disciplines contribute to design as briefed by the project stakeholders, such as planners, architects, and dedicated urban designers and cultural custodians.

In the context of Nquthu which has espoused traditional planning systems into their planning, design and land use scheme, stakeholder engagement is important to ensure that traditional planning elements translate to interpret African modernity and indigenous knowledge systems (IKS), for the reason that indigenous planning encourages mixed-use and multisectoral, inclusive, suitably specified and sustainable developments that tend to not ‘butcher the cow’ by separate zones and land uses. IKS planning and design would result in sustainable, resilient developments that meet the needs of local communities.



Indigenous or traditional planning in South Africa has refined land use parameters regarding private space, semi-private space, semi-public space and public space. The precedent for IKS design is indicated in the Figure below of Warwick Market in eThekweni, which in one catalytic project site attracts and supports at least 6 economic sectors formally and informally: light industry, retail, transport, tourism, health and services contributing to billion rand formal and traditional industries as an important part of supply chains per industry such as medicinal, food, transport and events wear.

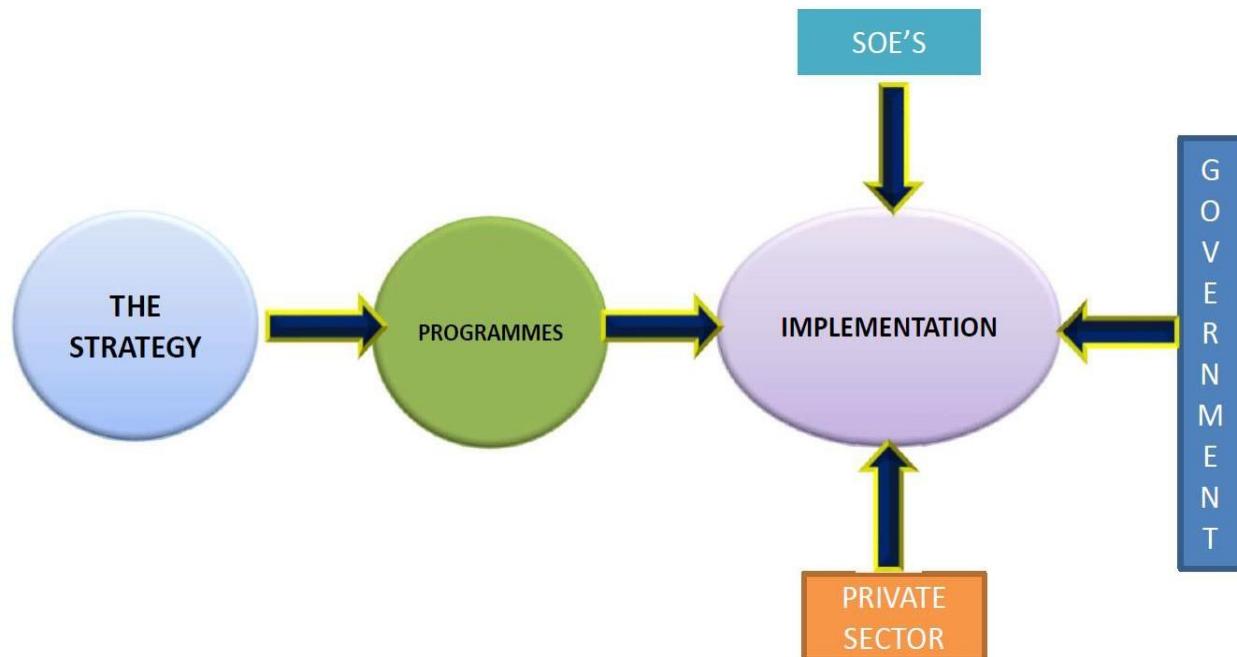
Warwick Market, eThekweni as IKS urban design precedent



Aerial view of the nine markets of Warwick (1) Early Morning market; (2) Berea Station mart; (3) Music Bridge; (4) Ferb market; (5) Brook Street market; (6) Lime and Impheph market; (7) Victoria Street market; (8) Bead market; (9) Bovine Head market.

4.3.3 Institutional Role

The local and district municipality especially has the role of connecting role players in project implementation through the various public and private programmes on offer.



MUNICIPAL ROLE IN CONNECTING PROJECTS TO PEOPLE

- Promote participative processes and provide opportunities for collective decision-making.
- Project packaging, coordination, execution, management and monitoring of projects.
- Coordinating external and internal stakeholders, ensuring institutional arrangements provide capacity to deliver a holistic approach to attracting investment and development.
- Providing investor incentives such as support services and rebates after costing projects, highlight cheaper land market and leases than in urbanised municipalities and other attractions like land availability for larger developments, proximity to regional roads and local attractions
- Connecting to investor programmes, whether large or small, public or private, ideally with a central database continually updating potential investors and their conditions and opportunities provided for investment or conditional grants, and keeping in touch with key institutions like SALGA, EDTEA, various corporations, Small Business Development Agency and local business forums.

5 INVESTMENT PRIORITISATION FRAMEWORK

The project score ratings are proposed to assess gateway criteria to qualify as a catalytic project where 1 point is allocated for each of the 5 criteria, giving a potential 5 points per category/impact. The rating total is also a means to prioritise catalytic projects. This provides an objective basis for preliminary scoring that guides planning, design and budgeting decisions for proposed catalytic projects, bearing in mind that projects generally undergo further rigorous feasibility and scoring processes for benefits and costs by potential investors.

Grants for municipality bulk infrastructure that have already been allocated indicate that they have undergone a prioritization process, and the existing infrastructure to support projects is taken as the only infrastructure available for the short term and further plans in the pipeline for the medium term.

The 5 scoring categories relate to the Nquthu Theory of Change impacts and associated criteria.

5.1 Justice category scoring

The justice category comprises criteria to bring about spatial justice by economic and social inclusion into all catalytic projects, namely an umbrella project and associated small economic, social and transport sub-projects. The principle of universal access is implied across this category and should be applied to all buildings and urban design of the project.

Table 4: Justice criteria and scoring

Criteria for project scoring	Score
Public transport facility within or near project	1
Include social activity in design: sports, meeting, entertainment	1
Job creation potential 50+ people per project and related business	1
Accommodate compatible SMME facilities: informal and formal	1
SMME partner plan: entrepreneur skills, compliance, and markets	1
JUSTICE TOTAL SCORE	5

SMMEs hold the most weight in the justice category with 2 direct points and 1 indirect point in job creation, for informal and formal businesses and startups that are expected to be accommodated alongside larger businesses within the business plan and design (site development plan).

GUIDANCE NOTE FOR JUSTICE: The community business provisions (space, facilities, equipment, skills transfer) attached to catalytic projects, should reflect the Statssa population categories. For example, if there are 54% female in the population, 54% of attached local provisions should be for women in business. If there are 5% disability, the provisions should reflect 5% inclusion as well as universal access in the entire design. If there are 65% youth, the provisions should be for 65% youth further broken down to the percentage female and male in that category. If there are 80% informal businesses, the provisions should reflect 80% for this category. This guidance is envisaged to assist in aligning external investors to the needs of the local community and inform design, arrangements and assessment that meets criteria to achieve intended impacts and the municipal vision.

The project gateway criteria for justice is not exact in terms of amount of community provisions per project since it is unspecified in national policy, however is part of scoring per the municipal spatial vision in this investment prioritization strategy, where no provisions will result in objective zero scoring if developments reflect no consideration of justice criteria.

5.2 Sustainability category scoring

The sustainability category entails natural asset protection and clear uses, taken to be the natural environment and high potential agricultural land. Municipal sustainability entails the ability of the municipality to perform its mandated roles with the income resources to do so.

Table 5: Sustainability criteria and scoring

Criteria for project scoring	Score
Project location is within a designated urban boundary or project area	1
The project is not a pollution concern: air, noise, water, and waste	1
The project location does not encroach on buffers and CBA areas	1
Ownership and land legal is uncontested and unencumbered - bankability	1
Rates terms and PPP agreements are clear and beneficial to all parties	1
SUSTAINABILITY TOTAL SCORE	5

3 out of the 5 points are allocated to natural asset protection. While most of the projects are anticipated to be within designated urban boundaries, especially Nqutu town, rural projects in smaller nodes should be confined to nodal areas unless they are specifically suited to the designated rural land use, e.g. an agri-park in a high potential agriculture area. The other 2 points

relate to land legal and revenue sustainability necessary to run the municipality effectively and land legal aspects as a precondition for investments.

GUIDANCE NOTE FOR SUSTAINABILITY: It is noted that the municipality has instituted protection of high potential agricultural land which is predominantly in the northern portion of the municipality. As a matter of urgency, to prevent land invasion for other uses, projects designed to capitalize on the agricultural opportunity should be forwarded, whether large agri-parks or smaller scale agriculture co-operative initiatives. Further to the sustainability principle, the justice principle dictates that any commercial agricultural projects should include community projects to a viable extent in terms of land and mutually beneficial partnership, information sharing, skills and equipment.

Revenue sustainability for the municipality to function is essential in terms of rates to increase revenue and other terms that reduce costs so as not to fall short on the justice related services for the many local services such as disaster management, maintenance, LED provisions and various roles. The municipality should also pursue projects that capitalize off specific environmental programmes, and conditional grants, or internationally linked blue drop and green investment programmes. Identified programmes can serve as INVESTOR INCENTIVES for supplementary funds should projects conform to programme criteria inherent at planning stage.

5.3 Resilience category scoring

Resilience is the ability for a system to absorb shocks and plan ahead to reduce risk and mitigate any failure in the system. For example, if one economic sector does badly, other sectors are already developed enough to retain many jobs and the economy. If infrastructure fails, alternative infrastructure is in place to supplement infrastructure and keep most operations going.

Table 6: Resilience criteria and scoring

Criteria for project scoring	Score
Diversify economy across sectors or by adding to a low GVA sector	1
Project creates upstream and downstream business across sectors	1
Alternative water solutions to supplement municipal services	1
Alternative energy solutions to supplement municipal services	1
Green solutions in construction and operations	1
RESILIENCE TOTAL SCORE	5

The Nquthu community and business is heavily reliant on municipal services therefore needing resilience measures as an alternative, particularly prevalent is the threat of climate change bring extended drought, and water shortages.

GUIDANCE NOTE FOR RESILIENCE: Economic diversification requires intentional planning to develop certain economic sectors that have not reached their potential in the municipality. Relying on only a few major economic sectors is viewed as not resilient, as each undeveloped industry represents a loss for the community in terms of business and profits. Any larger corporate ventures must also hold to the justice principle and include related SMMEs in their plans.

The Green Building Council of South Africa outlines detailed criteria that have been known to result in higher property value for green developments, as well as handle shocks related to infrastructure failure with alternatives. For infrastructure projects, these should be assessed to deal with more extreme flooding for example along roads, with storm water solutions that adequately drain heavy downpours, and diverted for water storage. For alternative energy for future vehicles, roads could consider charging technology built into selected stretches of roads.

5.4 Efficiency category scoring

Efficiency is related to demand management and cost-saving solutions vs resource constraints. Within a project and its design, efficient use of space and buildings helps to create shared facilities and increases the floor area ratio (FAR) and gross leasable area and building density, for example adding more than one storey.

Table 7: Efficiency criteria and scoring

Criteria for scoring	Score
The project location is near existing roads and public transport	1
The project location is near existing water supplies	1
Existing telecommunications, sanitation and waste collection in the area	1
Projects are clustered with shared facilities and systems	1
Buildings and sites are adaptably designed for flexible uses and multi-use	1
EFFICIENCY TOTAL SCORE	5

3 out of 5 cost saving criteria involve their proximity to existing services, which is generally centred around Nqutu town and Nondweni, as well as planned for the emerging growth nodes. 2 points are awarded if the projects lend themselves to agglomeration and shared facilities, with buildings that are adaptably designed for multi-purpose or future changes.

GUIDANCE NOTE FOR EFFICIENCY: To increase walkability to more places in the node, higher densities for some buildings would be suitable, by clustered urban design and adding a second or third floor to buildings intended for multi-purpose. Shared facilities and technology like fault logging systems, internet, ablutions, parking and semi-public amenity could add to efficient use of space and costs and act as an incentive contributing to a cost-effective, well-run pleasant working environment.

