



**Langeberg Local Municipality Local  
Economic Development Strategy**

**2023**

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## Section One: Introduction

### 1.1. Introduction

Urban-Econ Development Economists (Pty) Ltd was appointed by the Langeberg Local Municipality to assist in updating the Local Economic Development strategy of 2018. The current strategy is outdated and the Langeberg Local Municipality has identified the need to review the Local Economic Development strategy to update the identified strategy into a credible and implementable document which identifies key projects and initiatives.

### 1.2. Guiding Principle

Local Economic Development in South Africa is guided by legislation such as the Constitution (1996), the White Paper on Local Government (1998) and the Municipal Systems Act (2000):

- The Constitution (1996) states that *“a municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community”*;
- The White Paper on Local Government (1998) also emphasises that local government must be committed to working with citizens and groups within the community to find sustainable ways to meet local needs; including social-, economic- and material needs. The White Paper on Local Government (1998) also states that local government must improve the quality of life of its communities;
- The Municipal Systems Act (2000) in turn, makes Integrated Development Planning (IDP) compulsory and the aim of this act is *“To provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities.”*

An important policy document relating to Local Economic Development is the National Framework for Local Economic Development in South Africa (2006 – 2011) which was developed by the then Department of Provincial and Local Government, now the Department of Cooperative Governance and Traditional Affairs. The Framework aims *“to support the development of sustainable local economies through integrated government action”*. The Framework also highlights the importance of Local Economic Development as one of the five (5) Key Performance Areas of local governments. According to the Framework, Government should focus on the following key strategies as indicated in

.

Diagram 1: Key Strategies Relating to LED



The National Local Economic Development Framework provides the rationale for why an LED Strategy is a vital planning tool for all municipalities as it provides:

- Direction to the Local Economic Development directorate;
- Emphasises the role of the entire municipality in terms of Local Economic Development
- Sets Local Economic Development targets that are aligned with national and provincial priorities
- Coordinates efforts of private and public sector stakeholders in Local Economic Development
- Informs the municipality's Integrated Development Plan

The White Paper on Local Government sets forth the role of various government tiers in the nation's economic development. Part of this mandate includes the creation of a conducive environment for economic development and growth through proactive steps. The Local Economic Development Strategy serves as part of the municipality's response to this responsibility. A Local Economic Development strategy will provide an integrated approach to assist in promoting inclusive growth and development in the region.

### 1.3. Report Outline

The report has the following sections:

- Situational Analysis
- Local Economic Development Strategy
- Implementation Plan
- Institutional Framework
- Monitoring and Evaluation Framework

## Section Two: Situational Analysis

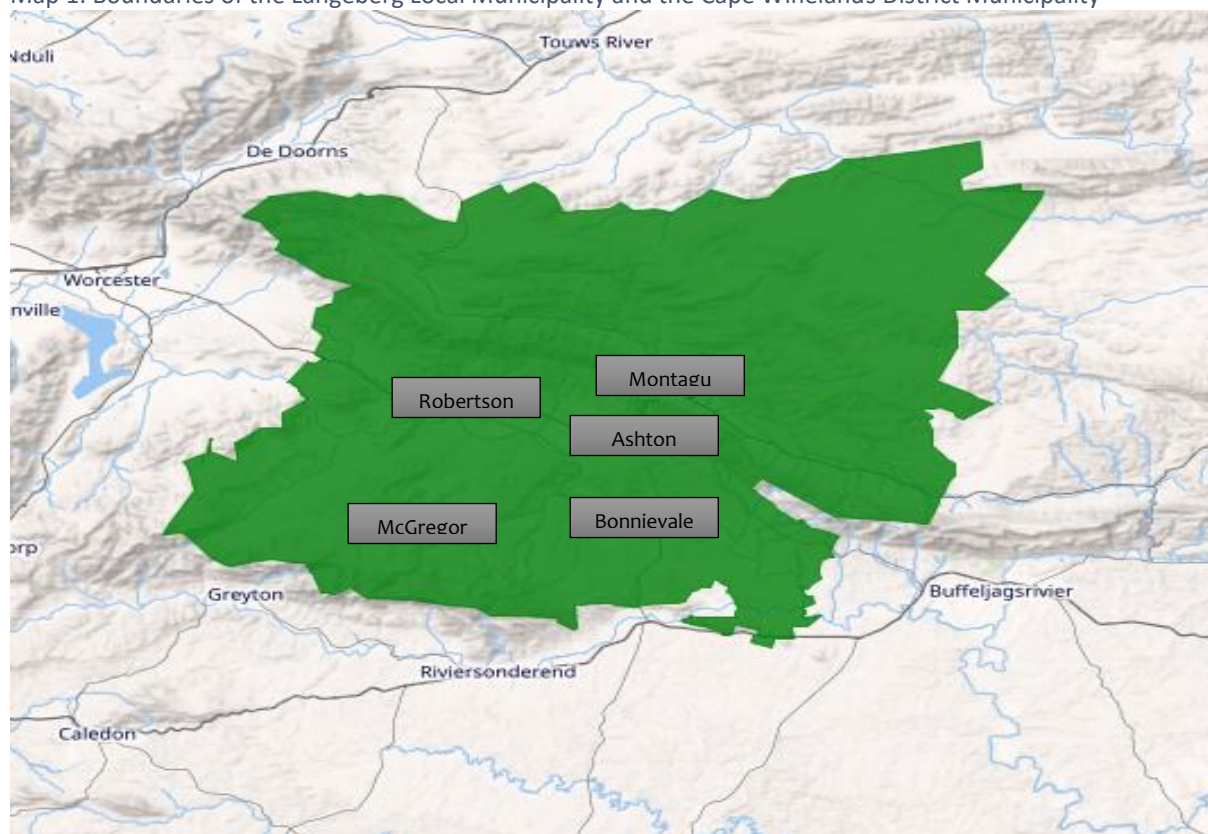
### 2.1. Introduction

The situational analysis provides an overview of the Langeberg Local Municipality as well as a legislative and policy overview, socio-economic profile, and economic analysis<sup>1</sup> which are utilised to identify trends and opportunities in the Langeberg Local Municipality.

### 2.2. Spatial Analysis

The Langeberg Local Municipality is a category B local municipality (4,517.4km<sup>2</sup>), located within the Cape Winelands District Municipality in the Western Cape Province. The municipal area is bordered by Breede Valley in the north and west and by the Overberg District in the south and east. It is one of the five municipalities that make up the district, accounting for almost a quarter of its geographical area. Langeberg Local Municipality comprises twelve (12) wards and five (5) main towns, namely Robertson, Montagu, Ashton, Bonnievale, and McGregor. The map below depicts the Langeberg Local Municipality in relation to the other four municipalities in the Cape Winelands District Municipality. **Map 1** provides a visual illustration of the municipal boundary of the Langeberg Local Municipality.

Map 1: Boundaries of the Langeberg Local Municipality and the Cape Winelands District Municipality



(Urban-Econ (Pty) Ltd, 2022)

<sup>1</sup> A comprehensive understanding of aspects highlighted in the situational analysis is provided in the Status Quo Report.

The table below provides a summary description of each of the five main towns in the municipality.

Table 1: Town descriptions

| Town              | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Robertson</b>  | The town of Robertson is situated in the Breede Valley and is the main urban centre of the Langeberg Local Municipality. Agriculture forms the basis of the economy with more than 50 wine estates included in its wine route. Robertson further offers a range of accommodation facilities, restaurants, vineyards, stud farms, and nature reserves. Places of interest include but not limited to Robertson Museum, Vrolijkheid Nature Reserve, Dassieshoek Nature Reserve, and Silwerstrand. |
| <b>Montagu</b>    | Located along the R62 scenic route is the town of Montagu and is known as a historic and tourist town. It further serves as the main centre for wine, fruit and dried fruit production. The town offers a range of hospitality facilities, such as restaurants and accommodation, and is a popular econ-tourism destination in terms of Rock Climbing, Kloofing and Abseiling.                                                                                                                  |
| <b>Ashton</b>     | Located in the heart of the Langeberg Local Municipality is the town of Ashton. Identified as an industrial and agricultural hub, Ashton as home to one of the largest employers of local residents, namely, the Langeberg and Ashton Canning factory which is owned by Tiger Brands. Businesses within Ashton generally include restaurants, cafes, general stores, and agricultural service organisations. Ashton is further known for its wine estates and its local fynbos.                 |
| <b>McGregor</b>   | McGregor is a small town located in the Riviersonderend Mountain plain and is known for its historical and cultural heritage. Economic activity is centralised along the main road of the town, with local businesses that include restaurants, coffee shops, art and craft, and galleries. Tourism plays an important role in the town with offers such as wellness retreats, a donkey sanctuary, pottery studios, mountain biking, bird watching and hiking trails.                           |
| <b>Bonnievale</b> | Bonnievale is located along the Breede River and is identified as an agri-tourism destination especially in terms of locally made cheese and wine. Businesses are centrally located along the main street and generally focuses on retail outlets, business services, and accommodation facilities (located inside and outside of town).                                                                                                                                                        |

(Langeberg Local Municipality, 2022/2023)

The Langeberg Local Municipality is well located between the N1 and N2 as a few provincial roads connect these two highways through the municipality. This makes it possible for travellers (locals, tourists, businesses) to have easy and direct access to the offerings of the municipality as well as the ability to connect with external markets. The main routes travelling through the municipal area includes the N1, N2, R318, R317,

R60, and R62. Furthermore, Robertson has a regional light aircraft airport, while other landing strips in the Langeberg Local Municipality are located on Vinkrivier Farm, Zandvliet Farm, and Derdeheuvel Farm.

The biodiversity of the Langeberg Local Municipality is a key feature of its identity, as it falls within the Cape Floristic Region which has been identified as one of the most unique biodiversity ecosystems in the world. The Succulent Karoo biome found within the Cape Floristic Region exhibits the highest plant diversity for a semi-arid ecosystem. McGregor, Robertson and Montagu are characterised by the surrounding Succulent Karoo biome. A large section of the Succulent Karoo Biome can also be found in the north east of the municipality. Most of the municipality consists of Fynbos Biome. River systems are scattered throughout the Local Municipality (for example., Breede River, Noree, Vink, and Cogmanskloof) and play a functional role in leisure activities as well as providing a source of water for agricultural activities.

**Climate change** is occurring in the Langeberg Local Municipality. According to the draft Langeberg Spatial Development Framework (Langeberg Local Municipality, 2023 - 2028) the Langeberg Local Municipality has experienced climate change trends highlighted in the Western Cape Climate Change Strategy of 200, namely:

- Increased annual temperatures;
- Increased intensity and frequency of extreme events;
- Increased conditions conducive to wildfires (wind and heat);
- Reduced rainfall;
- Decreased water resources;
- Reduced soil moisture; and
- Temperature changes impacting crop cultivation.

Air quality is integrally linked with climate change and based on the Air Quality Management Plan (Langeberg Local Municipality , 2016 - 2021) a reduction of greenhouse gases is required in order to be in line with National and International requirements. Furthermore, the draft Langeberg Spatial Development Framework (Langeberg Local Municipality, 2023 - 2028) encourages both residential and business use of solar geysers and photovoltaic systems to assist in decreasing the local energy demand.

### 2.3. Legislative and Policy Overview

The table below outlines the key legislation and policy documents that must be taken into consideration when developing the Local Economic Development strategy.

Table 2: Relative Legislation and Policy

| Description                                       |                                                                                                                                                                                                                                                                                                                                              | Considerations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Legislation</b>                                | <ul style="list-style-type: none"> <li>• South African Constitution (1996)</li> <li>• White Paper on Local Government (1998)</li> <li>• Municipal Systems Act (2000)</li> </ul>                                                                                                                                                              | Local Economic Development is a key responsibility of local municipalities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>National Policies and Plans</b>                | <ul style="list-style-type: none"> <li>• National Development Plan</li> <li>• New Growth Path for South Africa</li> <li>• National Framework for Economic Development</li> <li>• Industrial Policy Action Plan</li> <li>• Broad-Based Black Economic Empowerment Act 53 of 2003</li> <li>• National Space Development Perspective</li> </ul> | National policies highlight the following: <ul style="list-style-type: none"> <li>• Creation of functional economies through the utilisation of local competitive advantages and spatial perspectives</li> <li>• Local Economic Development results from good governance</li> <li>• Access to economic initiatives, programmes and information</li> <li>• Agro-processing</li> <li>• SMME support</li> <li>• Business growth</li> <li>• Tourism development</li> <li>• Land reform and rural development</li> <li>• Infrastructure development and service delivery, especially in rural areas</li> <li>• Provision of skills development and means to enhance one's level of education</li> </ul> |
| <b>Provincial and District Policies and Plans</b> | <ul style="list-style-type: none"> <li>• Western Cape Provincial Strategic Plan</li> <li>• OneCape 2040</li> </ul>                                                                                                                                                                                                                           | Provincial policies and strategies focus on the following: <ul style="list-style-type: none"> <li>• Economic inclusivity</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| Description                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Considerations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                 | <ul style="list-style-type: none"> <li>• Project Khulisa</li> <li>• Western Cape Micro-Economic Development Strategy</li> <li>• Western Cape Provincial Spatial Development Framework</li> <li>• Western Cape Infrastructure Framework</li> <li>• Cape Winelands 5th Generation Integrated Development Plan</li> <li>• Cape Winelands Regional Socio-Economic Development Strategy</li> <li>• Cape Winelands District Spatial Development Framework</li> </ul> | <ul style="list-style-type: none"> <li>• Environmental protection and sustainable land use</li> <li>• Agro-processing in key sectors</li> <li>• Tourism sector development</li> <li>• Industrial investment</li> <li>• Skills upliftment</li> <li>• Private sector investment</li> <li>• SMMEs and entrepreneurship</li> <li>• Sustainable infrastructure development</li> <li>• Public transport Integrated and equal service delivery</li> <li>• Administrative collaboration</li> </ul>                                                                                                                                                                                                                              |
| <b>Local Policies and Plans</b> | <ul style="list-style-type: none"> <li>• Langeberg Integrated Development Plan</li> <li>• Langeberg Local Economic Development Strategy</li> <li>• Langeberg Spatial Development Framework</li> <li>• Robertson/ Nkqubela Investment Plan</li> </ul>                                                                                                                                                                                                           | <p>Local policies and plans highlight the following:</p> <ul style="list-style-type: none"> <li>• Roberston/ Nkqubela spatial investment</li> <li>• Public and private sector collaboration</li> <li>• The attraction of private investment</li> <li>• Priority sector: Tourism, agriculture, renewable energy</li> <li>• Opportunities: <ul style="list-style-type: none"> <li>○ Tourism and agri-tourism</li> <li>○ Agri-industry and processing</li> <li>○ Alternative industry and recycling</li> </ul> </li> <li>• Examples of envisioned projects/ programmes: Bullida, airport expansion, business retention and support, artisinal support, educational upliftment, creation of business hives, etc.</li> </ul> |

## 2.4. Socio-Economic Profile

The Langeberg Local Municipality had a population of 120,796 people in 2021 and comprises of approximately 30,690 households. The population has on average grown by 1.6 percent per annum while households grew by 1.5 percent. The Langeberg Local Municipality has the smallest population in the Cape Winelands District Municipality (12.7 percent of the Cape Winelands District Municipality) and the second lowest household density (households per km<sup>2</sup>) in the Cape Winelands District Municipality, with 6.9 households/km<sup>2</sup>.

*The influx of foreigners into the Langeberg Local Municipality is difficult to document and constitute a growing source of population increase. The population growth is likely higher than 1.6 percent and concern highlighted through stakeholder engagements is that it will place a stress on housing, employment availability for locals, infrastructure and local health dynamics (Urban-Econ via Stakeholder Engagements, 2022/2023; Langeberg Local Municipality, 2022- 2023).*

The potentially economically active population within Langeberg Local Municipality is approximately 66.9 percent; this portion of the population consists of people between the ages of 15 and 64 years. The potentially economically active population indicates that an above-average labour force exists within the Langeberg Local Municipality which could indicate a large demand for jobs. The remainder of the population comprises children<sup>2</sup> (26.1 percent) and people older than 65 (7.0 percent); thus, there is thus a larger **dependency ratio** in the Langeberg Local Municipality. The dependency ratio with the Langeberg Local Municipality is 33.1 percent which is slightly higher than the Cape Winelands District Municipality (30.6 percent).

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*The dependency ratio relates the number of children and people older than 65 to the working-age population<sup>3</sup> and is expressed as per hundred persons aged 15 to 64.*

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*The Langeberg Local Municipality was identified as a popular destination for the migration of young families and retirees, especially, Robertson and McGregor. The higher dependency ratio implies a greater pressure on social systems required by children and older persons.*

With regards to education, 15.6 percent of the population of the Langeberg Local Municipality had no schooling in 2021 which is higher than the district average of 13.1 percent. Similarly, 31.0 percent of the population had completed matric or attained a higher form of education, in comparison to the district average of 36.5 percent. Importantly, educational attainment has an impact on the ability of residents to find employment thus education is directly linked to the economic development of an area.

*The Langeberg Local Municipality is characterised by a high level of youth drop outs which directly influences the economic and social health. The Langeberg Local Municipality has the lowest retention rates (66.6 percent) of learners in the Cape Winelands District Municipality and school dropouts are a significant concern (Langeberg Local Municipality, 2022). School drop outs generally have a lower employment rate thus they don't have an*

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<sup>2</sup> People younger than 14.

<sup>3</sup> People between the ages of 15 and 64.

*opportunity to learn skills through on-the-job training. Langeberg Local Municipality has two key skill development centres, namely, Jakes Gerwel in Bonnievale and the Graham and Rhona Beck Centre in Robertson. Unfortunately, it was found through stakeholder engagements that often students who graduate from these skills centres do not remain in the area due to a lack of employment opportunities thus resulting in a skills drain.*

The unemployment rate in the Langeberg Local Municipality is 11.1 percent which is lower than that of the Cape Winelands District (15.4 percent). The latest figure indicates that nearly 45,615 people are employed in the Langeberg Local Municipality which accounts for 13.0% of the employed people in the Cape Winelands District Municipality. Approximately 31,673 people are employed in the formal sector and 13,942 are employed in the informal sector. The number of unemployed people in the Langeberg Local Municipality is estimated at 5,669 in 2021; this accounts for 8.9% of the 63,895 unemployed people in the Cape Winelands District Municipality.

The Langeberg Local Municipality has a low percentage of skilled employment (18.1 percent) while semi-skilled occupations constitute a substantial portion of employment in the Langeberg Local Municipality at 36.6 percent, while low-skilled employment makes up 45.3 percent. The lower level of income in the Langeberg Local Municipality (57.0 percent) is directly influenced by the low levels of education and skills. Only, 38.0 percent of the population are middle-income earners while 5.0 percent are high income earners.

In terms of housing, the majority of the population reside in formal dwelling (91.8 percent), with 8.2 percent of households still residing in informal housing. A backlog of housing units is experienced in the Langeberg Local Municipality with a current backlog of 9,242 housing units, with the majority being located in Robertson (2,7786); the remainder are as follows:

- Bonnievale (1,581)
- McGregor (537)
- Ashton (861)
- Montague (1,146)
- Langeberg NU (0)
- Nkqubela (1,739)
- Zolani (592)

*The influx of foreigners in the Langeberg Local Municipality is resulting in an uncontrolled growth of informal settlements and an increase in illegal structures, in areas such as Happy Valley, Nkqubela, Droeëheuwel and Brickfields. The influx of foreigners is a contributing factor in the demand being placed on municipal infrastructure which impacts municipal capacity and budget.*

In terms of access to services, 96.0 percent of households have access to electricity for lighting, 96.6 percent of households have access to a chemical or flush toilet, 94.3 percent of households have access to piped water from inside their dwelling and 82.4 percent of households have access to municipal services for refuse removal.

*The poor supply of electricity by Eskom is placing a significant strain on residents and businesses in the Langeberg Local Municipality. The current electricity supply by the Langeberg Local Municipality is not sufficient to meet the current demand and in turn, is limiting any further economic development envisioned. It is imperative that alternative sources of electricity are investigated and the promotion of solar geysers and photovoltaic systems for residential and business use occurs.*

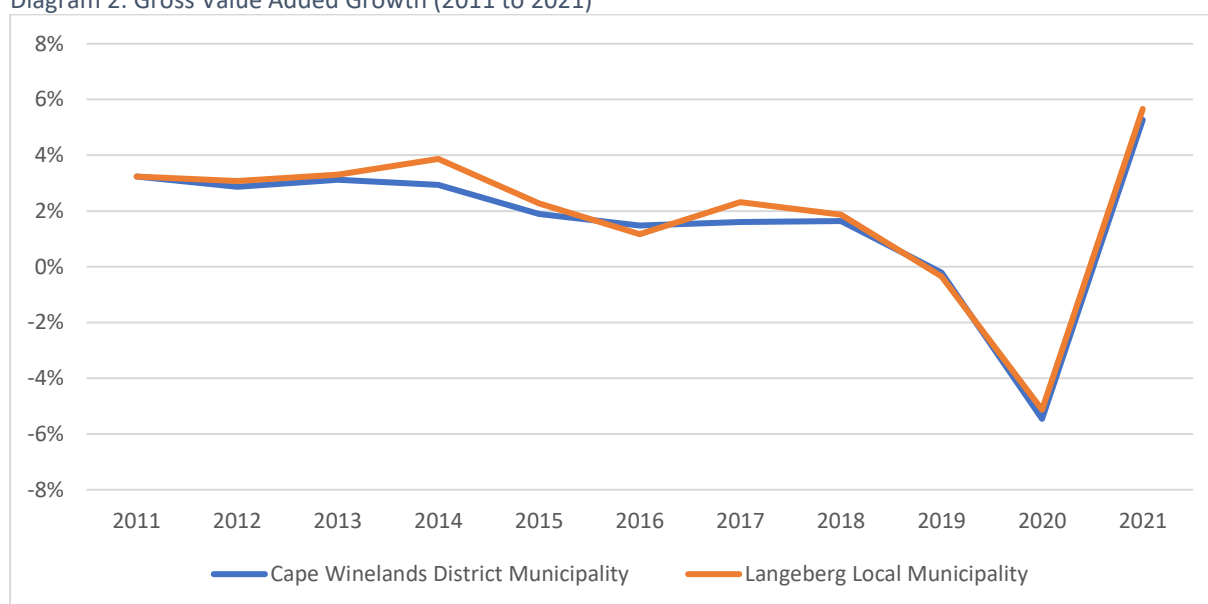
## 2.5. Economic Overview

The Gross Value Added of the Langeberg Local Municipality is estimated at R8.5 billion in 2021 and contributes 10.2 percent of the output of the Cape Winelands District Municipality.

**Gross Value Added** is defined as the difference between output and intermediate consumption for any given sector/industry. That is the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production.