5.5 Good administration category scoring

Good administration entails the capacity to manage development aspects and ensure relevant factors necessary for coordinated development are communicated between stakeholders and implemented in the right sequence, as well as monitored and evaluated. This entails a thorough knowledge of land processes, inter-governmental procedures, local stakeholder needs, budget procedure, asset management and adequate information systems. Institutional arrangements for catalytic project investment require a designated project team coordinated by the municipality.

Table 8: Good administration criteria and scoring

Criteria for scoring	Score
Project team managing investment processes and expediting preconditions	1
Investment incentives are in place	1
Stakeholder engagement processes are integral to the project	1
Asset management systems are in place for infrastructure maintenance	1
Technology is in place to coordinate investor related information	1
GOOD ADMINISTRATION TOTAL SCORE	5

GUIDANCE NOTE FOR GOOD ADMINISTRATION:

Where adequate systems and processes are lacking, these need to be formulated. Updated technological systems may also be required.

An assessment of roles may result in additional roles relating to management of precincts or areas that require transversal coordination between sectors and departments. Area-based management combined with smart technology has been seen to play a major role in urban areas in South Africa, which also has the advantage of consistent ward level inputs by the community.

5.6 Scoring summary to assess and prioritise catalytic projects

Each category has five criteria, giving a maximum of 5 points per category. The total of all categories is a maximum 25 points which can be converted to a percentage if needs be. Scores for proposed projects in Section 5 will be used to form a matrix of prioritised projects. It is assumed that Good Administration scoring is uniform across projects as it is currently centralised, and that land legal is uncontested and unencumbered in the sustainability category, and investor agreements and terms are prepared.

Table 9: Scoring summary for catalytic projects

Criteria for catalytic project scoring for Project NQ1 Industrial hub	Score	Total
JUSTICE: /5		5
Public transport facility within or near project	1	
Include social activity in design: sports, meeting, entertainment	1	
Job creation estimate: permanent 50+ people	1	
Accommodate compatible SMME facilities: informal and formal	1	
SMME partner plan: entrepreneur skills, compliance, and markets	1	
SUSTAINABILITY: /5		5
Project location is within a designated urban boundary and precinct	1	
The project is not a pollution concern: air, noise, water, and waste	1	
The project location does not encroach on buffers and CBA areas	1	
Ownership and land legal is uncontested and unencumbered - bankability	1	
Rates terms and PPP agreements are clear and beneficial to all parties	1	
RESILIENCE: /5		5
Diversify economy across sectors or by adding to a low GVA sector	1	
Project creates upstream and downstream business across sectors	1	
Alternative water solutions to supplement municipal services: water tanks	1	
Alternative energy solutions to supplement municipal services: solar panels	1	
Green solutions in construction and operations	1	
EFFICIENCY: /5		5
The project location is near existing roads and public transport	1	
The project location is near existing water supplies	1	
Existing telecommunications, waste collection, sanitation in the node	1	
Projects are clustered with shared facilities and systems	1	
Buildings and sites are adaptably designed for flexible uses and multi-use	1	
GOOD ADMINISTRATION: /5		
Dedicated municipal unit for investment processes and expediting preconditions	1	5
Incentives are in place	1	
Stakeholder engagement processes are integral to process	1	
Asset management systems are in place as mandated for municipalities	1	
Technology to coordinate information, databases of programmes, investors	1	
TOTAL PROJECT SCORE: /25 x 4 = 100%		25

6 STRATEGIES FOR INVESTMENT IN CATALYTIC PROJECTS

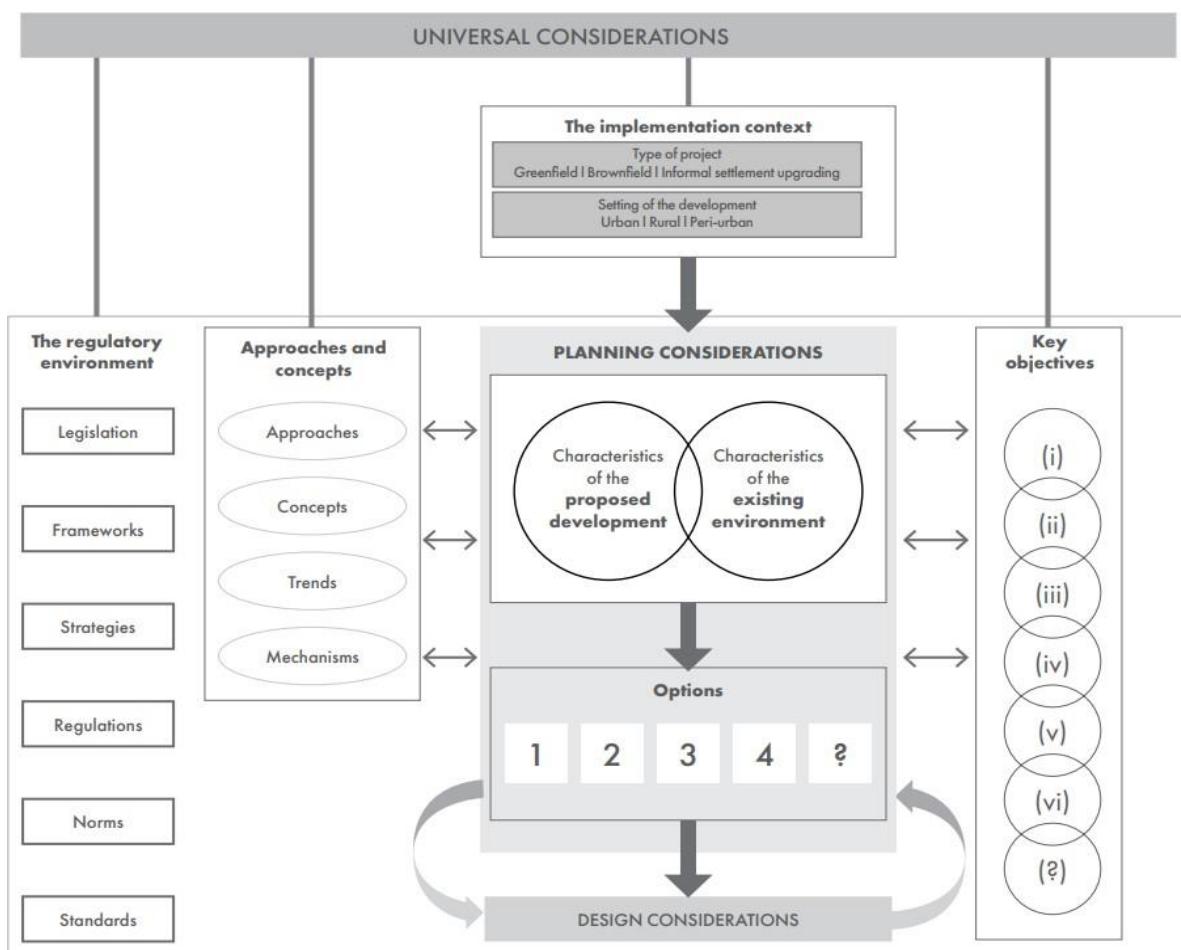
This section consists of a two-fold strategy as follows:

- 1) Project planning and design: project output aligned to planning inputs, strategy objectives and related urban design considerations
- 2) Investment strategy: investment strategies and related sequenced activity considerations from project planning and design stage through to investor contracts

6.1 Project planning and design

The framework for project planning and design decisions is encapsulated in the Figure below, which will inform project packaging for proposed catalytic projects which comprise umbrella projects with sub-projects.

Figure 8: Project planning and design process



Source: CSIR Planning and Design Framework

Figure 9 presents a comprehensive process that guides how catalytic projects are conceptualised, tested, formalised, and implemented, ensuring that each project systematically responds to the municipality's broader spatial and developmental objectives. As a strategic approach, project planning and design is not merely a technical exercise, but a mechanism for achieving Nquthu's core investment objectives.

Through the early strategic input and concept development stages, the process ensures spatial justice by grounding every project in the IDP, SDF, and community priorities, guaranteeing that developments address local needs, promote inclusion, and unlock opportunities for small enterprises and marginalised groups. This alignment ensures that the projects are budgeted for within the broader municipal planning processes which significantly expedites project execution on the ground and strengthens accountability in delivering measurable development outcomes.

The following Table outlines strategies for each project objective relating to the 5 impact principles, with accompanying planning, urban design and administrative considerations that apply to catalytic projects across all sectors. This guides uniform messaging to investors and responses from investors in terms of their project interpretation in site development plans, preferred partnership options and business plans.

Table 10: Strategies and considerations for catalytic projects

PRINCIPLES	OBJECTIVES	PROJECT STRATEGIES	PLANNING & DESIGN CONSIDERATIONS
Justice	Job creation	<ul style="list-style-type: none"> • Project involves many permanent jobs across various skill sets • Projects increase multisectoral activity upstream & downstream businesses: boosting supply chains • Capitalise on existing attractions 	<ul style="list-style-type: none"> • Attract and retain medium to large development investors across sectors as project anchors by project packaging • Labour intensive developments that include all skill set categories: professional, skilled, semi-skilled and unskilled labour • Multisector & in-sector supply chain assessment in business cases • Corridor development: battlefield route
	Inclusive economy	<ul style="list-style-type: none"> • Small to large businesses in projects • Mixed-use zoning • Shared facilities 	<ul style="list-style-type: none"> • SMME partner programmes planned in • Multi-purpose adaptable buildings and shared spaces between buildings • Start-ups accommodated in proximity to larger business: informal and formal • More than one compatible economic sector on project site or in a building
	Public transport facilities	<ul style="list-style-type: none"> • Equitable access: Design and general plans include PT facilities space 	<ul style="list-style-type: none"> • Accommodate public transport stops in or near developments in all plans • Universal access in site development & PT • Design adequate trading and shared business facilities near taxi or PT facilities

PRINCIPLES	OBJECTIVES	PROJECT STRATEGIES	PLANNING & DESIGN CONSIDERATIONS
		<ul style="list-style-type: none"> Transit oriented design around PT: intensified mixed-use at design stage 	<ul style="list-style-type: none"> Pedestrianisation & non-motorised access
Sustainability	Natural asset support	<ul style="list-style-type: none"> Develop within urban edge A clear land use Communicate imminent land use projects to communities and ensure these are implemented 	<ul style="list-style-type: none"> Managed public areas with clear uses Sprawled projects outside urban edge score least priority unless agricultural or designated heavier industry spaces Communicate land extent intended for specific uses and institute development or clear reserves accordingly.
	Revenue earning projects	<ul style="list-style-type: none"> Formal arrangement options are prepared Incentive rebates cost vs benefit analysis 	<ul style="list-style-type: none"> Small to large business terms per category Set municipal policy on rates and leases Investor rebates: project discretionary assessment methodology
Resilience	Economic diversification	<ul style="list-style-type: none"> Transversal projects Umbrella projects that accommodate multiple industries in the same sector and related sectors 	<ul style="list-style-type: none"> Municipal management of projects motivating relevant sectors to budget Project accommodates a range of related businesses in a development, including local and traditional industry initiatives Increases sector GVA and related sectors
	Resilient system	<ul style="list-style-type: none"> Green buildings Green public space Smart city future scenario planning for climate change, environmental, social, economic and institutional shock absorption / dependency reduction: risk management 	<ul style="list-style-type: none"> Asset maintenance/facilities management Demand management Diversify economy across sectors Projects that may incorporate or contribute to multiple industries Alternative water solutions to supplement municipal services Alternative energy solutions to supplement municipal services Green solutions in construction and operations
Efficiency	Compact development	<ul style="list-style-type: none"> Intensified use of space near intersections Infill Increased building density measured by floor area ratio: coverage and number of floors in land use scheme town planning controls 	<ul style="list-style-type: none"> Project locations are within urban edge unless extensive agriculture or heavy industry Intensified development along corridors and intersections Provision of 2+ storey options within site with maximum coverage: Suitable Land Use Scheme allowance per project site.
	Agglomeration	<ul style="list-style-type: none"> Cluster projects and sub-projects, small to large Medium density 	<ul style="list-style-type: none"> Small to large business in the same economic sector are on one site Compatible sectors are on one site such as small services, trade and transport, or trade and small manufacturing Higher density development with shared space/facility uses between buildings Multipurpose building design
Good administration	Coordinated development	<ul style="list-style-type: none"> Institutional arrangements Stakeholder engagement Smart technology systems 	<ul style="list-style-type: none"> Dedicated municipal development team: local and district municipality representatives

PRINCIPLES	OBJECTIVES	PROJECT STRATEGIES	PLANNING & DESIGN CONSIDERATIONS
			<ul style="list-style-type: none"> • Land preparedness: formalised erven, zoning or rezoning, SPLUMA applications made, ownership • Investor strategy: project proposals to investor contracts • Bankability assessment assistance

6.2 Investment strategies as a roadmap

The ‘Good administration’ section in the previous Table 10 is elaborated on in the Table below, to provide a more detailed sequenced investment roadmap from planning and project packaging stage to investor contract stage, which the dedicated municipal development team will handle.