The Gross Value Added of the Langeberg Local Municipality grew by 1.9 percent which is slightly higher than the 1.7 percent of the Cape Winelands District Municipality. From the figure below it is evident that the growth within the Langeberg Local Municipality mirrored that of the Cape Winelands District. The economies of both the Cape Winelands District Municipality and the Langeberg Local Municipality grew from 2009 to 2012, thereafter, their economic growth declined from 2012 to 2016. Between 2017 and 2018 the economy of the Cape Winelands District Municipality and the Langeberg Local Municipality grew marginally, only to experience a decline in 2019. The largest drop in Gross Value Added for the Langeberg Local Municipality was experienced from - 0.3% in 2019 to -5.1% in 2020. This was due to the impact of the Covid-19 pandemic, which adversely affected the economy. **Diagram 2** highlights the Gross Value Added growth between 2011 and 2021.

Diagram 2: Gross Value Added Growth (2011 to 2021)



(Urban Econ, 2022)

The sectoral contribution of the economy of the Langeberg Local Municipality is outlined in the table below.

Table 3: Gross Value Added per Sector

| Sectors                                                | GVA (Rands Millions) | Sectoral Contribution |
|--------------------------------------------------------|----------------------|-----------------------|
| Agriculture, forestry and fishing                      | 1,050                | 12.2%                 |
| Mining and quarrying                                   | 14                   | 0.2%                  |
| Manufacturing                                          | 1,495                | 17.4%                 |
| Electricity, gas and water                             | 153                  | 1.8%                  |
| Construction                                           | 309                  | 3.6%                  |
| Wholesale and retail trade, catering and accommodation | 1,524                | 17.7%                 |
| Transport, storage and communication                   | 654                  | 7.6%                  |
| Finance, insurance, real estate and business services  | 1,904                | 22.2%                 |
| General government                                     | 630                  | 7.3%                  |
| Community, social and personal services                | 857                  | 10.0%                 |

(Urban Econ, 2022)

In 2021, the top contribution to the economy was within the finance, insurance, real estate and business services sector (22.4 percent) while contribution from the mining and quarrying sector was the lowest (0.2 percent). Tourism which is a key sector within the Langeberg Local Municipality only contributed 17.4 percent while agriculture contributed 12.2 percent. The Langeberg Local Municipality is dependent on the tourism and agricultural sector, any change in dynamics with each of these sectors (i.e., drop in tourism feet and/ or the closing of the Langeberg and Ashton canning factory) would result in severe negative impacts throughout the local economy. A review of the total employment (formal and informal) figures per sector is indicated in the table below.

Table 4: Total Employment (Formal and Informal) per Sector (2021)

| Sector                                                 | Cape Winelands District Municipality | Langeberg Local Municipality | Percentage |
|--------------------------------------------------------|--------------------------------------|------------------------------|------------|
| Agriculture, forestry and fishing                      | 72,882                               | 12,022                       | 26.4%      |
| Mining and quarrying                                   | 136                                  | 14                           | 0.0%       |
| Manufacturing                                          | 28,016                               | 3,876                        | 8.5%       |
| Electricity, gas and water                             | 967                                  | 94                           | 0.2%       |
| Construction                                           | 18,882                               | 2,053                        | 4.5%       |
| Wholesale and retail trade, catering and accommodation | 75,434                               | 10,296                       | 22.6%      |
| Transport, storage and communication                   | 11,297                               | 1,647                        | 3.6%       |
| Finance, insurance, real estate and business services  | 57,133                               | 6,538                        | 14.3%      |
| General government                                     | 19,715                               | 1,725                        | 3.8%       |

| Sector                                  | Cape Winelands<br>District Municipality | Langeberg Local<br>Municipality | Percentage |
|-----------------------------------------|-----------------------------------------|---------------------------------|------------|
| Community, social and personal services | 66,929                                  | 7,350                           | 16.1%      |

(Urban Econ, 2022)

The top three employing sectors in the Langeberg Local Municipality are agriculture, forestry and fishing (12,022 people), wholesale and retail trade, catering and accommodation (10,296 people) and community, social and personal services (7,350 people). This coincides with the top three employing sectors in the Cape Winelands District Municipality, which include agriculture, forestry and fishing (72,882 people), wholesale and retail trade, catering and accommodation (75,434 people) and community, social and personal services (66,929 people). These sectors employ semi-skilled to skilled workers, with exception of agriculture, forestry and fishing sector that employs mostly low skilled workers.

### 2.5.1. Opportunity Sector Overview

#### 2.5.1.1. Agriculture

Agriculture in the Langeberg Local Municipality while it was not the top contributing sector to the economy in terms Gross Value Added, it was the largest employer with approximately 12,022 (26.4 percent) people employed<sup>4</sup>. Arable agriculture is located around Robertson and Bonnievale, with intense agriculture being located between Robertson and Ashton, and east of Bonnievale (Langeberg Local Municipality, 2023 - 2028). Agricultural cultivation is predominantly intensive and comprises of vineyards, orchards, and pastures, with the main crops identified indicated in **Table 5**.

Table 5: Agricultural Crops

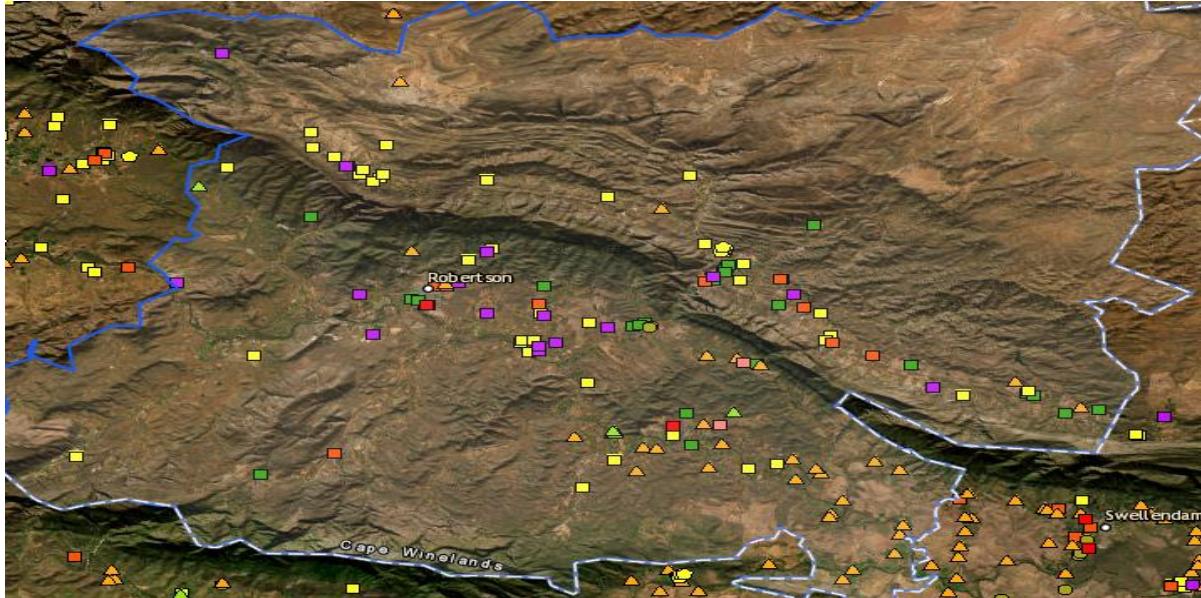
| Type                     | Description                                                                                                                                                                                                             |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Large Scale Crops</b> | Wine grapes, table grapes, apricots, pears, plums, peaches, olives, citrus tomatoes, gooseberries, avocados, lavender, cannabis, cherries, rose geranium, almonds, rosemary, and blueberries                            |
| <b>Small Scale Crops</b> | Pumpkin, baby marrows, cabbage, carrots, cauliflower, chili peppers, peppers, lettuce, spinach, tamarillos, and melons. Other crops are grown for animal feed, namely, wheat, barley, oats, triticale, lupines, and ray |
| <b>Livestock</b>         | Pigs, cattle (dairy), chickens                                                                                                                                                                                          |

(Langeberg Local Municipality, 2023 - 2028; Urban-Econ via Stakeholder Engagements, 2022/2023)

The Langeberg Local Municipality has a range of agricultural infrastructure as indicated in **Map 2**.

<sup>4</sup> Formal and Informal

Map 2: Agricultural Infrastructure

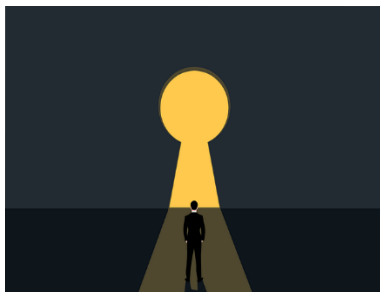


(Elsenburg, 2022)

The Langeberg Local Municipality has a developed agricultural value chain with packhouses, piggeries, nurseries, fruit packers and cool chain, dairies, feedlots, abattoirs, chicken batteries etc. Diversification in the agricultural industry is important with an established cannabis farm operational outside of Montagu. Agriculture in the Langeberg Local Municipality face a range of risks which creates production, financial, market, and institutional risk.



**Snapshot of Key Risks:** Climate change (weather pattern), input costs, electricity and water supply, timeous building approvals, lack of small scale farmer support, lack of funding, lack of skilled labour, limited local processing capabilities (cannabis), and poor conditions of roads. The lack of electricity has been an issue for local farmers as without electricity irrigation pumps won't operate unless farmers have generators<sup>5</sup> and/ or photovoltaic systems.



**Snapshot of Key Opportunities:** Climate change assessment, business support and training, funding, improved infrastructure (water, roads, electricity etc), SMME development, streamlined municipal processes and reduction in red tape, small scale farmer support, and provision of renewable energy.

<sup>5</sup> High diesel costs

### 2.5.1.2. Manufacturing

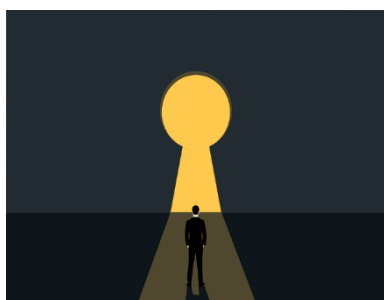
Manufacturing is one of the top contributing sectors with regards to Gross Value Added (17.4 percent) and fourth in terms of employment contribution (8.5 percent). Manufacturing in the Langeberg Local Municipality can be seen as an important driver of GVA growth and employment creation. The top three contributing sub-sectors in the within the Langeberg Local Municipality, based on total contribution to total manufacturing Gross Value Added are:

- Food, beverages, and tobacco (39.7 percent);
- Petroleum products, chemicals, rubber and plastic (15.5 percent); and
- Furniture; other manufacturing (12.1 percent).

Montagu and Robertson have the majority of industrial businesses, however, Ashton and Bonnievale are identified as industrial and agri-processing hubs, with key industrial development potential identified for Robertson, Bonnievale, and Ashton. Manufacturing in terms of agri-processing plays a key role in the economy, with the manufacturing of food and beverages making up 32.6 percent of employment in manufacturing activities and contributing 39.7 percent of Gross Value Added in the economy. Agri-processing plants in are spatially disbursed throughout the Langeberg Local Municipality however they tend to be clustered around Montagu (Montagu Cheese, Montagu Dried Fruit and Nuts, Bellair Montagu, Cape Dry Fruit Packers etc). The largest facility and employer in the Langeberg Local Municipality is located in Ashton, namely, Langeberg and Ashton Canning factory. Other factories include KOO, Tierhoek Organics, Mooivallei, etc. Risks identified in the manufacturing sector include but are not limited to



**Snapshot of Key Risks:** High input costs, electricity supply, roads, timeous municipal processes, lack of business support, lack of skilled labour, poor conditions of roads, closure of the Langeberg and Ashton Canning factory.



**Snapshot of Key Opportunities:** Agro-processing, business support and training, funding, improved infrastructure (water, roads, electricity etc), streamlined municipal processes and reduction in red tape, SMME development, new business and investment attraction, and provision of renewable energy.

### 2.5.1.3. Wholesale and Retail Trade, Catering and Accommodation

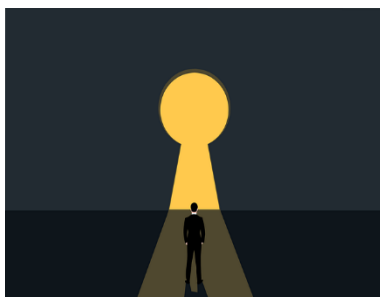
Wholesale and retail trade, catering and accommodation in the Langeberg Local Municipality is one of the top contributing sectors with regards to Gross Value Added (17.7 percent) and second in employment contribution (22.6 percent). Tourism plays a functional and important role in the Langeberg Local Municipality which contribute directly and indirectly to the livelihood of local residents and is a key injection into the local economy.

Tourism caters to all age groups and attracts both local and international visitors. Covid-19 had a severe impact on tourism numbers; in 2021, the Langeberg received a total of 368,972 visitors, which is 1,6% less than in 2019. Importantly, December 2021 was the month with the most visitors, almost 50 000 visitors travelled to Langeberg, and this is almost 5000 more visitors than in 2019. Culture/heritage, outdoor activities, national parks, wine tasting, and crafts/food markets ranked as the top five activities visitors enjoyed during their stay in the district.

Tourism has a far-reaching value-chain which offers many SMME opportunities, from vehicle manufacturing for the car-rental industry to textile manufacturers producing the linen that accommodation providers and restaurants buy. SMMEs play an important role in local tourism and the domestic market has the potential to increase economic benefits and opportunities for SMME's, therefore intense focus is required on the domestic market on a continuous basis.



**Snapshot of Key Risks:** Limited electricity and water supply, roads, timeous municipal processes, lack of business support and marketing, lack of strategic implementation, poor conditions of roads, crime and safety, lack of unified brand, insufficient marketing budgets and funding for events etc.



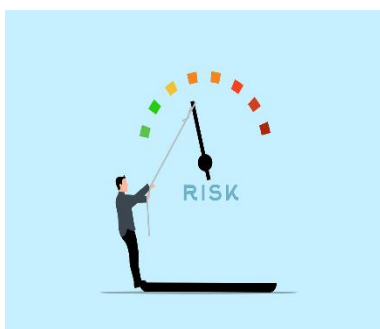
**Snapshot of Key Opportunities:** Marketing and branding, agri – and eco – tourism, business support and training, funding, improved infrastructure (water, roads, electricity etc), SMME development, signage, streamlined municipal processes and reduction in red tape, new business and investment attraction, and provision of renewable energy.

#### 2.5.1.4. *Electricity, Gas, and Water*

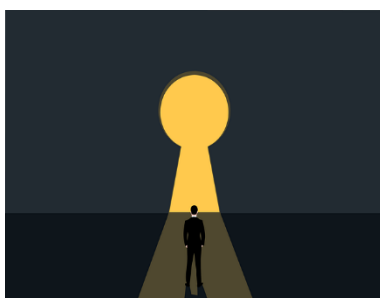
The electricity sector was the second smallest contributor in terms of Gross Value Added (1.8 percent) and the smallest contributor in terms of employment (0.2 percent). Electricity is the centre of the economy of the Langeberg Local Municipality. All sectors throughout the Langeberg Local Municipality require electricity to function and with the continual impact of loadshedding implemented by Eskom, industry productivity is declining. While utilisation of generators provides respite, not all businesses have the capital to purchase a generator and the cost of diesel for their operation is mounting.

Renewable energy is being seen as a key advantage in reversing the impact of loadshedding in the Langeberg Local Municipality. Renewable energy which is a growing sector has the potential to assist in generating capacity and is a safer, cost effective solution for the Langeberg Local Municipality. Langeberg Local Municipality currently does not have solar or renewable energy plants, however, potential exists. According to the draft Integrated Development Plan, the Langeberg Local Municipality has good potential in the western, central and north-eastern for the implementation of renewable energy projects with medium solar radiation and average wind speeds of 4 – 6m/s. The design and placement of wind and solar energy facilities should adhere to the amended zoning scheme regulations (Provincial Gazette 6894, P.N. 189/2011, 29 July 2011).

Water falls under the same sector as electricity, thus, aligns with GVA contribution and employment provision. While water supply is being met, the infrastructure in the provision of water is aging and poses a threat as like electricity to public safety, loss of services and capacity, and hinders economic growth. Currently, insufficient electricity provision and aging infrastructure (electricity and water) exists in the Langeberg Local Municipality; electricity, however, poses a severe threat as current provision does not meet the current status quo. Thus, unless provision is made to assess and develop renewable energy, then future economic develop in the Langeberg Local Municipality cannot happen.



**Snapshot of Key Risks:** Poor electrical supply, aging infrastructure and maintenance of infrastructure.



**Snapshot of Key Opportunities:** Establishment of either wind and/ or solar plants, promotion oh household use of solar geysers and photovoltaic systems, infrastructure audit and maintenance plan. Infrastructure audits, maintenance plans and upgrade/ repair of current infrastructure.

## 2.6. SWOT Analysis

The SWOT analysis<sup>6</sup> provides an overview of the strengths, weaknesses, opportunities, and threats identified in the Langeberg Local Municipality.

### 2.6.1. Strengths

**Table 6** provides an overview of the strengths of the Langeberg Local Municipality and the individual towns of McGregor, Robertson, Bonnievale, Montagu and Ashton.

Table 6: Strengths (Langeberg Local Municipality)

| Strengths (Langeberg Local Municipality) |                                                                                                                       |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 1.                                       | Natural and biodiversity assets (reserves, mountains, natural veld, rivers etc)                                       |
| 2.                                       | Established agricultural and agro-processing sub-sector industries (i.e., trade, cool and pack warehouses, logistics) |
| 3.                                       | Established government sector                                                                                         |
| 4.                                       | Established business and financial services sector                                                                    |
| 5.                                       | Strong logistic linkages for regional and municipal connectivity                                                      |
| 6.                                       | Strong agricultural and tourism corridors along the R60                                                               |
| 7.                                       | Strong cultivation corridor along R318 and R60                                                                        |
| 8.                                       | Strong, diverse tourism and economic nodes                                                                            |
| 9.                                       | Diverse tourism attractions and events (attract local and international tourists)                                     |
| 10.                                      | Emerging agricultural industry (i.e., cannabis)                                                                       |
| 11.                                      | Niche agriculture industry (i.e., cannabis, farms, blueberries, pomegranate, trout, alpaca, pecan nuts)               |
| 12.                                      | Public and private commitment to Local Economic Development                                                           |
| 13.                                      | Strong emerging and established business forums                                                                       |
| 14.                                      | Committed local tourism associations                                                                                  |
| 15.                                      | Presence of national and internationally recognised businesses                                                        |
| 16.                                      | Sustainable employment provided across local industries                                                               |
| 17.                                      | Strong working-age population                                                                                         |
| 18.                                      | Strong human capital linked to the retired population                                                                 |
| 19.                                      | Significant private investment potential                                                                              |
| 20.                                      | Educational/ skills upliftment (i.e., Jakes Gerwel and Graham Beck Skills centre)                                     |
| 21.                                      | Strong entrepreneurial skills                                                                                         |
| 22.                                      | Municipal commitment to LED and tourism                                                                               |
| 23.                                      | Clean municipal audit                                                                                                 |
| 24.                                      | Growing secondary economy                                                                                             |
| 25.                                      | Underutilised pockets of land                                                                                         |
| <b>McGregor</b>                          |                                                                                                                       |

<sup>6</sup> The SWOT Analysis fall part of the gap and opportunity analysis report.

1. Strong tourism node
2. Well-developed holiday farms and tourist attractions focused around McGergor
3. Diverse historical and cultural identity
4. Natural and biodiversity assets
5. Breede Centre (Skills training centre)
6. Attractive property market
7. The attraction of young professionals enabling new monetary injection
8. Local businesses are strong employer of locals
9. Established economic assets (i.e., Temenos, McGregor Wine, Lord's Wine, Eseltjesrus Donkey Sanctuary)
10. Established and growing business chamber
11. Established and committed Local Tourism Association
12. Established and committed Heritage committee
13. Strong communication between public and private sectors

#### **Robertson**

1. Strong tourism node
2. Natural and biodiversity assets
3. Strong and growing business node/ service centre
4. Well-developed mix of agriculture and wilderness tourism, Robertson financial, retail and agricultural service centre with historic heritage potential
5. Accessible government departments
6. High level of new developments (i.e., CareWell Hospital, Robertson Lifestyle Estate, Checkers , Shoprite financial, etc)
7. Local businesses (retail centres) are a drawcard for people as far as Barrydale, Ladismith, Riversdale etc
8. Strong and intensive surrounding agriculture
9. High level of manufacturing businesses related to agriculture
10. Established economic assets (i.e., Robertson Winery, Ou Meul, Pick n Pay, Spar, AH Marais Seuns)
11. Close proximity to City of Cape Town
12. Central to surrounding towns and municipalities
13. Available developable land for industry (i.e., Bullida Grounds)
14. Developing and committed business chamber
15. Established and committed Local Tourism Association
16. Established regional light aircraft airfield with developable potential
17. Improving communication between public and private sectors
18. Growing secondary economy

#### **Bonnievale**

1. Strong tourism node
2. Natural and biodiversity assets

3. Established technical school (i.e., Jakes Gerwel)
4. Established Non-Profit Organisation committed to local upliftment (i.e., Bonnievale 418)
5. Accessibility via provincial roads
6. Only town located along the Breede River in Langeberg Local Municipality
7. Established business (nationally and internationally recognised)
8. Established economic assets (i.e., Lactalis, Mooiutsig, Bonnievale Wines, Bonnievale Piggery, Mooivallei Suiwel, Vinopoly, Eram, Nobles Transport)
9. Good quality roads
10. Established and growing business chamber
11. Established businesses (nationally and internationally recognised)
12. Strong and intensive surrounding agriculture
13. Local businesses strong employer of locals

#### **Montagu**

1. Strong tourism node
2. Well developed network of holiday farms and farmstalls along R62 tourism route/ Montagu often seen as starting point of the R62 route
3. Diverse historical and cultural identity
4. Natural and biodiversity assets
5. Strong and growing business node/ service centre
6. Strong and intensive surrounding agriculture
7. High level of manufacturing businesses related to food
8. Established economic assets (i.e., Montagu Foods, Cape Dry, JD Stemmet Transport)
9. Characterised by succulent Karoo biome
10. Strong road accessibility
11. Established and growing business chamber
12. Established and committed Local Tourism Association
13. Established cannabis farm and testing laboratory
14. Good quality roads
15. High level of skills available within local businesses
16. Koo bio region has medium to high levels of solar radiation ideal for renewable energy

#### **Ashton**

1. Ashton Arch Bridge is a key infrastructure asset and tourism attraction
2. Strong and growing service centre (agri-processing)
3. Strong settlement node
4. Strong road accessibility
5. Strong and intensive surrounding agriculture
6. Established economic assets (i.e., Langeberg and Ashton Canning factory, Ashton Logistics)

## 7. Good quality roads

(Urban-Econ via Stakeholder Engagements, 2022/2023)

## 2.6.2. Weaknesses

**Table 7** provides an overview of the weaknesses of the Langeberg Local Municipality and the individual towns of McGregor, Robertson, Bonnievale, Montagu and Ashton.