Table 11: Investment strategies for catalytic projects

STAGE	STRATEGY	SEQUENCED ACTIVITIES AND CONSIDERATIONS
Planning	Establish a coordinated, evidence-based foundation for investment readiness (i.e. Assess preconditions for investment and alignment to plans and demand)	<ul style="list-style-type: none"> • Undertake spatial and economic alignment of all proposed projects with the IDP, SDF, PSDF and TRERS. • Identify catalytic priority nodes and projects through data-driven demand and feasibility screening. • Ensure land legal aspects are in place regarding ownership of the site with no encumbrances • Assess bulk infrastructure capacity and needs • Determine developable area of each project site • Formalise sites through SG diagrams, subdivisions and zoning • Formulate a dedicated development team from the local and district municipality and define institutional roles for the Municipal Investment Coordination Team (MICT) with district and provincial partners.
Project packaging	Develop standardised and investor-friendly project portfolios.	<ul style="list-style-type: none"> • Compile presentation material for each project, including concept note, maps, visuals, cost estimates, and social-economic impact summary • Determine land availability, access to services, and development yield (FAR, coverage, height). • Refine project typologies (industrial, retail, agri-processing, tourism, etc.) • Prepare preliminary financial models and risk-return profiles. • Include flexible options for each project • Institute central database for projects and investment data to continuously update • Establish a live project database/dashboard for continuous tracking and reporting.
Local stakeholders	Strengthen legitimacy and inclusion through transparent and	<ul style="list-style-type: none"> • Determine demand for inclusion in each project

STAGE	STRATEGY	SEQUENCED ACTIVITIES AND CONSIDERATIONS
	purposeful consultation.	<ul style="list-style-type: none"> Engage traditional authorities, business chambers, cooperatives, youth and women's forums, and informal-trader associations. Determine the type of spaces needed Determine if local stakeholders are investors Refine project packages accordingly Co-design benefit-sharing mechanisms (e.g., local SMME participation, lease models). Secure letters of support or resolutions from local forums for council submission.
Potential govt investors	Align catalytic projects with funding programmes across government spheres.	<ul style="list-style-type: none"> Compile a list of relevant departments and institutions to share project packages Meet the departments to determine interest, feasibility in budgets, programme matches Create transversal project matrix for each project Coordinate via the District Development Model (DDM) to integrate bulk-infrastructure budgets. Refine project scope based on funder criteria and programme alignment. Establish partnership agreements
Potential private investors	Position the municipality as an attractive and reliable investment partner	<ul style="list-style-type: none"> Compile list of potential private investors for each project Compile an Investor Prospectus for each catalytic project highlighting market opportunity, land readiness, and incentives. Host targeted investment round-tables or roadshows with identified corporates, developers, and financiers. Assess investor conditions, preferred PPP structures, and return expectations. Identify opportunities for special-purpose vehicles (SPVs) or blended-finance partnerships. Incorporate feedback into revised business plans and risk-sharing models.
Bidding and Procurement	Ensure transparent, compliant, and efficient investor selection. Prepare partnership options per project	<ul style="list-style-type: none"> Prepare bid documentation in line with PPP, MFMA, and SCM requirements. Define evaluation criteria (technical, financial, socio-economic inclusion). Issue bids publicly, ensure clarity of conditions, and maintain audit trail. Coordinate bid evaluation between the Development Team and Supply Chain Unit. Recommend preferred bidders and document adjudication outcomes. Possible SPV arrangements
Contracting and Financial Closure	Formalise partnerships and secure implementation commitments.	<ul style="list-style-type: none"> Draft and negotiate partnership or lease agreements specifying roles, responsibilities, timelines, and performance guarantees. Facilitate legal review and council approval of contracts. Confirm funding commitments, cost-sharing arrangements, and disbursement schedules. Ensure all statutory approvals (SPLUMA, EIA, building plans) are in place before signing. Constitute SPVs or JV agreements where applicable.

STAGE	STRATEGY	SEQUENCED ACTIVITIES AND CONSIDERATIONS
Land legal	Facilitate SPLUMA application processes and expedite development approvals	<ul style="list-style-type: none"> Dedicated municipal development team to assist with development applications and outstanding land use for catalytic projects matters requiring formalisation or SPLUMA processes Team assists to refine project design if needed Align with District and Ingonyama Trust processes for traditional land holdings. Provide investor support through fast-tracked internal review and approval channels.
Implementation and Construction	Transition projects from planning to delivery through efficient execution.	<ul style="list-style-type: none"> Develop a detailed implementation Gantt chart with milestones, responsibilities, and dependencies. Monitor procurement of contractors, local labour targets, and compliance with EPWP/LED guidelines. Conduct periodic site inspections and coordination meetings. Activate infrastructure maintenance and asset-management plans for sustainability. Facilitate early revenue capture through phased occupation or service roll-out.
Monitoring and evaluation	Institutionalise continuous learning and performance tracking.	<ul style="list-style-type: none"> Agree on KPIs and M&E framework before construction begins. Undertake quarterly progress reviews using the central database. Track outcomes: jobs created, SMMEs supported, investment leveraged, land formalised. Feed evaluation results into IDP and budget reviews for future cycles. Document lessons learned to refine subsequent catalytic project processes.

6.2.1 Investor incentives related to opportunities

To attract public and private investment in Nquthu Municipality, industry-specific opportunities are important when compiling the list of incentives, noting that while there can be general incentives, these would be more effective if tailored per industry:

Cheaper land leases: being a rural municipality, it is beneficial for certain industries to relocate or expand into cheaper locations than urbanised and metro municipalities that are expensive to operate in

More land available: being a rural municipality, larger land extents are available for some industries constrained by small plots operating in more urbanised municipalities, particularly for companies looking to expand operations in the region

Market opportunities: assessing demand for goods and services in each industry would assist companies to see the potential to capitalise on this demand locally and in terms of regional supply chains, if a node is well-positioned between other regional areas with high demand.

Suppliers in supply chains: The potential to be suppliers in certain supply chains should be highlighted, within the rural context of the municipality, due to natural and cultural assets. The municipality presents major opportunities in tourism, health and agriculture. An example is traditional medicine and traditional manufactured items. The herbal medicine market is a multi-billion rand market, to the extent that many species of plant to make traditional medicine has become extinct from over-harvesting, constraining this market. While cultivated medicinal herbs have slightly less value than those found wild, this guides development opportunities for cultivated supply of herbs in small and large ventures (community initiatives and agri-parks), with spin-off links to health research industry. Large regional markets like Warwick eThekwin and e-trading opportunities could also be assessed for supplier needs regarding various traditional manufactured items from Nquthu crafters, seamstresses, artists and more.

Corridor development: the municipality should map land parcels that are available along busy corridors and intersections between key nodes per industry, additionally to nodal development. This would also provide provincial roads department with priority upgrade areas. This type of development complements nodal development.

Regional accessibility: any accessibility advantages should be highlighted from the development site to other towns and the region for transporting goods and people, which is relevant to most industries.

Cultural events: traditional events attract various industries for traditional clothing, art, music, food industry, manufacturing and sale of traditional items, transport, lodging industry and tourism. Existing events should be highlighted to investors, as their location may also bring investment to various nodes in the municipality.

Themed programmes: themed programmes support development and make it highly attractive to invest in a particular area that contains the programme. For example, if a local business chamber/agency develops the battlefield route in the vicinity of Isandlwana and motivates to boost or invest in related developments, these benefit from the already marketed programme.

6.3 STRATEGY IN THE MUNICIPALITY CONTEXT

The strategy responds to the Nquthu Municipality context including plans, proposed catalytic projects and the Nquthu SWOT analysis strengths, weaknesses, opportunities and threats (Table 3) for optimal outcomes for all stakeholders, as outlined in the Table below. The municipal context is the platform for the strategy which hinges around the right type of investment that meets the most interests for Nquthu Municipality, its investors, local business stakeholders and the

community in a whole system approach where the accumulated benefits of stimulating all the economic sectors meet economic demands of stakeholders in a compounded way for sustainable growth of municipal capacity, local business and investor returns and expanding nodes and developments.

Although some sectors are not specified such as transport, health, sports, education and housing, these sectors are important in their proximity to catalytic projects in the economic sectors or may be included as sub-projects in some catalytic projects. For example, a recreational park with sports is planned in Nqutu town, a health centre is part of the tourism project, and transport facilities are included as a support service in most catalytic projects.

Table 12: Strategy in the municipality context

Industry	Proposed projects	Strengths as project support	Weaknesses addressed	Opportunities to capitalise on	Threats reduced
Manufacturing Nqutu node Nondweni node	Industrial parks with 1> large light industry in each project	Social capital; Govt programs; Land stability; Infrastructure	Fills gaps in diversification, employment and supply chains	Regional road linkages; sites are designated; LUMS in place	Inject funding; Job creation Supplementary infrastructure
	Sub-projects small to medium light industries	Local knowledge Niche products; existing SMMEs	Inclusion in value chains; business growth	Shared facilities, resources, skills and markets	Adds to leases; Local green industry growth
Retail & related activities Nquthu town Hlazakazi Nondweni Qhudeni Hlathi Dam Ntinini	Shopping centres with 1> large retailers	Social capital; Land stability and availability; infrastructure	Employment and accessible retail; boost value chains	Planned sites in growing nodes; unsaturated market all LSMs	Inject funding; job creation, supplementary infrastructure
	Sub-projects formal and informal traders and services	Enhancement by local goods and services; govt partners	Job creation and local business expansion; grow niche markets	Agglomeration advantages; grow markets and business	Add to leases; Reduce poverty related crime & on site crime
Tourism & related activities Isandlwana Nqutu node	Battlefield adventure park; Sports & culture; Hospitality precinct	Natural assets; Socio-cultural assets; existing tourism facilities; stable area	Fills gaps in diversification, employment and number of offerings	Existing & new tourism ventures near Historic sites and central Nqutu town	Creates pride of place to reduce anti-social crime & boosts returns for all partners
	Sub-projects: sports, crafts, BnBs, stalls, lodge,	Cultural related events and arts; rural activities	Expand markets and jobs in small tourist ventures	Tours of cultural places Local landmarks Social spaces	Encourages social cohesion & conservation
Commercial and mixed-use Nqutu node Hlathi Dam	Commercial and mixed-use hub, incubation hub, offices, funeral	Social capital; available land & infrastructure for various sites	Boosts multiple sectors in a walkable area	Designated and planned sites; central nodal areas	Adds civic and social functions; job creation; rates and funds
	Sub-projects: Govt services Shops, offices, funeral parlour	Site size can include a mix of small and large developments	Includes a variety of activity value upstream and downstream	Agglomeration advantages; grows business	Creates jobs, business growth boosts municipal income

Industry	Proposed projects	Strengths as project support	Weaknesses addressed	Opportunities to capitalise on	Threats reduced
Agriculture & related activities Nondweni North Nquthu	Agri-parks with farming and agri-processing	Land availability in high potential areas Stable rural area	Increases sector diversification and jobs, adds to supply chains	Planned sites and clear LUMS processes. Govt program support	Decreases unemployment; lease and rates income
	Sub-projects are warehousing, feedlot, hem, TA area plantation supply, tourism	Social capital to expand existing activity; ward needs known	Agglomeration benefits, expand markets for small and large ventures	Agglomeration advantages on designated sites; business expansion	Benefits rural communities as suppliers Reduces crime from poverty

The Implementation Plan will outline and assess each catalytic project and their sub-projects that are proposed, culminating in a prioritised project matrix with costing and partner groups foreseen, whether public or private.