Table 7: Weaknesses (Langeberg Local Municipality)

| Weaknesses (Langeberg Local Municipality) |                                                                                                                                                                                |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.                                        | Lack of large interest-specific events                                                                                                                                         |
| 2.                                        | No beautification along main roads into towns                                                                                                                                  |
| 3.                                        | Business signage and menu's not multilingual for ease of foreign visitors                                                                                                      |
| 4.                                        | Limited public transport between town                                                                                                                                          |
| 5.                                        | Interruptions and supply issues in municipal infrastructure (i.e., water, electricity supply, sewerage overflow)                                                               |
| 6.                                        | High level of youth dropout in all towns                                                                                                                                       |
| 7.                                        | Insufficient municipal investment in infrastructure                                                                                                                            |
| 8.                                        | Insufficient land and/ or serviced land for public and private development                                                                                                     |
| 9.                                        | Infrastructure not able to handle expansions of new or existing factories/ developments                                                                                        |
| 10.                                       | Bonnievale and McGregor are not drive-through towns                                                                                                                            |
| 11.                                       | Limited bank/financing options – (i.e., Bonnievale only have one bank for businesses to choose from, banks are closed some days and petty cash is only available on pre-order) |
| 12.                                       | High cost of business (i.e., electricity)                                                                                                                                      |
| 13.                                       | Absence of unified tourism marketing brand                                                                                                                                     |
| 14.                                       | Poor municipal communication between departments and the private sector                                                                                                        |
| 15.                                       | No green economy interventions driven by the municipality                                                                                                                      |
| 16.                                       | Informal trading infrastructure not yet equipped for food preparations, internet café, welding works etc                                                                       |
| 17.                                       | No sector-specific databases for communication purposes                                                                                                                        |
| 18.                                       | The municipal Youth Advisory Centre discontinued about 3 years ago                                                                                                             |
| 19.                                       | Timeous municipal processes                                                                                                                                                    |
| 20.                                       | Lack of local procurement                                                                                                                                                      |
| 21.                                       | High youth dropouts from educational facilities                                                                                                                                |
| 22.                                       | Insufficient marketing and funding for Local Tourism Associations                                                                                                              |
| 23.                                       | Unemployment                                                                                                                                                                   |
| 24.                                       | Social ills in community with high level of alcohol misuse, abuse, low moral or youth not interested in unskilled work                                                         |
| 25.                                       | Low skills                                                                                                                                                                     |
| 26.                                       | High level of petty crime                                                                                                                                                      |
| 27.                                       | Limited activities open on a Sunday                                                                                                                                            |

28. Unequitable policy for municipal rates
29. Lack of housing (municipal backlog)
30. The poor condition of roads
31. Lack of collaboration between police, neighbourhood watch, law enforcement/ municipality

#### **McGregor**

1. Limited municipal capacity to attend to community concerns effectively
2. Local labour not skilled
3. Lack of entrepreneurial skills
4. Insufficient municipal investment
5. High level of youth dropout
6. Option for tertiary education is difficult as universities are far away
7. Poorly maintained municipal infrastructure
8. Insufficient local transport
9. Weekends are quiet in terms of tourism
10. Municipal services that focus on McGregor based in Ashton – a challenge to get services addressed
11. Illegal dumping
12. No business development
13. Local businesses solely rely on tourism as a monetary injection
14. Municipal processes are timeous
15. Municipal development: (Young Men's Christian Association) is dormant
16. Lack of housing (municipal backlog)

#### **Robertson**

1. Limited municipal capacity to attend to community concerns effectively
2. Shortage of skills
3. Lack of entrepreneurial skills
4. Lack of supply and quality of basic services (municipal infrastructure)
5. Poor road conditions
6. High level of youth dropout
7. Option for tertiary education is difficult as universities are far away
8. Petty crime
9. An influx of foreigners places strain on municipal infrastructure due to increased demand on services (i.e., expansion of informal settlements)
10. Agricultural research Centre (Proefplaas) underutilised
11. Skill development centres underutilised
12. Langeberg Local Municipality does not consider local procurement practices
13. Municipal processes are timeous
14. Business closed on Sunday hindering tourism experience
15. Poor level of service provided by SAPS

16. Lack of housing (municipal backlog)
17. Lack of collaboration between police, neighbourhood watch, law enforcement/ municipality to establish interventions like camara monitoring in towns

#### **Bonnievale**

1. Limited municipal capacity to attend to community concerns effectively
2. Insufficient municipal investment
3. Poorly maintained municipal infrastructure
4. High level of youth dropout
5. Lack of education facilities (i.e., primary and high school)
6. Local labour not skilled
7. Lack of entrepreneurial skills
8. Social ills (alcohol, drugs)
9. Option for tertiary education difficult as universities are far away
10. Poor education levels
11. Lack of quality basic services
12. Poor communication levels between private and public sector
13. Municipal processes are timeous
14. No Local Tourism Association
15. No space for day visitors along the Breede River
16. Limited restaurants
17. Poor level of service provided by SAPS
18. Limited local tertiary education
19. Lack of serviced land for development
20. Lacks a level of retail that Robertson provides – residents drive to Robertson to shop
21. Lack of housing (municipal backlog)
22. Lack of collaboration between police, neighbourhood watch, law enforcement/ municipality to establish interventions like camara monitoring in towns

#### **Montagu**

1. Limited municipal capacity to attend to community concerns effectively
2. Insufficient municipal investment
3. Poorly maintained municipal infrastructure
4. High level of youth dropout
5. Poor education levels
6. Local labour not skilled
7. Lack of entrepreneurial skills
8. Sourcing of skills (mid to high) difficult to obtain locally
9. Lack of local procurement
10. Weak sanitation and storm water management

11. Limited installation and maintenance of local signage
12. Lack of quality basic services
13. Municipal processes are timeous
14. Lack of serviced land for development
15. Poor communication levels between private and public sector
16. Farm workers relocating off farms to subsidised housing placing strain on municipal service delivery capacity
17. Municipal owned property not maintained and influences aesthetics of town
18. Lack of housing (municipal backlog)
19. Lack of collaboration between police, neighbourhood watch, law enforcement/ municipality to establish interventions like camara monitoring in towns

#### **Ashton**

20. Limited municipal capacity to attend to community concerns effectively
21. Lack of social institutions and commercial proximity
22. Insufficient municipal investment
23. Poorly maintained municipal infrastructure
24. Lack of education facilities (i.e., primary and high school)
25. High level of youth dropout
26. Poor education and skill levels
27. Lack of entrepreneurial skills
28. Poor social services in Ashton
29. Overreliance on the Langeberg and Ashton Canning Factory as a key employer
30. Lack of safe pedestrian & cycle routes along main and identified connector roads.
31. Lack of available buildings for local and social activities
32. Lack of local procurement
33. Lack of essential services in Ashton (i.e., doctors, banks etc)
34. Lack of quality basic services
35. Municipal processes are timeous
36. Lack of serviced land for development
37. Poor communication levels between private and public sector
38. Lack of housing (municipal backlog)
39. Shortage airspace at Ashton landfill site
40. Property values of residential properties lowest out of all the towns
41. Lack of collaboration between police, neighbourhood watch, law enforcement/ municipality to establish interventions like camara monitoring in towns

(Urban-Econ via Stakeholder Engagements, 2022/2023)

### 2.6.3. Opportunities

**Table 8** provides an overview of the opportunities of the Langeberg Local Municipality and the individual towns of McGregor, Robertson, Bonnievale, Montagu and Ashton.

Table 8: Opportunities (Langeberg Local Municipality)

| Opportunities (Langeberg Local Municipality)                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Create uplifted and safe communities                                             | <ul style="list-style-type: none"> <li>a. Beautification of towns and surrounds</li> <li>b. CBD regeneration</li> <li>c. Create efficient transport systems</li> <li>d. Create pedestrain and cycle routes</li> <li>e. Create non-motorised transport facilities</li> <li>f. Integrated rail network of freight, passenger and tourist rail services</li> <li>g. Promote the development of Open Space Networks, Conservation and Rural Corridors</li> </ul>                                                                                                                                                                          |
| 2. Skill upliftment                                                                 | <ul style="list-style-type: none"> <li>a. Building local capacity (i.e., promote skills development and training for communities, such as entrepreneurial training)</li> <li>b. Localised youth education centres in each town</li> <li>c. Establishment of educational services (i.e., primary and high schools, and skills development centre)</li> </ul>                                                                                                                                                                                                                                                                           |
| 3. Sector/ business development and revitalisation                                  | <ul style="list-style-type: none"> <li>a. Tourism industry growth &amp; development, marketing, promotion &amp; awareness</li> <li>b. Enhance agri-tourism opportunities (i.e., hiking through local vineyards, wine tasting a particular cultivar at its associated vineyard)</li> <li>c. Green economy and eco-tourism development and promotion</li> <li>d. Potential for broadening niche agricultural industry (i.e., cannabis farms and agro-processing)</li> <li>e. SMME development &amp; Integration of the informal economy</li> <li>f. New Business and investment attraction</li> <li>g. Enhance waste economy</li> </ul> |
| 4. Creating a conducive, ease of doing business environment within the municipality | <ul style="list-style-type: none"> <li>a. Provision of an adequate regulatory and policy environment</li> <li>b. Reduce red-tape on municipal processes to expedite economic growth and development.</li> <li>c. Encourage the procurement of locally produced goods in supply chain policy and calculation method</li> <li>d. Speed up event applications</li> <li>e. Compile and maintain a Gateway Opportunity database</li> <li>f. Adopt a fair and equitable policy for municipal rates and taxes</li> </ul>                                                                                                                     |
| 5. Improved communication and partnerships                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

- a. Promote healthy trade partnership between private, community and government
- b. Structured communication meetings between public, private and volunteer sector
- c. Major sectors support with development, value-adding, skills development.
- d. Business support & capacitation and entrepreneurial development
- 6. Infrastructure and assets
  - a. Conduct municipal audits on infrastructure, assets, and developable land
  - b. Develop infrastructural maintenance plan
  - c. Develop asset revitalisation plan for uncompleted projects and/ or rundown assets
  - d. Repair and maintain municipal infrastructure (i.e., roads, electricity water, sewerage, refuse, etc)
- 7. Renewable energy:
  - a. Create a renewable energy plan
  - b. Development of renewable energy sources (i.e., solar and/ or wind)
  - c. Promote use of renewable energy within businesses and residences
- 8. Climate change
  - a. Establishment of a climate change plan

#### **McGregor**

- 1. Create uplifted and safe communities
  - a. Pedestrian walkways
  - b. Landscaping and beautification
  - c. Conservation and open space networks
  - d. Provide public transport to connect McGregor and Robertson
  - e. Identify urban areas for community gardens/ community driven and maintained vegetable gardens
- 2. Skill upliftment
  - a. Localised youth education centre
- 3. Sector/ business development and revitalisation
  - a. Investment in biodiversity and outdoor activities
  - b. Support and improve tourism infrastructure
  - c. Investment in local brickworks
  - d. Upliftment of historic mill
  - e. Municipal investment in art and nature projects
  - f. Restoration of historic and art deco infrastructure
- 4. Creating a conducive, ease of doing business environment within the municipality
  - a. Reduce red-tape
  - b. Local procurement
  - c. Speed up event applications

5. Infrastructure and assets
  - a. Conduct municipal audits on infrastructure, assets, and developable land
  - b. Develop infrastructural maintenance plan
  - c. Develop asset revitalisation plan for uncompleted projects and/ or rundown assets
  - d. Develop, repair and maintain municipal infrastructure (i.e., roads, water, sewerage, refuse, etc)
6. Improved communication and partnerships
  - a. Collaborative marketing between Local Tourism Association and restaurant establishments
  - b. Structured communication meetings between public and private sector
7. Climate change
  - a. Establishment of a climate change plan