7 MONITORING AND EVALUATION FOR INVESTMENT PRIORITISATION

The following table assists to track how effectively the investment prioritisation strategy is performing against its objectives. The strategy focuses on the preliminary planning activities for newly proposed catalytic projects to attract investment that matches the strategy objectives. Therefore, monitoring focuses largely on preconditions and land readiness, communicating the opportunities, stakeholder engagement, consistent conveyance of objectives in bids, presentations, workshops, meetings, in the IDP and other local plans. The quality of response via general plans, site development plans, business cases and planning submissions are also assessed according to the objectives and KPIs (Key Performance Indicators), across all sectors that the municipality is represented in. Smaller project proposals if possible should be taken as sub-projects to be accommodated within the catalytic projects (umbrella project).

Monitoring of activities are ongoing, and evaluation should be at least quarterly by the dedicated project team headed by Nquthu Municipality to ensure that the above items are assessed in a thorough and consistent manner, using the KPIs for catalytic project proposals. The targets are taken from the investment prioritisation framework scorecard in this report.

OBJECTIVES	STRATEGY	KPIs TO ASSESS PROPOSALS	TARGETS
Job creation	Projects linked to permanent jobs Projects that create the most supply chain upstream	Job creation estimate in the umbrella development business plan. Estimate number of upstream (suppliers) and downstream	5 points per scorecard for JUSTICE

OBJECTIVES	STRATEGY	KPIs TO ASSESS PROPOSALS	TARGETS
	and downstream activities SMMEs included on site	(distribution and sales) small to large businesses involved 5 or more start-ups, and small business planned to accommodate on site in business plan and SDP.	
Inclusive economy	Shared space within building or site cluster Public space and shared semi-public socio-economic facilities	More than 1 sector in project clustering, including informal sector similar activity. Multi-purpose adaptable buildings that accommodate related industry use More than 1 inclusive purpose for space between buildings	
Public transport support	Design phase inclusion of public transport Pairing trade and transport	1 public transport space in or near developments 1:1 square metre trading space to taxi rank or PT stop extent	
Natural asset support	Develop within urban edge Ensure clear use and intentions for protected natural areas and agricultural high potential areas: rural and urban	Managed urban public area or semi-public area with more than 1 use economically and more than 1 use socially Density is higher than surrounds as project output Demarcated natural asset areas and associated use parameters (whether natural areas or agricultural areas)	5 points per scorecard for SUSTAINABILITY (environment and municipal operation)
Revenue earning projects	Formal and bankable arrangements with no encumbrances LUMs in place: formalisation SG, zoning, rezoning	Mixed income capture from all income groups on site: high, medium and low income. Profitable lease or PPP terms % land readiness per each SPLUMA requirement vs investor requirement	
Economic diversification	Transversal projects Sectoral balance	% industry representation % informal inclusion SMME to main industry sectors	5 points per scorecard for RESILIENCE

OBJECTIVES	STRATEGY	KPIs TO ASSESS PROPOSALS	TARGETS
		% traditional solutions or cultural niche industry inclusion	
Resilient system	Green development in design of whole site and buildings Green solutions operational alternatives	1 or more alternative water supplies to supplement municipal services 1 or more alternative energy solutions to supplement municipal services 2 or more green solutions for ongoing operations that supplement municipal services	
Compact development	Use of intersections, corridors and bulk services Infill FAR bulk and coverage (density total building area)	Distance to existing intersections, main roads and services Central activity vs location distance FAR density (square metres)	5 points per scorecard for EFFICIENCY
Agglomeration	Cluster sub-projects under umbrella catalytic projects	Number of multi-use buildings 3 or more of the same or compatible sector on the project site 2 or more shared supplementary services	
Coordinated development (municipal management)	Institutional arrangements Stakeholder engagement Smart city tech management	1 municipal designated team represented by all local municipal units and district for investor attraction, retention, liaison and coordination Investment preparedness: SPV, syndication, JV, PPP bid format to contractual stage: investor plan Land legal and precondition finance institution bankability Number of stakeholder engagements for all forums, before project and during project: forums are local	5 points per scorecard for GOOD ADMINISTRATION

OBJECTIVES	STRATEGY	KPIs TO ASSESS PROPOSALS	TARGETS
		<p>business, informal business associations, cooperatives, rates associations, private corporate investors and developers, govt departments and SOEs, local transport associations, traditional authorities, public participation avenues, community forums including women, youth and persons of disability.</p> <p>1x central technology central information systems for investment in an area of catalytic projects</p>	

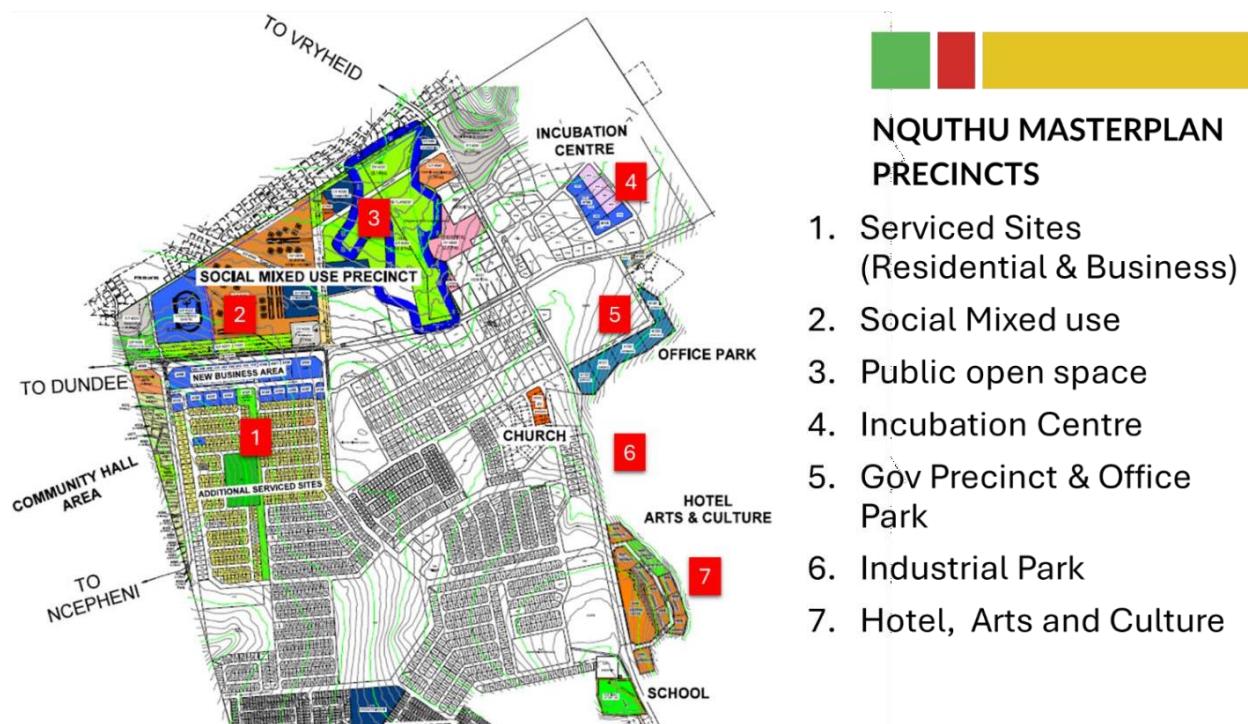
8 IMPLEMENTATION PLAN FOR NQUTHU CATALYTIC PROJECTS

The current proposed catalytic projects / cluster of projects are packaged per node or precinct with a description and conceptual models of each project, recommendations and scoring. A scoring matrix of all the projects then informs the project matrix in order of priority which describes the project name and relevant departments, and costing estimates. This approach can also be used for future projects and to develop proposed projects further. Annexure 1 provides a list of promising existing and potential businesses per size of business that could, where possible, be incorporated into catalytic projects.

NQUTHU NODE PROJECTS

Nqutu as the primary node which is where most catalytic projects are proposed: a master plan (Figure below) was developed by the Municipality which also serve as catalytic project clusters per precinct. Under each project cluster / umbrella project, there are also small to medium sub-projects proposed, together forming each catalytic project at a site. The master plan is a working document and as such, available sites have undergone a few use adjustments.

Figure 9: Nqutu master plan



Nquthu LM Investment Directory

8.1 INDUSTRIAL HUB, NQUTU NODE

The proposed Nqutu industrial hub details are as follows:

PROJECT DETAILS	INDUSTRIAL HUB, NQUTU NODE
<i>Project number and description</i>	Project number NQ1: Develop an industrial hub for a range of small to medium light industry and manufacturing activities with loading areas and warehousing
<i>Location</i>	Rem. Erf 100, Nqutu 28°18'20.8"S 30°44'18.3"E (masterplan change to Precinct 2)
<i>Extent</i>	21.87 hectares
<i>Current and future zoning</i>	Current Zoning: Active Open Space Proposed Zoning: Light Industry Zone
<i>Land ownership and investment arrangements</i>	Rem. Erf 100 is vested to Nquthu Municipality Lease agreement, PPP
<i>Site development</i>	Light manufacturing, repairs, existing power station Welding workshop Brick making Baking start-up Handicraft and beading co-op Upholstery workshop Recycling plant Tissue processing machine Detergent production Shoe manufacturing Tyre repair shop Auto mechanic garage Other light industry
<i>Sub-projects for consideration</i>	Manufacturing: formal larger initiatives and SMMEs Transport Retail and commercial is planned south of the site
<i>Bulk infrastructure and services</i>	Site is near power station, Umzinyathi District water and sanitation system and ICT ducting. Two upgraded intersections onto R68 for ingress and egress Stormwater management Solid waste services
<i>Recommendations: urban design</i>	Accommodate small and larger factory spaces. Multiple point access, parking and public transport stop, pedestrianisation, speed humps, lighting and signage, shared facilities on site such as loading areas and landscaped areas.
<i>Recommendations: SPLUMA processes</i>	SG diagram, subdivision of Rem. 100 Nqutu with option to further divide the site into 3 or 4 sites; rezoning application; ownership transfer to Nquthu Municipality; development application assessed by SPLUMA principles; PPP arrangements

8.1.1 Design and modelling

Conceptual design and modelling is provided as a preliminary visualisation of the industrial hub.

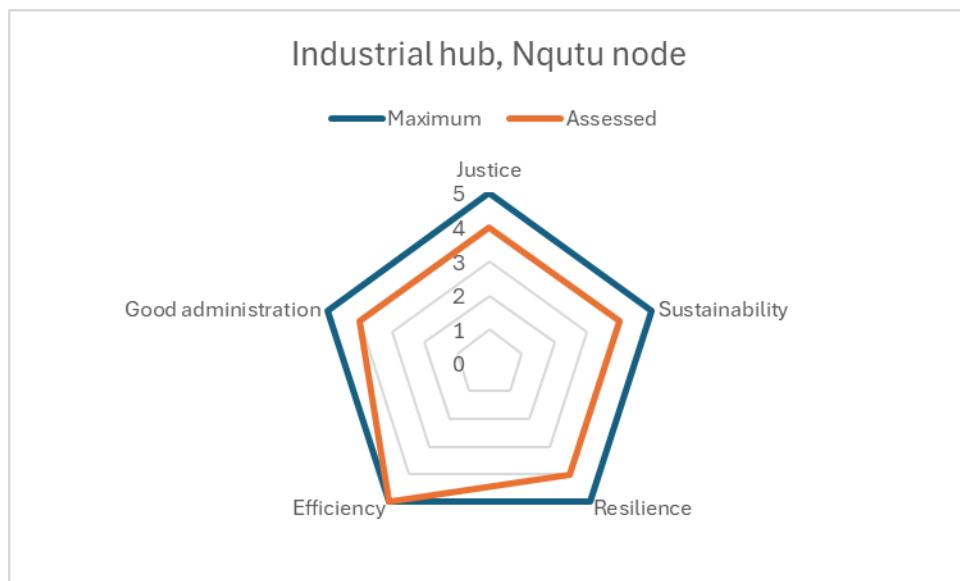
Figure 10: Conceptual perspective views of Nqutu industrial hub



8.1.2 Industrial hub, Nqutu node scoring

Criteria for catalytic project scoring for Project NQ1 Industrial hub	Score	Total
JUSTICE: /5		4
Public transport facility within or near project	1	
Include social activity in design: sports, meeting, entertainment	0	
Job creation estimate: permanent 50+ people	1	
Accommodate compatible SMME facilities: informal and formal	1	
SMME partner plan: entrepreneur skills, compliance, and markets	1	

Criteria for catalytic project scoring for Project NQ1 Industrial hub	Score	Total
SUSTAINABILITY: /5		4
Project location is within a designated urban boundary and precinct	1	
The project is not a pollution concern: air, noise, water, and waste	0	
The project location does not encroach on buffers and CBA areas	1	
Ownership and land legal is uncontested and unencumbered - bankability	1	
Rates terms and PPP agreements are clear and beneficial to all parties	1	
RESILIENCE: /5		4
Diversify economy across sectors or by adding to a low GVA sector	1	
Project creates upstream and downstream business across sectors	1	
Alternative water solutions to supplement municipal services: water tanks	1	
Alternative energy solutions to supplement municipal services: solar panels	1	
Green solutions in construction and operations	0	
EFFICIENCY: /5		5
The project location is near existing roads and public transport	1	
The project location is near existing water supplies	1	
Existing telecommunications, waste collection, sanitation in the node	1	
Projects are clustered with shared facilities and systems	1	
Buildings and sites are adaptably designed for flexible uses and multi-use	1	
GOOD ADMINISTRATION: /5		4
Dedicated municipal unit for investment processes and expediting preconditions	0	
Incentives are in place	1	
Stakeholder engagement processes are integral to process	1	
Asset management systems are in place as mandated for municipalities	1	
Technology to coordinate information, databases of programmes, investors	1	
TOTAL NQ1 INDUSTRIAL HUB PROJECT SCORE: /25 = 84%		21



8.2 COMMERCIAL AND MIXED-USE HUB ERF 731, NQUTU

There are two proposed mixed-use sites in Nqutu node, one is at Precinct 1 for general business and mixed-use near residential, not as yet detailed, and the third is a commercial and mixed-use hub detailed as follows:

PROJECT DETAILS	COMMERCIAL AND MIXED-USE HUB, ERF 731 NQUTU
<i>Project description</i>	Project number NQ2: Develop a commercial and mixed-use hub for a range of commercial and social support activities
<i>Location</i>	Erf 731, Nqutu also Erf 4146 – 4159 to be designed 28°18'20.8"S 30°44'18.3"E, central CBD Nqutu
<i>Extent</i>	3.32 hectares currently, new SG diagram to reflect 4.52 ha
<i>Current and future zoning</i>	Current Zoning: Active Open Space Proposed Zoning: Commercial
<i>Land ownership and investment arrangements</i>	Nquthu Municipality PPP
<i>Site development</i>	Car dealership, fast food, gym, town hall, SSM offices, existing power station
<i>Sub-projects for consideration</i>	Car wash Landscaping Public transport lay-by north of site
<i>Sectors represented</i>	Retail, commercial, sports and recreation, government services Transport Infrastructure
<i>Bulk infrastructure and services</i>	Site contains power station, Umzinyathi District water and sanitation connection and ICT ducting, electricity connection North and south access points from existing roads Solid waste services
<i>Recommendations: urban design</i>	Multiple point access, central traffic circle leading to parking for each site use, public transport stop near road, lighting and signage, pedestrianisation, internal and perimeter landscaping.
<i>Recommendations: SPLUMA processes</i>	Municipality: SG diagram updates for surrounding road reserves to be part of Rem 100 Nqutu and extension of Erf 731 up to north and west road reserves. Developer: Rezoning to Commercial, development application.

8.2.1 Design and modelling

Conceptual design and modelling is provided as a preliminary visualisation of commercial and mixed-use hub elements.

Figure 11: Plan view of commercial and mixed-use hub

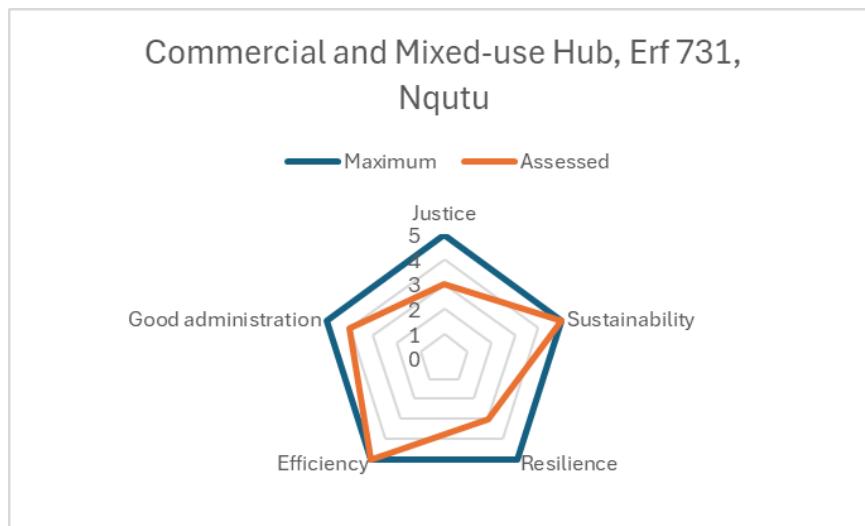


Figure 12: Perspective views



8.2.2 Commercial and mixed-use hub Erf 731 Nqutu scoring

Criteria for catalytic project scoring for Project NQ2 commercial Erf 731	Score	Total
JUSTICE: /5		3
Public transport facility within or near project	1	
Include social activity in design: sports, meeting, entertainment	1	
Job creation estimate: permanent 50+ people	1	
Accommodate compatible SMME facilities: informal and formal	0	
SMME partner plan: entrepreneur skills, compliance, and markets	0	
SUSTAINABILITY: /5		5
Project location is within a designated urban boundary and precinct	1	
The project is not a pollution concern: air, noise, water, and waste	1	
The project location does not encroach on buffers and CBA areas	1	
Ownership and land legal is uncontested and unencumbered - bankability	1	
Rates terms and PPP agreements are clear and beneficial to all parties	1	
RESILIENCE: /5		3
Diversify economy across sectors or by adding to a low GVA sector	0	
Project creates upstream and downstream business across sectors	0	
Alternative water solutions to supplement municipal services: water tanks	1	
Alternative energy solutions to supplement municipal services: solar panels	1	
Green solutions in construction and operations	1	
EFFICIENCY: /5		5
The project location is near existing roads and public transport	1	
The project location is near existing water supplies	1	
Existing telecommunications, waste collection, sanitation in the node	1	
Projects are clustered with shared facilities and systems	1	
Buildings and sites are adaptably designed for flexible uses and multi-use	1	
GOOD ADMINISTRATION: /5		4
Dedicated municipal unit for investment processes and expediting preconditions	0	
Incentives are in place	1	
Stakeholder engagement processes are integral to process	1	
Asset management systems are in place as mandated for municipalities	1	
Technology to coordinate information, databases of programmes, investors	1	
TOTAL NQ2 COMMERCIAL AND MIXED-USE ERF 731 SCORE: /25 = 80%		20



8.3 Hospitality hub, Nqutu

The hospitality hub is indicated in the Nqutu Master plan as Precinct 7, as detailed below:

PROJECT DETAILS	HOSPITALITY HUB, NQUTU
<i>Project description</i>	Project number NQ3: Develop a lodge and villas, conference centre and health facility
<i>Location</i>	Rem 100, Nqutu 28°13'25.1"S 30°40'51.0"E, south-east of Nqutu town centre
<i>Extent</i>	Approximately 8 hectares
<i>Current and future zoning</i>	Current Zoning: Active Open Space Proposed Zoning: Mixed Use
<i>Land ownership and investment arrangements</i>	Nquthu Municipality PPP
<i>Site development</i>	Lodge, conference centre and health facility
<i>Sub-projects for consideration</i>	Villas Landscaped outdoor social area Local medicinal research wing
<i>Sectors represented</i>	Tourism, commercial, health Infrastructure
<i>Bulk infrastructure and services</i>	Umzinyathi District water and sanitation connection and ICT ducting, Nqutu power station electricity connection Create access from Solid waste services
Recommendations: urban design	2 access points off R68, internal road leading to parking for each site use, green space for central semi-public use, internal and perimeter landscaping.
Recommendations: SPLUMA processes	Subdivision of Rem 100 for site extent, rezoning and development application

8.3.1 Design and modelling

Conceptual design and modelling is provided as a preliminary visualisation of the hospitality hub in Nqutu town.

Figure 13: Plan view hospitality hub

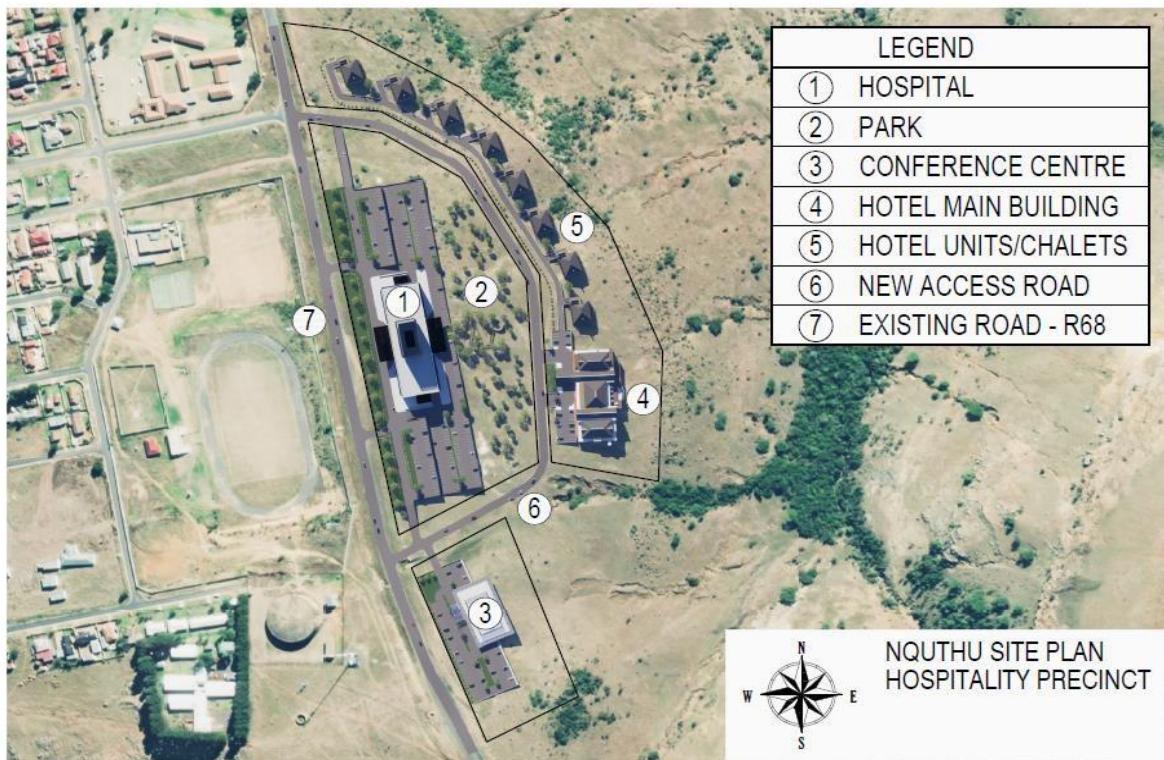
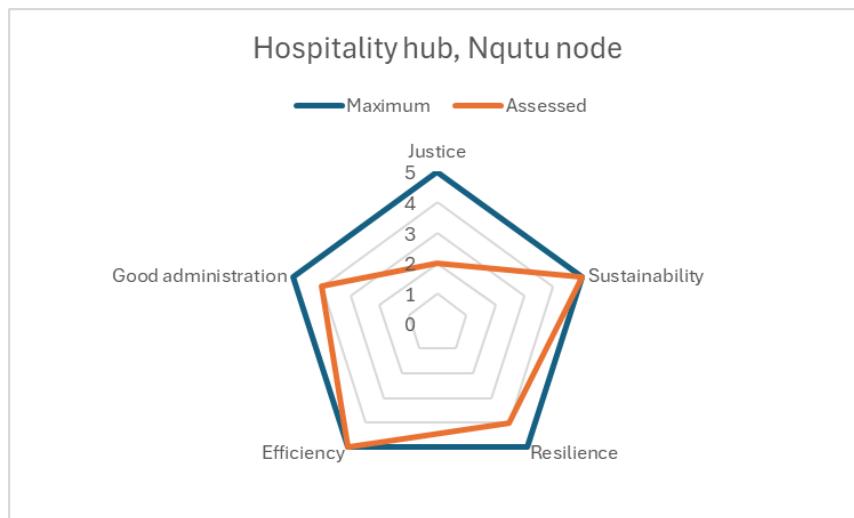