### **Robertson**

1. Create uplifted and safe communities
  - a. Landscaping and beautification
  - b. Revitalise Robertson Central Business District
  - c. Integrated open space networks
  - d. Integrated community sport facilities and recreational public nodes
  - e. Central community node
  - f. Create pedestrian and cycle routes
  - g. Identify urban areas for community gardens/ community driven and maintained vegetable gardens
  - h. Position social services and infrastructure centrally for sharing by various communities
2. Skill upliftment
  - a. Localised youth education centre
  - b. Revive underutilised skill development centres to provide accredited qualifications and short courses
3. Sector/ business development and revitalisation
  - a. Revive old train station
  - b. Train project (outside train station)
  - c. Agri-tourism opportunities between wine farms
  - d. Support and improve tourism infrastructure
  - e. Uplift recycling plant
  - f. Upgrade local airfield
  - g. Host roadshows to promote the Langeberg Local Municipality in terms of tourism and economic development
  - h. Enhance Breede River offering (river camps, boats rides, events)
  - i. Provision of social and commercial services
  - j. Incentivise private investment
4. Creating a conducive, ease of doing business environment within the municipality

- a. Provision of an adequate regulatory and policy environment
- b. Reduce red-tape
- c. Local procurement
- d. Speed up event applications
- 5. Infrastructure and assets
  - a. Conduct municipal audits on infrastructure, assets, and developable land
  - b. Develop infrastructural maintenance plan
  - c. Develop asset revitalisation plan for uncompleted projects and/ or rundown assets
  - d. Develop, repair and maintain municipal infrastructure (i.e., roads, water, sewerage, refuse, etc)
- 6. Renewable energy
  - a. Encourage installation of green building technology such as solar geysers and PV roof panels
  - b. Support sustainable & effective use of natural resources i.e. alternative energy, water reuse and recycling
- 7. Improved communication and partnerships
  - a. Structured communication meetings between public and private sector
- 8. Climate change
  - a. Establishment of a climate change plan

#### **Bonnievale**

- 1. Create uplifted and safe communities
  - a. Landscaping and beautification
  - b. Formalise open spaces inside and outside of Bonnievale
  - c. Identify urban areas for community gardens/ community driven and maintained vegetable gardens
- 2. Skill upliftment
  - a. Local skill upliftment (i.e., hospitality and services)
- 3. Sector/ business development and revitalisation
  - a. Development of restaurants to retain tourist residing in the area
  - b. Develop a market area
  - c. Robertson Tourism satellite office in Bonnievale operated by locals
  - d. Support and improve tourism infrastructure
  - e. Industry development to retain upskilled people from Jakes Gerwel
  - f. Breede River Clean-Up project – “Removal of water hyacinth”)
  - g. Enhancement of tourism offering (walking along river, canoeing event, leverage of Double Century cycling event)
  - h. Develop hiking and mountain bike trails and along main activity routes
- 4. Creating a conducive, ease of doing business environment within the municipality
  - a. Provision of an adequate regulatory and policy environment
  - b. Reduce red-tape

- c. Local procurement
  - d. Speed up event applications
- 5. Infrastructure and assets
  - a. Conduct municipal audits on infrastructure, assets, and developable land
  - b. Develop infrastructural maintenance plan
  - c. Develop asset revitalisation plan for uncompleted projects and/ or rundown assets
  - d. Develop, repair and maintain municipal infrastructure (i.e., roads, water, sewerage, refuse, etc)
- 6. Renewable energy
  - a. Encourage installation of green building technology such as solar geysers and PV roof panels
  - b. Support sustainable & effective use of natural resources i.e. alternative energy, water reuse and recycling
- 7. Improved communication and partnerships
  - a. Structured communication meetings between public, private and volunteer sector
- 8. Climate change
  - a. Establishment of a climate change plan

#### **Montagu**

- 1. Create uplifted and safe communities
  - a. Landscaping and beautification
  - b. Conservation and open space networks
  - c. Enhance recreational and public nodes
  - d. Pedestrian and cycling route/ infrastructure
  - e. Identify urban areas for community gardens/ community driven and maintained vegetable gardens
- 2. Skill upliftment
  - a. Localised youth education centre
  - b. Tourism Readiness Programme (i.e., economic importance of tourism)
  - c. Community business mentorship programmes
  - d. Provide for educational facilities
- 3. Sector/ business development and revitalisation
  - a. Montagu Museum: Monetary injection into herb project
  - b. Opportunity investigation "Cannabis industry"
  - c. Trail development fund (i.e., hiking and mountain biking trails)
  - d. Enhancement of tourism inclusive of agri, conservation and eco-tourism offering (cannabis events, mountain climbing, cultural tours, wine tours, history tours)
  - e. Support and improve tourism infrastructure
  - f. Establishment of an artisanal market
  - g. Raising of Brandvlei Dam wall to benefit Montagu agricultural industry
  - h. Provide sufficient space for skills training facilities

- i. Develop commercial and mixed use nodes
  - j. Provision of industrial space/ development
  - k. Develop a destination between Ashbury and Montagu
- 4. Creating a conducive, ease of doing business environment within the municipality
  - a. Provision of an adequate regulatory and policy environment
  - b. Reduce red-tape
  - c. Local procurement
  - d. Speed up event applications
- 5. Infrastructure and assets
  - a. Conduct municipal audits on infrastructure, assets, and developable land
  - b. Develop infrastructural maintenance plan
  - c. Develop asset revitalisation plan for uncompleted projects and/ or rundown assets
  - d. Develop, repair and maintain municipal infrastructure (i.e., roads, water, sewerage, refuse, etc)
- 6. Renewable energy
  - a. Encourage installation of green building technology such as solar geysers and PV roof panels
  - b. Support sustainable & effective use of natural resources i.e. alternative energy, water reuse and recycling
- 7. Improved communication and partnerships
  - a. Structured communication meetings between public, private and volunteer sector
- 8. Climate change
  - a. Establishment of a climate change plan

#### **Ashton**

- 1. Create uplifted and safe communities
  - a. Landscaping and beautification
  - b. Pedestrian and cycling route/ infrastructure
  - c. Identify urban areas for community gardens/ community driven and maintained vegetable gardens
  - d. Position social services and infrastructure centrally for sharing by various communities
- 2. Skill upliftment
  - a. Localised youth education centre
  - b. Community business mentorship programmes
- 3. Sector/ business development and revitalisation
  - a. Enable provision of industrial and commercially zoned land/ precincts
  - b. Enhancement of tourism inclusive of agri, conservation and eco-tourism offering
  - c. Support and improve tourism infrastructure
  - d. Provide industrial precinct
  - e. Upgrade of landfill site

4. Creating a conducive, ease of doing business environment within the municipality
  - a. Provision of an adequate regulatory and policy environment
  - b. Reduce red-tape
  - c. Local procurement
  - d. Speed up event applications
5. Infrastructure and assets
  - a. Conduct municipal audits on infrastructure, assets, and developable land
  - b. Develop infrastructural maintenance plan
  - c. Develop asset revitalisation plan for uncompleted projects and/ or rundown assets
  - d. Develop, repair and maintain municipal infrastructure (i.e., roads, water, sewerage, refuse, etc)
6. Renewable energy
  - a. Encourage installation of green building technology such as solar geysers and PV roof panels
  - b. Support sustainable & effective use of natural resources i.e. alternative energy, water reuse and recycling
7. Improved communication and partnerships
  - a. Structured communication meetings between public, private and volunteer sector
8. Climate change
  - a. Establishment of a climate change plan

(Urban-Econ via Stakeholder Engagements, 2022/2023)

#### 2.6.4. Threats

**Table 9** provides an overview of the threats of the Langeberg Local Municipality and the individual towns of McGregor, Robertson, Bonnievale, Montagu and Ashton.

Table 9: Threats (Langeberg Local Municipality)

| Threats (Langeberg Local Municipality) |                                                                                                                                                          |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.                                     | High poverty and unemployment rate                                                                                                                       |
| 2.                                     | Political environment                                                                                                                                    |
| 3.                                     | Education level                                                                                                                                          |
| 4.                                     | Mechanisation                                                                                                                                            |
| 5.                                     | Unstable electricity provision                                                                                                                           |
| 6.                                     | Lack of serviced land for development                                                                                                                    |
| 7.                                     | Deteriorating water infrastructure                                                                                                                       |
| 8.                                     | Lack of infrastructure audits and maintenance plans                                                                                                      |
| 9.                                     | Future economic development cannot occur until current infrastructure is at a level that meets the current status quo and allows for further development |
| 10.                                    | Influx of foreign workers                                                                                                                                |

11. High input cost, water scarcity, financial support (small scale farmers\_
12. Illegal dumping
13. Timeous municipal processes
14. Red tape and restrictive legislation
15. Potential closure of Langeberg and Ashton Canning factory

**McGregor**

1. Poverty and unemployment
2. Commercialisation (decrease aesthetic appeal)
3. Noise pollution
4. Timeous municipal processes
5. Mechanisation
6. Agricultural input costs
7. Lack of marketing outside of Langeberg Local Municipality
8. Timeous municipal processes
9. Red tape and restrictive legislation
10. Illegal dumping

**Robertson**

1. Basic service provision
2. Electricity supply
3. Unemployment
4. Security in local townships
5. Low education levels
6. Influx of foreigners
7. Municipal budget to extend infrastructure
8. Lack of land for informal settlement (expansion)
9. Lack of access to business support funding
10. Timeous municipal processes
11. High agricultural input costs
12. Red tape and restrictive legislation
13. Potential closure of Langeberg and Ashton Canning factory
14. Illegal dumping

**Bonnievale**

1. Basic service provision
2. Electricity supply
3. Unemployment
4. Mechanisation
5. Influx of foreigners

6. Low education levels
7. Unserved developable land
8. Timeous municipal processes
9. High agricultural input costs
10. Red tape and restrictive legislation
11. Crime

#### **Montagu**

1. Basic service provision
2. Electricity supply
3. Unemployment
4. Seasonal jobs
5. Electricity supply
6. Crime
7. Political interference
8. Influx of foreigners
9. Unserved developable land
10. Timeous municipal processes
11. Cost of infrastructure for municipal development
12. Tender process does not favour local businesses

#### **Ashton**

13. Basic service provision
14. Electricity supply
15. Unemployment
16. Seasonal jobs
17. Electricity supply
18. Crime
19. Influx of foreigners
20. Timeous municipal processes
21. Decreasing property value
22. Limited essential services to support residential node
23. Potential closure of Langeberg and Ashton Canning factory

(Urban-Econ via Stakeholder Engagements, 2022/2023)

## **2.7. Project Identification and Prioritisation**

### **2.7.1. Identification**

Projects identified for the purpose of the Local Economic Development strategy were based on reviews of key municipal policy documents as well as meetings held with business chambers in McGregor, Robertson,

Bonnievale, Montagu/ Ashton and their associated tourism associations; additional engagements occurred with general businesses and municipality via surveys, email, workshops and teams.

### 2.7.2. Prioritisation

The prioritisation of projects is done through the employment of prioritisation criteria. The identified prioritisation criteria will form the basis of the prioritisation model and ultimately assist in the identification of anchor Local Economic Development projects for the Langeberg Local Municipality.

#### 2.7.2.1. Prioritisation Criteria

The following **four prioritisation criteria** have been identified:

- Strategic importance and alignment
- Job creation potential
- Economic impact
- SMME development potential

**Criteria 1: Strategic Importance and Alignment** - A project strategic importance is determined by the project's ability to positively impact on the local economy. Strategic importance as criteria takes into account the scale of development, the use of local resources as well as the effect the project will have on the comparative advantages of the local economy. A project will furthermore obtain a high score in this category if the project has strong linkages with other potential and existing projects. The projects should also be aligned with government policies and legislation to adhere to a regional, provincial and national growth path.