Figure 14: Perspective views



8.3.2 Hospitality hub scoring

Criteria for catalytic project scoring for Project NQ3 hospitality hub	Score	Total
JUSTICE: /5		2
Public transport facility within or near project	0	
Include social activity in design: sports, meeting, entertainment	1	
Job creation estimate: permanent 50+ people	1	
Accommodate compatible SMME facilities: informal and formal	0	
SMME partner plan: entrepreneur skills, compliance, and markets	0	
SUSTAINABILITY: /5		5
Project location is within a designated urban boundary and precinct	1	
The project is not a pollution concern: air, noise, water, and waste	1	
The project location does not encroach on buffers and CBA areas	1	
Ownership and land legal is uncontested and unencumbered - bankability	1	
Rates terms and PPP agreements are clear and beneficial to all parties	1	
RESILIENCE: /5		4
Diversify economy across sectors or by adding to a low GVA sector	1	
Project creates upstream and downstream business across sectors	0	
Alternative water solutions to supplement municipal services: water tanks	1	
Alternative energy solutions to supplement municipal services: solar panels	1	
Green solutions in construction and operations	1	
EFFICIENCY: /5		5
The project location is near existing roads and public transport	1	
The project location is near existing water supplies	1	
Existing telecommunications, waste collection, sanitation in the node	1	
Projects are clustered with shared facilities and systems	1	
Buildings and sites are adaptably designed for flexible uses and multi-use	1	
GOOD ADMINISTRATION: /5		4
Dedicated municipal unit for investment processes and expediting preconditions	0	
Incentives are in place	1	
Stakeholder engagement processes are integral to process	1	
Asset management systems are in place as mandated for municipalities	1	
Technology to coordinate information, databases of programmes, investors	1	
TOTAL NQ3 HOSPITALITY HUB NQUTU, SCORE: /25 = 80%		20



8.4 Sports, Arts and Culture Precinct, Nqutu node

The sports, arts and culture precinct is part of the Nqutu master plan, Precinct 3, detailed as follows:

PROJECT DETAILS	SPORTS, ARTS AND CULTURE PRECINCT, NQUTU
<i>Project description</i>	Project number NQ4: Develop a multi-use park with recreation activities
<i>Location</i>	Rem 100, Nqutu, north of Charles Johnstone Hospital 28°12'36.7"S 30°40'11.8"E, north Nqutu
<i>Extent</i>	33.75 hectares TBC
<i>Current and future zoning</i>	Current Zoning: Active Open Space Proposed Zoning: Recreation
<i>Land ownership and investment arrangements</i>	Nquthu Municipality PPP
<i>Site development</i>	Park, Library, Public Park, Amphitheatre and Sports complex
<i>Sub-projects for consideration</i>	Outdoor theatre Trading: niche local crafts, fresh produce, eateries, butchery Ablution facilities, caretaker office, parking Entertainment braai area, water park
<i>Sectors represented</i>	Arts and culture, sports and recreation, informal and formal niche retail, tourism
<i>Bulk infrastructure and services</i>	Access road extensions, bulk services and stormwater in place Solid waste services
<i>Recommendations: urban design</i>	2 access points off R68 and P54, legible system of pathways, green space for public use, indigenous landscaping, lighting and bins, access to taxi rank and shops to the south
<i>Recommendations: SPLUMA processes</i>	Subdivision of Rem 100 once site extent is confirmed, rezoning and development application

8.4.1 Design and modelling, Sports, arts and culture precinct Nqutu

Conceptual design and modelling is provided as a preliminary visualisation of the park precinct in Nqutu node.

Figure 15: Plan view of Sports, Arts and Culture Precinct, Nquthu



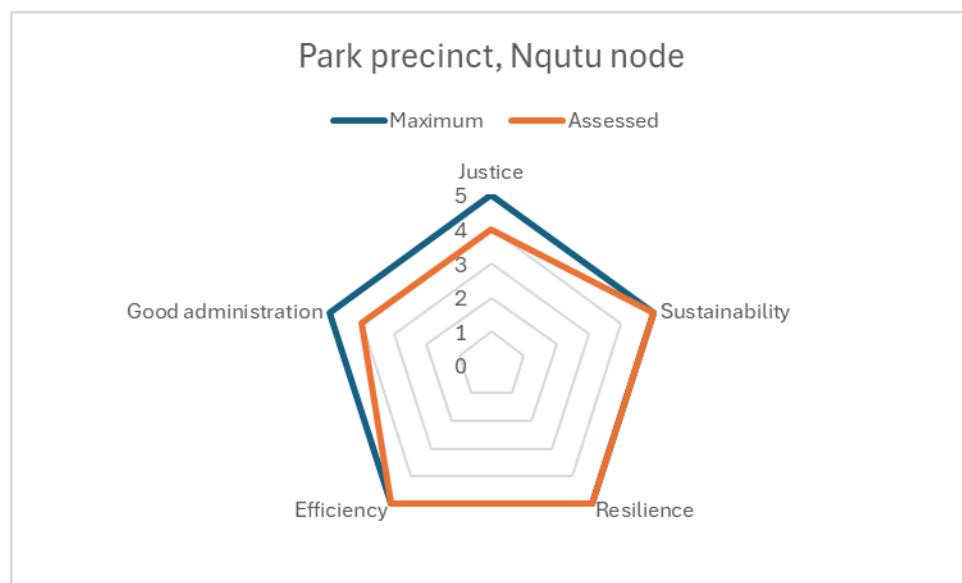
Figure 16: Perspective views sports, arts and culture precinct



8.4.2 Sports, arts and culture precinct scoring

Criteria for catalytic project scoring for Project NQ4	Score	Total
JUSTICE: /5		4
Public transport facility within or near project	1	
Include social activity in design: sports, meeting, entertainment	1	
Job creation estimate: permanent 50+ people	1	
Accommodate compatible SMME facilities: informal and formal	1	
SMME partner plan: entrepreneur skills, compliance, and markets	0	
SUSTAINABILITY: /5		5
Project location is within a designated urban boundary and precinct	1	
The project is not a pollution concern: air, noise, water, and waste	1	
The project location does not encroach on buffers and CBA areas	1	
Ownership and land legal is uncontested and unencumbered - bankability	1	
Rates terms and PPP agreements are clear and beneficial to all parties	1	
RESILIENCE: /5		5
Diversify economy across sectors or by adding to a low GVA sector	1	
Project creates upstream and downstream business across sectors	1	

Criteria for catalytic project scoring for Project NQ4	Score	Total
Alternative water solutions to supplement municipal services: water tanks	1	
Alternative energy solutions to supplement municipal services: solar panels	1	
Green solutions in construction and operations	1	
EFFICIENCY: /5		5
The project location is near existing roads and public transport	1	
The project location is near existing water supplies	1	
Existing telecommunications, waste collection, sanitation in the node	1	
Projects are clustered with shared facilities and systems	1	
Buildings and sites are adaptably designed for flexible uses and multi-use	1	
GOOD ADMINISTRATION: /5		4
Dedicated municipal unit for investment processes and expediting preconditions	0	
Incentives are in place	1	
Stakeholder engagement processes are integral to process	1	
Asset management systems are in place as mandated for municipalities	1	
Technology to coordinate information, databases of programmes, investors	1	
TOTAL NQ4 SPORTS ARTS AND CULTURE PRECINCT, SCORE: /25 = 92%		23



8.5 Incubation Centre, Nqutu node

The Incubation Centre is part of the Nqutu master plan, Precinct 4, detailed as follows:

PROJECT DETAILS	INCUBATION CENTRE, NQUTU
<i>Project description</i>	Project number NQ5: Develop a small business centre in the form of a container park for a variety of start-ups and SMMEs
<i>Location</i>	Erven 2477, 2485, 2486, Nqutu 28°12'23.1"S 30°40'29.9"E, east Nqutu
<i>Extent</i>	1.36 hectares TBC
<i>Current and future zoning</i>	Current Zoning: TBC

PROJECT DETAILS	INCUBATION CENTRE, NQUTU
<i>Land ownership and investment arrangements</i>	Proposed Zoning: Commercial Nquthu Municipality PPP
<i>Main development</i>	SMME centre container park for SMMEs
<i>Sub-projects for consideration</i>	Admin block and ablution facilities Workshops
<i>Sectors represented</i>	Arts and culture, small business, informal sector, retail, manufacturing, ICT
<i>Bulk infrastructure and services</i>	Road access Water, electricity and sanitation connection to bulk services Solid waste services
Recommendations: urban design	Access off Mdlalose Road, landscaping, lighting and bins, adaptable container park layout
Recommendations: SPLUMA processes	Consolidation of relevant erven, rezoning and development application

8.5.1 Design and modelling, Incubation Centre

Conceptual design is provided as a preliminary visualisation of the Incubation Centre in Nqutu node, which is taken from the Nqutu Urban Design Framework.

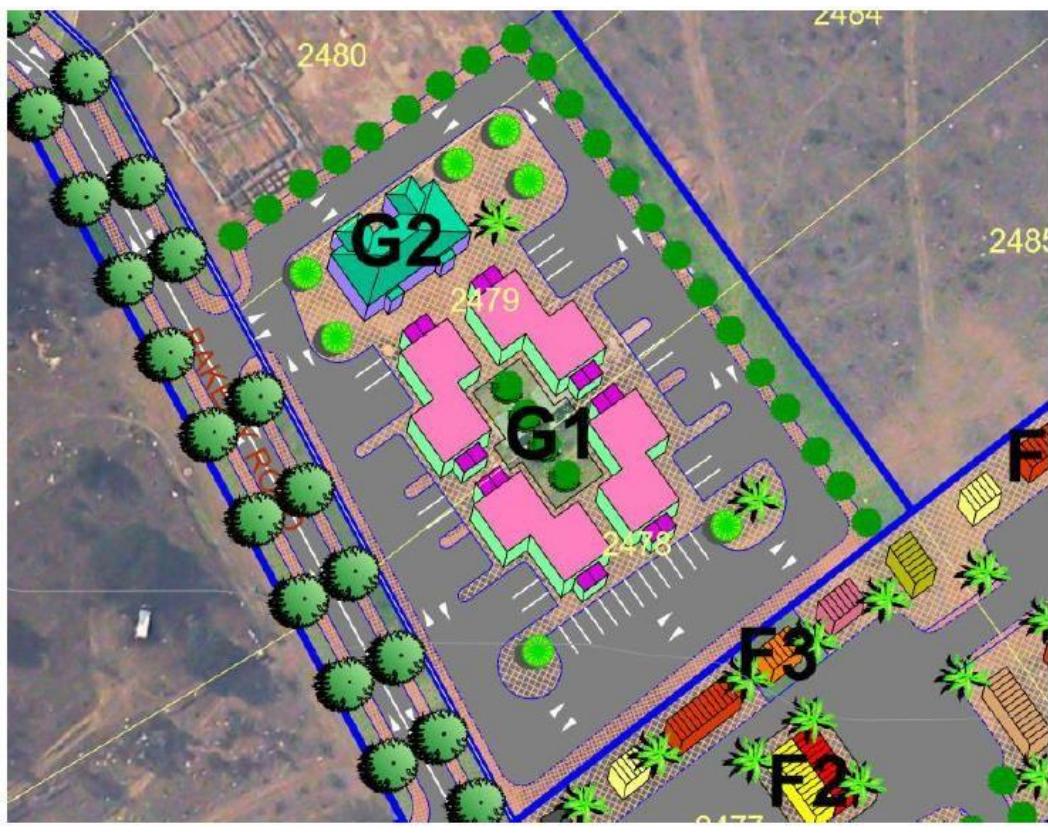
Figure 17: Plan view of incubation centre

Sub area F is reserved for a Container Park. Landscaping which involves row of trees aligned with sidewalks is necessary. The following interventions are proposed:

- **F1** – 11 Containers (sizes include 3mx3m, 4mx4m, 6mx6m and 12mx12m),
- **F2** – Admin Block,
- **F3** – Ablutions.