**Criteria 2: Job Creation Potential** - This criterion evaluates the number of jobs to be created from the potential project and the sustainability of jobs in the years to come. The creation of jobs is an important element for both local and national government as it assists with poverty eradication.

**Criteria 3: Economic Impact** - The criteria utilised for the assessment of projects include the project's impact in terms of **socio-economic aspects**. Economic impact refers to the sum of the projects' **influences on the local economy** and includes the following aspects:

- Increased and additional levy income
- New business sales
- Potential agglomeration effects and advantages
- Investment

**Criteria 4: SMME Development Potential** - This criterion evaluates the potential of a specific project to assist with small and medium-sized business developments; if the project will benefit or assist with the development of SMMEs either directly or indirectly.

It is evident that the specific effects of each of the factors mentioned above are directly associated with the establishment of the project. This also includes indirect effects of the local economy and its community

(social aspects), which are difficult to accurately measure and include aspects such as sustainable job creation and skills development. The Table below outlines the prioritisation of each project as per the criteria above.

Table 10: Project Prioritisation

| Project                                                           | STRATEGIC<br>IMPORTANCE<br>&<br>ALIGNMENT | JOB<br>CREATION<br>POTENTIAL | ECONOMIC<br>IMPACT | SMME<br>DEVELOPMENT<br>POTENTIAL | PROJECT EVALUATION |                      |                   | VALUE | PRIORITY |
|-------------------------------------------------------------------|-------------------------------------------|------------------------------|--------------------|----------------------------------|--------------------|----------------------|-------------------|-------|----------|
|                                                                   |                                           |                              |                    |                                  | HIGH<br>IMPACT (3) | MEDIUM<br>IMPACT (2) | LOW IMPACT<br>(1) |       |          |
| Objective 1: Establish a Cannabis Value Chain                     |                                           |                              |                    |                                  |                    |                      |                   |       |          |
| Establish a commercial cannabis farm                              | 3                                         | 2                            | 3                  | 2                                | 2                  | 2                    | 0                 | 80.00 | 1        |
| Establish a cannabis agro-processing facility                     | 2                                         | 3                            | 2                  | 2                                | 1                  | 3                    | 0                 | 70.00 | 2        |
| Develop cannabis agri-tourism activities                          | 2                                         | 2                            | 1                  | 2                                | 0                  | 3                    | 1                 | 50.00 | 3        |
| Objective 2: Economic Revitalisation and Development              |                                           |                              |                    |                                  |                    |                      |                   |       |          |
| Green Building Policy                                             | 3                                         | 1                            | 2                  | 2                                | 1                  | 2                    | 1                 | 60.00 | 3        |
| Establish of a Green Building Material Manufacturing Cooperatives | 3                                         | 2                            | 2                  | 2                                | 1                  | 3                    | 0                 | 70.00 | 2        |
| Green Initiative Task Force                                       | 3                                         | 1                            | 2                  | 1                                | 1                  | 1                    | 2                 | 50.00 | 4        |
| Facades and Advertising Guidelines                                | 1                                         | 1                            | 2                  | 1                                | 0                  | 1                    | 3                 | 30.00 | 6        |
| Strengthen Provision of Information and Communication Technology  | 2                                         | 2                            | 2                  | 1                                | 0                  | 3                    | 1                 | 50.00 | 4        |
| Digital Transformation Awareness                                  | 1                                         | 2                            | 1                  | 2                                | 0                  | 2                    | 2                 | 40.00 | 5        |
| Creation of Wi-Fi Zones                                           | 1                                         | 1                            | 2                  | 1                                | 0                  | 1                    | 3                 | 30.00 | 6        |
| Sport and Recreation Facility Initiative                          | 2                                         | 1                            | 1                  | 1                                | 0                  | 1                    | 3                 | 30.00 | 6        |
| Facility Integration                                              | 2                                         | 1                            | 1                  | 1                                | 0                  | 1                    | 3                 | 30.00 | 6        |

|                                                |   |   |   |   |   |   |   |       |   |
|------------------------------------------------|---|---|---|---|---|---|---|-------|---|
| Provision/ Upgrade of Informal Trading Area(s) | 2 | 2 | 2 | 2 | 0 | 4 | 0 | 60.00 | 3 |
| Informal Trading Management Plan               | 2 | 2 | 2 | 1 | 0 | 3 | 1 | 50.00 | 4 |
| Industrial and Manufacturing Marketing Package | 2 | 2 | 2 | 1 | 0 | 3 | 1 | 50.00 | 4 |
| Revitalise Robertson Train Station             | 2 | 2 | 2 | 2 | 0 | 4 | 0 | 60.00 | 3 |
| Train Station Business Hub                     | 2 | 2 | 1 | 2 | 0 | 3 | 1 | 50.00 | 4 |
| Storage Provision for Traders at Taxi Ranks    | 1 | 1 | 1 | 1 | 0 | 0 | 4 | 20.00 | 7 |
| Establish a truck stop                         | 1 | 2 | 1 | 1 | 0 | 1 | 3 | 30.00 | 6 |
| Transport Framework                            | 2 | 1 | 2 | 1 | 0 | 2 | 2 | 40.00 | 5 |
| Non-Motorised Transport Strategy               | 2 | 2 | 2 | 1 | 0 | 3 | 1 | 50.00 | 4 |
| Railway Transport Feasibility                  | 2 | 1 | 2 | 1 | 0 | 2 | 2 | 40.00 | 5 |
| The Triangle                                   | 3 | 2 | 1 | 2 | 1 | 2 | 1 | 60.00 | 3 |
| Bullida Grounds                                | 3 | 3 | 2 | 2 | 2 | 2 | 0 | 80.00 | 1 |
| Nkqubela South                                 | 2 | 2 | 2 | 2 | 0 | 4 | 0 | 60.00 | 3 |
| Robertson Centre                               | 2 | 2 | 2 | 2 | 0 | 4 | 0 | 60.00 | 3 |
| Municipal Hub                                  | 2 | 2 | 2 | 1 | 0 | 3 | 1 | 50.00 | 4 |
| Robertson Airfield                             | 3 | 3 | 2 | 1 | 2 | 1 | 1 | 70.00 | 2 |
| CBD Revitalisation                             | 2 | 2 | 1 | 1 | 0 | 2 | 2 | 40.00 | 5 |
| Establish a Farmers' Market                    | 1 | 1 | 1 | 1 | 0 | 0 | 4 | 20.00 | 7 |
| Farm acquisition (Small Scale Farmers)         | 2 | 1 | 1 | 1 | 0 | 1 | 3 | 30.00 | 6 |

|                                                                                                |   |   |   |   |   |   |   |       |   |
|------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|-------|---|
| Establish Communication Link between Small Scale Farmers and the Agricultural Research Council | 2 | 2 | 1 | 2 | 0 | 3 | 1 | 50.00 | 4 |
| IT SMMEs                                                                                       | 1 | 1 | 1 | 2 | 0 | 1 | 3 | 30.00 | 6 |
| Sewing and Handywork SMMEs                                                                     | 1 | 1 | 1 | 2 | 0 | 1 | 3 | 30.00 | 6 |
| Neighbourhood Watch Initiative                                                                 | 2 | 1 | 1 | 1 | 0 | 1 | 3 | 30.00 | 6 |
| Establishment of Rural E-Learning Centres                                                      | 2 | 1 | 2 | 1 | 0 | 2 | 2 | 40.00 | 5 |
| Establishment of a Manufacturing Cooperative                                                   | 2 | 2 | 1 | 2 | 0 | 3 | 1 | 50.00 | 4 |
| <b>Objective 3: Strengthen and Develop Local Businesses</b>                                    |   |   |   |   |   |   |   |       |   |
| SMME Development Programme                                                                     | 3 | 2 | 2 | 2 | 1 | 3 | 0 | 70.00 | 1 |
| Gateway Opportunity Database                                                                   | 2 | 2 | 3 | 1 | 1 | 2 | 1 | 60.00 | 2 |
| Funding Database                                                                               | 2 | 2 | 2 | 2 | 0 | 4 | 0 | 60.00 | 2 |
| Youth Database                                                                                 | 2 | 2 | 2 | 2 | 0 | 4 | 0 | 60.00 | 2 |
| Red Tape Reduction                                                                             | 2 | 3 | 2 | 2 | 1 | 3 | 0 | 70.00 | 1 |
| Investment Guidelines and Strategy                                                             | 3 | 2 | 2 | 2 | 1 | 3 | 0 | 70.00 | 1 |
| Incentive Policy                                                                               | 3 | 2 | 2 | 2 | 1 | 3 | 0 | 70.00 | 1 |
| Local Procurement Policy                                                                       | 3 | 2 | 2 | 2 | 1 | 3 | 0 | 70.00 | 1 |
| Property Database                                                                              | 3 | 1 | 2 | 1 | 1 | 1 | 2 | 50.00 | 3 |
| Accreditation Assistance                                                                       | 2 | 1 | 1 | 1 | 0 | 1 | 3 | 30.00 | 4 |
| National Treasury Central Supplier Database                                                    | 2 | 1 | 1 | 1 | 0 | 1 | 3 | 30.00 | 4 |
| <b>Objective 4: Enhancing the Tourism Value Chain</b>                                          |   |   |   |   |   |   |   |       |   |

|                                                                           |   |   |   |   |   |   |   |        |   |
|---------------------------------------------------------------------------|---|---|---|---|---|---|---|--------|---|
| Expansion of Tourism Offerings<br>Identification and Assessment           | 3 | 3 | 3 | 3 | 4 | 0 | 0 | 100.00 | 1 |
| Objective 5: Optimally Use and Manage Resources                           |   |   |   |   |   |   |   |        |   |
| Municipal Infrastructure Audit                                            | 3 | 1 | 3 | 1 | 2 | 0 | 2 | 60.00  | 2 |
| Municipal Audit of Developable Land                                       | 3 | 1 | 3 | 1 | 2 | 0 | 2 | 60.00  | 2 |
| Municipal Asset Audit                                                     | 3 | 1 | 3 | 1 | 2 | 0 | 2 | 60.00  | 2 |
| Municipal Infrastructure Upgrade/<br>Development in Urban and Rural Areas | 3 | 2 | 3 | 1 | 2 | 1 | 1 | 70.00  | 1 |
| Municipal Infrastructure Maintenance<br>Plan                              | 3 | 1 | 3 | 1 | 2 | 0 | 2 | 60.00  | 2 |
| Annual Economic Growth Survey                                             | 2 | 1 | 1 | 1 | 0 | 1 | 3 | 30.00  | 4 |
| Provision of Basic Services for<br>Developable Land                       | 3 | 2 | 2 | 1 | 1 | 2 | 1 | 60.00  | 2 |
| Clearing of Water Hyacinth from<br>Breede River                           | 2 | 1 | 2 | 2 | 0 | 3 | 1 | 50.00  | 3 |
| Open Space Initiative                                                     | 2 | 1 | 1 | 1 | 0 | 1 | 3 | 30.00  | 4 |
| Conservation Corridor Initiative                                          | 2 | 1 | 1 | 1 | 0 | 1 | 3 | 30.00  | 4 |
| Clustered Agricultural Precinct Plan                                      | 2 | 1 | 2 | 2 | 0 | 3 | 1 | 50.00  | 3 |
| R60 Rural Corridor                                                        | 2 | 2 | 2 | 2 | 0 | 4 | 0 | 60.00  | 2 |
| Organic Waste to Compost                                                  | 2 | 1 | 2 | 2 | 0 | 3 | 1 | 50.00  | 3 |
| Waste Recycling Centre                                                    | 2 | 2 | 3 | 1 | 1 | 2 | 1 | 60.00  | 2 |
| Objective 6: Climate Evaluation                                           |   |   |   |   |   |   |   |        |   |
| Explore Alternative Energy Sources                                        | 3 | 2 | 3 | 1 | 2 | 1 | 1 | 70.00  | 1 |