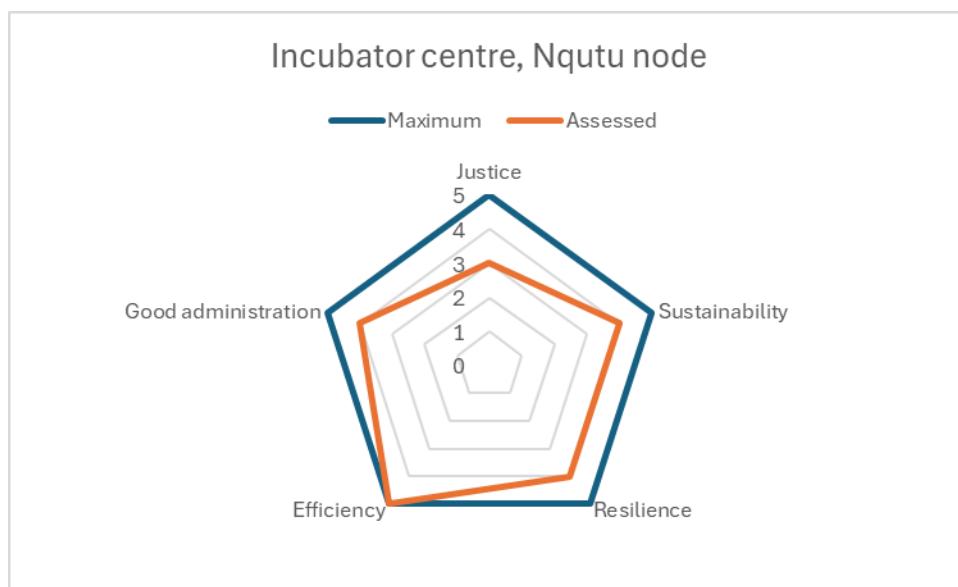
Figure 18: Workshops (G1) and offices (G2)



8.5.2 Incubation centre scoring

Criteria for catalytic project scoring for Project NQ5 Incubation Centre	Score	Total
JUSTICE: /5		3
Public transport facility within or near project	1	
Include social activity in design: sports, meeting, entertainment	0	
Job creation estimate: permanent 50+ people	1	
Accommodate compatible SMME facilities: informal and formal	1	
SMME partner plan: entrepreneur skills, compliance, and markets	0	

Criteria for catalytic project scoring for Project NQ5 Incubation Centre	Score	Total
SUSTAINABILITY: /5		4
Project location is within a designated urban boundary and precinct	1	
The project is not a pollution concern: air, noise, water, and waste	1	
The project location does not encroach on buffers and CBA areas	1	
Ownership and land legal is uncontested and unencumbered - bankability	1	
Rates terms and PPP agreements are clear and beneficial to all parties	1	
RESILIENCE: /5		4
Diversify economy across sectors or by adding to a low GVA sector	1	
Project creates upstream and downstream business across sectors	0	
Alternative water solutions to supplement municipal services: water tanks	1	
Alternative energy solutions to supplement municipal services: solar panels	1	
Green solutions in construction and operations	1	
EFFICIENCY: /5		5
The project location is near existing roads and public transport	1	
The project location is near existing water supplies	1	
Existing telecommunications, waste collection, sanitation in the node	1	
Projects are clustered with shared facilities and systems	1	
Buildings and sites are adaptably designed for flexible uses and multi-use	1	
GOOD ADMINISTRATION: /5		4
Dedicated municipal unit for investment processes and expediting preconditions	0	
Incentives are in place	1	
Stakeholder engagement processes are integral to process	1	
Asset management systems are in place as mandated for municipalities	1	
Technology to coordinate information, databases of programmes, investors	1	
TOTAL NQ5 INCUBATION CENTRE, NQUTU, SCORE: /25 = 80%		20



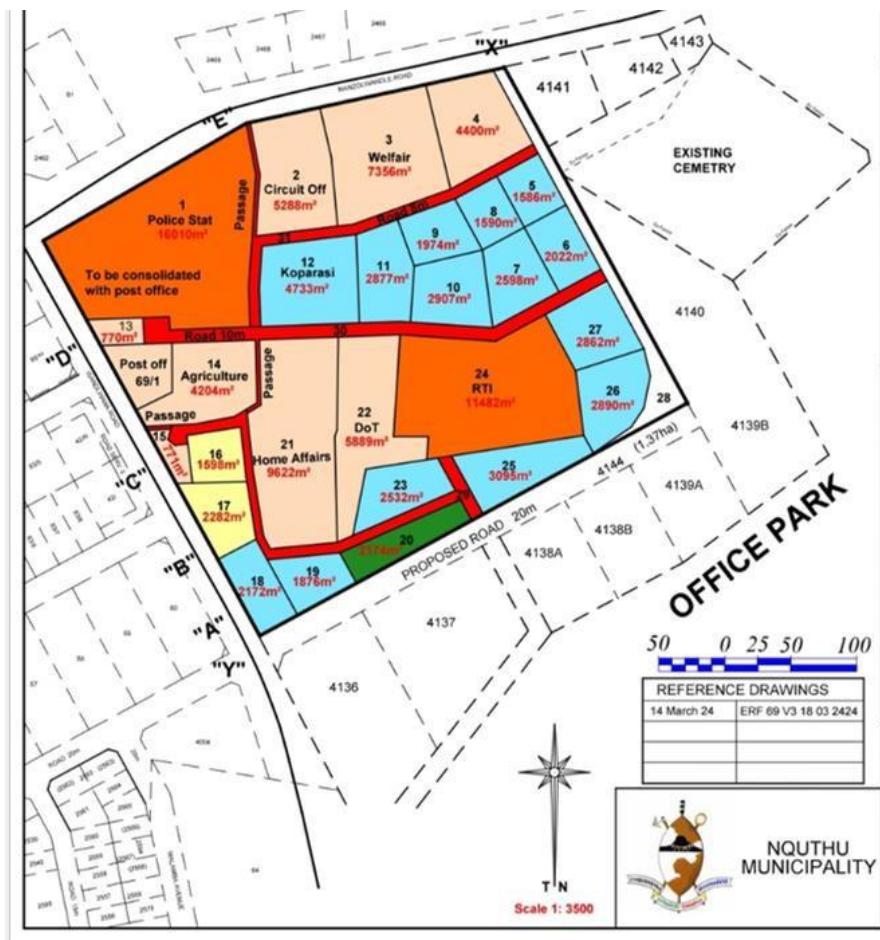
8.6 Government precinct, Nqutu node

The government precinct is located at Precinct 5 in the Nqutu Master plan and is detailed as follows:

PROJECT DETAILS	GOVERNMENT PRECINCT, NQUTU
<i>Project description</i>	Project number NQ6: Develop a government precinct with government offices, tourism office, magistrates court and an office park surrounding it
<i>Location</i>	Erf 69, Nqutu and Erven 4136-4143 office park 28°12'46.2"S 30°40'41.9"E, east Nqutu
<i>Extent</i>	21.63 hectares (14.3 ha is Erf 69)
<i>Current and future zoning</i>	Current Zoning: TBC Proposed Zoning: Municipal
<i>Land ownership and investment arrangements</i>	Nquthu Municipality PPP
<i>Main development</i>	Government offices, Post office, Magistrates court, Nquthu Circuit Offices, SASSA, police station
<i>Sub-projects for consideration</i>	Tourism office Private business offices
<i>Sectors represented</i>	Government and community services, tourism, infrastructure
<i>Bulk infrastructure and services</i>	Road access points Proposed new road at south and east of site Water, electricity and sanitation connection to bulk services Solid waste services
<i>Recommendations: urban design</i>	Access off R68 and Manzolwandle Road, landscaping, lighting and bins, central landmark square, medium density, pedestrianisation and pathways
<i>Recommendations: SPLUMA processes</i>	Submit new erven for private offices to formalise, rezoning and development application

8.6.1 Layout of government precinct

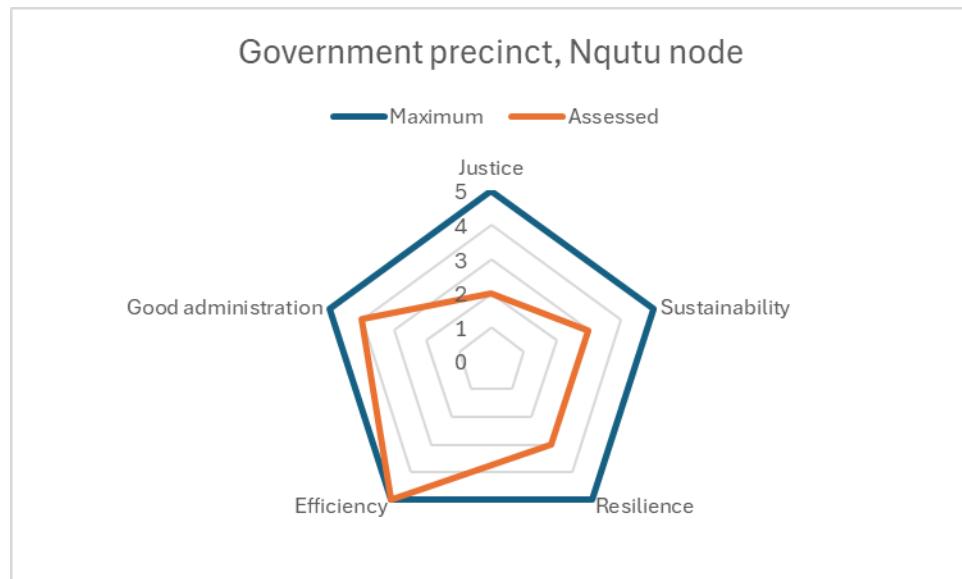
Conceptual design still has to be done for this precinct to ensure it meets the scoring criteria that includes public transport, social activity etc.

Figure 19: Government precinct Nqutu

8.6.2 Government precinct scoring

Criteria for catalytic project scoring for Project NQ6 Government Precinct	Score	Total
JUSTICE: /5		2
Public transport facility within or near project	1	
Include social activity in design: sports, meeting, entertainment	0	
Job creation estimate: permanent 50+ people	1	
Accommodate compatible SMME facilities: informal and formal	0	
SMME partner plan: entrepreneur skills, compliance, and markets	0	
SUSTAINABILITY: /5		3
Project location is within a designated urban boundary and precinct	1	
The project is not a pollution concern: air, noise, water, and waste	1	
The project location does not encroach on buffers and CBA areas	0	
Ownership and land legal is uncontested and unencumbered - bankability	1	
Rates terms and PPP agreements are clear and beneficial to all parties	0	
RESILIENCE: /5		3
Diversify economy across sectors or by adding to a low GVA sector	0	
Project creates upstream and downstream business across sectors	0	
Alternative water solutions to supplement municipal services: water tanks	1	
Alternative energy solutions to supplement municipal services: solar panels	1	
Green solutions in construction and operations	1	

Criteria for catalytic project scoring for Project NQ6 Government Precinct	Score	Total
EFFICIENCY: /5		5
The project location is near existing roads and public transport	1	
The project location is near existing water supplies	1	
Existing telecommunications, waste collection, sanitation in the node	1	
Projects are clustered with shared facilities and systems	1	
Buildings and sites are adaptably designed for flexible uses and multi-use	1	
GOOD ADMINISTRATION: /5		4
Dedicated municipal unit for investment processes and expediting preconditions	0	
Incentives are in place	1	
Stakeholder engagement processes are integral to process	1	
Asset management systems are in place as mandated for municipalities	1	
Technology to coordinate information, databases of programmes, investors	1	
TOTAL NQ6 GOVERNMENT PRECINCT, NQUTU, SCORE: /25 = 68%		17



8.7 Agricultural hub, Nondweni

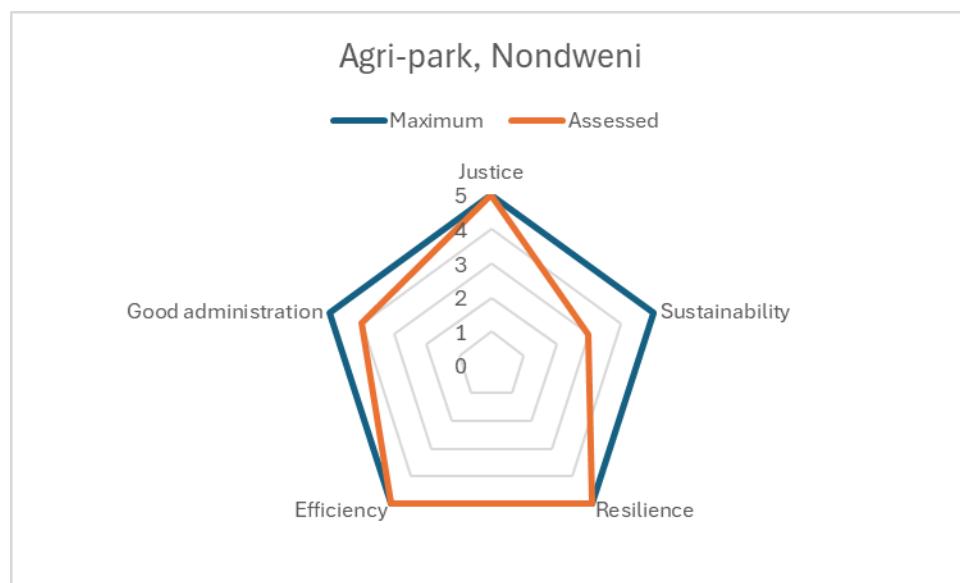
There are various high potential agricultural areas of the municipality, including north Nquthu and Hlathi Dam area where locations have yet to be confirmed. While some produce may be massified in traditional areas in the supply chain, Nondweni Agri-park offers several agricultural related farming, storage, agri-processing activities as part of this industry market as an FPSU detailed as follows:

PROJECT DETAILS		AGRI-PARK, NONDWENI
<i>Project description</i>	Project number NO1: Develop an agricultural hub with a variety of farming and manufacturing activities related to agriculture	
<i>Location</i>	Nondweni, exact location TBC	
<i>Extent</i>	40 hectares	
<i>Current and future zoning</i>	Current Zoning: Active open space Proposed Zoning: Agriculture	
<i>Land ownership and investment arrangements</i>	Nquthu Municipality PPP	
<i>Main development</i>	Farming and agri-processing FPSU with co-op offices	
<i>Sub-projects for consideration</i>	Warehouses Small to medium community agriculture Loading facility	
<i>Sectors represented</i>	Agriculture, tourism, infrastructure, manufacturing, transport, wholesale	
<i>Bulk infrastructure and services</i>	Road access points Water drainage and storage systems Water, electricity and sanitation connection to bulk services Solid waste services	
<i>Recommendations: urban design</i>	Internal layout TBC once site is confirmed to accommodate small and large agricultural related ventures	
<i>Recommendations: SPLUMA processes</i>	Subdivision and rezoning. Where location is unconfirmed, 2 or more feasible sites should be provided for selection before investors are approached.	

8.7.1 Scoring for Agri-park Nondweni

Criteria for catalytic project scoring for Project NO1 Agri-park Nondweni	Score	Total
JUSTICE: /5		5
Public transport facility within or near project	1	
Include social activity in design: sports, meeting, entertainment	1	
Job creation estimate: permanent 50+ people	1	
Accommodate compatible SMME facilities: informal and formal	1	
SMME partner plan: entrepreneur skills, compliance, and markets	1	
SUSTAINABILITY: /5		3
Project location is within a designated urban boundary and precinct	1	
The project is not a pollution concern: air, noise, water, and waste	0	
The project location does not encroach on buffers and CBA areas	1	
Ownership and land legal is uncontested and unencumbered - bankability	1	
Rates terms and PPP agreements are clear and beneficial to all parties	0	
RESILIENCE: /5		5
Diversify economy across sectors or by adding to a low GVA sector	1	
Project creates upstream and downstream business across sectors	1	

Criteria for catalytic project scoring for Project NO1 Agri-park Nondweni	Score	Total
Alternative water solutions to supplement municipal services: water tanks	1	
Alternative energy solutions to supplement municipal services: solar panels	1	
Green solutions in construction and operations	1	
EFFICIENCY: /5		5
The project location is near existing roads and public transport	1	
The project location is near existing water supplies	1	
Existing telecommunications, waste collection, sanitation in the node	1	
Projects are clustered with shared facilities and systems	1	
Buildings and sites are adaptably designed for flexible uses and multi-use	1	
GOOD ADMINISTRATION: /5		4
Dedicated municipal unit for investment processes and expediting preconditions	0	
Incentives are in place	1	
Stakeholder engagement processes are integral to process	1	
Asset management systems are in place as mandated for municipalities	1	
Technology to coordinate information, databases of programmes, investors	1	
TOTAL NO1 AGRI-PARK NONDWENI, SCORE: /25 = 88%		22



8.8 ISANDLWANA CULTURAL HUB

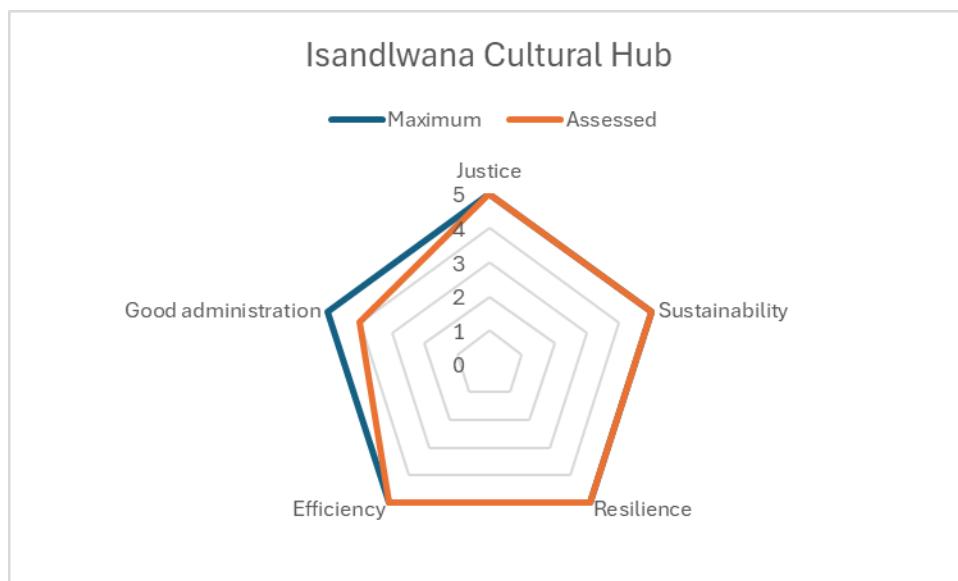
PROJECT DETAILS	ISANDLWANA CULTURAL HUB
<i>Project description</i>	Project number IS1: Develop a mixed-use hub centring around culture and tourism
<i>Location</i>	Isandlwana node, exact location TBC
<i>Extent</i>	30 hectares
<i>Current and future zoning</i>	Current Zoning: TBC Proposed Zoning: Cultural mixed-use

PROJECT DETAILS	ISANDLWANA CULTURAL HUB
<i>Land ownership and investment arrangements</i>	Nquthu Municipality PPP
<i>Main development</i>	Cultural village and adventure park with sports complex
<i>Sub-projects for consideration</i>	Craft manufacturing and stalls Cultural retail Hotel BnBs
<i>Sectors represented</i>	Sports and recreation, arts and culture, tourism
<i>Bulk infrastructure and services</i>	Road access points Water, electricity and sanitation connection to bulk services Solid waste services
Recommendations: urban design	Internal layout TBC once site is confirmed, to accommodate all preferred activities
Recommendations: SPLUMA processes	Subdivision and rezoning. Where location is unconfirmed, 2 or more feasible sites should be provided for selection before investors are approached.

8.8.1 Scoring Isandlwana Cultural hub

Criteria for catalytic project scoring for Project IS1 Isandlwana cultural	Score	Total
JUSTICE: /5		5
Public transport facility within or near project	1	
Include social activity in design: sports, meeting, entertainment	1	
Job creation estimate: permanent 50+ people	1	
Accommodate compatible SMME facilities: informal and formal	1	
SMME partner plan: entrepreneur skills, compliance, and markets	1	
SUSTAINABILITY: /5		5
Project location is within a designated urban boundary and precinct	1	
The project is not a pollution concern: air, noise, water, and waste	1	
The project location does not encroach on buffers and CBA areas	1	
Ownership and land legal is uncontested and unencumbered - bankability	1	
Rates terms and PPP agreements are clear and beneficial to all parties	1	
RESILIENCE: /5		5
Diversify economy across sectors or by adding to a low GVA sector	1	
Project creates upstream and downstream business across sectors	1	
Alternative water solutions to supplement municipal services: water tanks	1	
Alternative energy solutions to supplement municipal services: solar panels	1	
Green solutions in construction and operations	1	
EFFICIENCY: /5		5
The project location is near existing roads and public transport	1	
The project location is near existing water supplies	1	
Existing telecommunications, waste collection, sanitation in the node	1	
Projects are clustered with shared facilities and systems	1	
Buildings and sites are adaptably designed for flexible uses and multi-use	1	

Criteria for catalytic project scoring for Project IS1 Isandlwana cultural	Score	Total
GOOD ADMINISTRATION: /5		4
Dedicated municipal unit for investment processes and expediting preconditions	0	
Incentives are in place	1	
Stakeholder engagement processes are integral to process	1	
Asset management systems are in place as mandated for municipalities	1	
Technology to coordinate information, databases of programmes, investors	1	
TOTAL IS1 ISANDLWANA CULTURAL HUB, SCORE: /25 = 96%		24



8.9 Mixed-use retail centres in Nondwini and growth nodes

Currently sites are being located across nodes that will follow the Nquthu Investment Directory guide, with retail and commercial activities such as shops, stalls, filling stations and services.

Figure 20: Shopping centres planned for Nquthu LM



Source: Nquthu Municipality Investment Presentation, 2025

8.10 NQUTHU MUNICIPALITY CATALYTIC PROJECTS MATRIX

The projects that scored the highest percent of all criteria will be listed in the order of priority in the project matrix.

CRITERIA	NQ1	NQ2	NQ3	NQ4	NQ5	NQ6	NO1	IS1
Justice	4	3	2	4	3	2	5	5
Sustainability	4	5	5	5	4	3	3	5
Resilience	4	3	4	5	4	3	5	5
Efficiency	5	5	5	5	5	5	5	5
Good administration	4	4	4	4	4	4	4	4
TOTAL /25	21	20	20	23	20	17	22	24
%	84%	80%	80%	92%	80%	68%	88%	96%

8.11 Project matrix for catalytic projects, Nquthu Municipality (to be updated post the progress report meeting)

Projects that were scored are listed in order of priority according to the scoring criteria. Design principles that meet the criteria can increase their scores.

Project No.	Project name/brief	Location/node	Sector	Extent (ha)	Readiness Status	Score (%)	Project Champion / Lead	Potential Funding / Institutions / Partners