|                                                          |   |   |   |   |   |   |   |       |   |
|----------------------------------------------------------|---|---|---|---|---|---|---|-------|---|
| Promote Use of Domestic and Residential Renewable Energy | 3 | 1 | 2 | 2 | 1 | 2 | 1 | 60.00 | 2 |
| Climate Change Assessment                                | 3 | 1 | 2 | 1 | 1 | 1 | 2 | 50.00 | 3 |
| Objective 7: Development of Local Skills                 |   |   |   |   |   |   |   |       |   |
| Tourism Skills Development                               | 3 | 2 | 2 | 2 | 1 | 3 | 0 | 70.00 | 1 |
| Small Scale Farmer Training                              | 3 | 2 | 2 | 2 | 1 | 3 | 0 | 70.00 | 1 |
| Agricultural Coop Development Programme                  | 2 | 2 | 2 | 2 | 0 | 4 | 0 | 60.00 | 2 |
| Cannabis Training Centre                                 | 3 | 2 | 2 | 2 | 1 | 3 | 0 | 70.00 | 1 |
| Artisan Training Programme                               | 3 | 2 | 2 | 2 | 1 | 3 | 0 | 70.00 | 1 |
| Crafter Programme                                        | 2 | 2 | 2 | 2 | 0 | 4 | 0 | 60.00 | 2 |
| Establish an Entrepreneurial Training Centre             | 3 | 2 | 2 | 2 | 1 | 3 | 0 | 70.00 | 1 |
| Establish Youth Centres                                  | 2 | 2 | 1 | 2 | 0 | 3 | 1 | 50.00 | 3 |
| Environmental Training Programme                         | 2 | 2 | 2 | 1 | 0 | 3 | 1 | 50.00 | 3 |
| Mentorship Programme                                     | 2 | 2 | 2 | 2 | 0 | 4 | 0 | 60.00 | 2 |
| Green Building Skills Programme                          | 2 | 2 | 2 | 1 | 0 | 3 | 1 | 50.00 | 3 |
| Objective 8: Municipal Communication                     |   |   |   |   |   |   |   |       |   |
| Communication and Participation Strategy                 | 3 | 1 | 2 | 1 | 1 | 1 | 2 | 50.00 | 1 |
| Public/ Private Meetings                                 | 3 | 1 | 2 | 1 | 1 | 1 | 2 | 50.00 | 1 |

|                    |   |   |   |   |   |   |   |       |   |
|--------------------|---|---|---|---|---|---|---|-------|---|
| Trade Partnerships | 2 | 2 | 2 | 1 | 0 | 3 | 1 | 50.00 | 1 |
|--------------------|---|---|---|---|---|---|---|-------|---|

## 2.8. Key Considerations

The Langeberg Local Municipality is dependent on the tourism, agricultural and manufacturing industry. While tourism plays a functional role it is evident that a unique brand is required in order to promote its marketability in both the local and international arena. Opportunity exists in the agricultural sector in terms of funding, training, and diversification, and agro-processing (manufacturing). Economic development does face a major challenge in terms of supporting infrastructure, particularly, electricity and water; this directly influences the Langeberg Local Municipality's ability to attract investment and create job opportunities.

The projects identified are focused on growing the Langeberg Local Municipality's formal economy, while at the same time taking cognisance of its informal sector. All of these projects are underpinned by the assumption that improved access to land and infrastructure as well as communication between the public and private sector, and efficient municipal processes are predeterminants to growth and development. Importantly, please refer to the Tourist Strategy for a comprehensive overview of key tourism projects.

Importantly, the projects identified and prioritised all fall within one of the Six Core Pillars identified within the National Local Economic Development Framework which all influence the design, development and implantation of Local Economic Development. The six Core Pillars are:

- Building diverse & innovation-driven local economies
- Developing inclusive economies
- Developing learning and skilful economies
- Enterprise development and support
- Economic governance and infrastructure
- Strengthening local systems of innovation

## Section Three: Local Economic Development Strategy

### 3.1. Introduction

The Langeberg Local Municipality Local Economic Development Strategy serves as a roadmap for activities over the next 5 years that will result in economic growth and employment creation within the Langeberg Local Municipality.

Diagram 3: Langeberg Local Economic Development Strategy Outline



### 3.2. Vision

The vision for the Langeberg Local Municipality was created through a vision formulation survey in conjunction with stakeholder engagements that would assist in identifying key components that would best be used for Local Economic Development and its long term vision and growth.

The vision for Local Economic Development in the Langeberg Local Municipality is indicated below:

---

*“To be the most inclusive, sustainable and responsible municipality through collaboration, service excellence, skills development and marketing to achieve local economic growth.”*

---

In order to achieve the vision, the following goals and objectives were identified:



### **Objectives**

- Ensure that Langeberg supports a safe and secure environment for all
- Ensure that infrastructure supports a high-quality experience in the entire value chain
- Market and promote Langeberg in such a way that it's seen as a municipality that offers unique and high-quality products
- Create an environment that promotes the development and enhancement of skills
- Ensure the availability of comprehensive, quality, user-friendly, accessible and objective tourist information at all the tourist hot spots
- Improve coordination between local, district, provincial and national bodies responsible for tourism marketing
- Ensure that previously disadvantaged people actively participate
- Ensure the establishment of a sound institutional framework within the municipality to support the efficient and effective management and coordination of the economy
- Create a conducive legislative and regulatory environment for development and promotion
- Ensure that planning, and decision making is informed by accurate, consistent and up-to-date research information that is aligned to national data standards
- Mitigate climate impacts by implementing sustainable responsible practices

### **3.3. Goal 1: Creating a Diverse Economy through Economic Growth and Transformation**

The Langeberg Local Municipality can achieve economic growth and transformation through diversification in the agricultural sector and supporting business development and revitalisation.

#### **3.3.1. Objective 1 – Establish the Cannabis Value Chain**

The Langeberg Local Municipality has an established agricultural sector which is predominantly intensive and comprising of vineyards and pastures. Crops include wine grapes, and to a lesser extent, table grapes, apples, apricots, pears, plums, peaches, olives, citrus tomatoes and gooseberries. Recently, the Langeberg Local Municipality, has had a new industry contributing to the economy, namely the cannabis industry. Activities that can occur within the current and growing industry includes the establishment of commercial cannabis farms, agro-processing, and agri-tourism and activities.

Table 11 outlines the programmes and projects for this objective.

Table 11: Objective 1 – Programmes and Projects<sup>7</sup>

| Programme                                | Projects                                             | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Applicable Area(s)                                                                                                                                                |
|------------------------------------------|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Develop the Cannabis Value Chain</b>  | <b>Establish Commercial Cannabis Farms</b>           | Commercial cannabis farms for export purposes are already established and/ or being established in the Langeberg Local Municipality. Certain areas, for example, outside of Montagu lend itself to ideal environments for cannabis cultivation. Establishment of cannabis farms (for export and local use once legal) would have a positive impact on the local economy through GDP injection, job creation, improvement of local property market, utilisation of local businesses, etc. Marketing of the area (i.e., Montagu) as a commercial cannabis farming hub could be conducted by the Langeberg Local Municipality and Wesgro. | <ul style="list-style-type: none"> <li>• Montagu</li> </ul>                                                                                                       |
|                                          | <b>Establish a Cannabis Agro-Processing Facility</b> | The legalisation of commercial and residential grown cannabis will create the opportunity for the establishment of an agro-processing facility. Products and services could include drying, cleaning, curing, packaging, and extraction of active ingredients, but also the creation of products such as butter, oil (cooking), topicals, concentrates, extracts, juices, edibles etc. Beneficiation could occur in terms of the stems left over after the drying process which can be utilised to make eco bricks.                                                                                                                    | <ul style="list-style-type: none"> <li>• Montagu</li> <li>• Ashton</li> </ul>                                                                                     |
| <b>Develop Cannabis Tourism Products</b> | <b>Develop Cannabis Agri-Tourism and Activities</b>  | Cannabis tourism is popular in countries where it has been legalised. Tourists could choose from cannabis friendly accommodation, festivals, wine and cannabis pairing, or finding a peaceful space in nature where a tourist can hike or ride that is cannabis friendly. Sessions held with farmers that include learning how to grow cannabis, cooking with cannabis, farm tours, etc.                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> <li>• Ncquabela</li> </ul> |

<sup>7</sup> Action required in each for each of the projects are indicated in Section 4 (Implementation Plan)

### 3.3.2. Objective 2 – Economic Revitalisation and Development

Revitalisation and development are essential for a growing economy and to make an area more desirable to both local and international business, but also investors. A lack of development provides a sense of undesirability which is not conducive to economic growth. **Table 12** outlines the programmes and projects for this objective.

Table 12: Objective 2 – Programmes and Projects<sup>8</sup>

| Programme                          | Projects                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                                                        | Applicable Area(s)                                                                                                                           |
|------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Green Construction and Initiatives | <b>Green Building Policy</b>                                             | Green construction initiative entails processes that enable the creation and usage of a built environment that encapsulates a philosophy which is friendly to the natural environment.                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> </ul> |
|                                    | <b>Establish of a Green Building Material Manufacturing Cooperatives</b> | Manufacturing cooperative that focuses on the creation of bio-degradable materials that can be utilised in green construction.                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Ashton</li> </ul>                                        |
|                                    | <b>Green Initiative Task Team</b>                                        | <p>Creation of a task team that focuses on green initiatives could do the following but not limited to:</p> <ul style="list-style-type: none"> <li>• Liaise with National Government to secure funding and gain support for green municipal service interventions</li> <li>• Identification of stakeholders to champion ecosystem protection initiatives that could involve but not limited to reduction of packaging, use of non toxic</li> </ul> | <ul style="list-style-type: none"> <li>• Robertson</li> <li>• Montagu</li> </ul>                                                             |

<sup>8</sup> Action required in each for each of the projects are indicated in Section 4 (Implementation Plan)

| Programme                                                | Projects                                                                | Description                                                                                                                                                                     | Applicable Area(s)                                                                                                                           |
|----------------------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
|                                                          |                                                                         | <p>or less toxic substances, modification of production processes to emit less waste or emission etc.</p> <ul style="list-style-type: none"> <li>•</li> </ul>                   |                                                                                                                                              |
| <b>Facades and Advertising</b>                           | <b>Façade and Advertising Guidelines</b>                                | Façade and advertising guidelines should encourage façade improvements and outline how advertising and signboards should be compatible with the existing character of the area. | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> </ul> |
| <b>Information and Communication Technology Services</b> | <b>Strengthen Provision of Information and Communication Technology</b> | Strengthen provision to ensure the business establishments throughout the Langeberg Local Municipality have adequate network coverage.                                          | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> </ul> |
|                                                          | <b>Digital Transformation Awareness</b>                                 | Create digital transformation awareness among tourism product owners and keep the current digital platforms updated with the latest product information.                        | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> </ul> |
|                                                          | <b>Creation of Wi-Fi Zones</b>                                          | Creation of Wi-Fi zones in strategic places and nodes where individuals can log onto the internet at a reduced cost                                                             | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> </ul>                   |

| Programme                 | Projects                                       | Description                                                                                                                                                                                                                                                                                                                                                                                          | Applicable Area(s)                                                                                                                 |
|---------------------------|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
|                           |                                                |                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Ashton</li> <li>Ncqubela</li> <li>Zolani</li> <li>Cogmanskloof</li> </ul>                   |
| Recreational Public Nodes | Sport and Recreation Facility Initiative       | A revitalisation of sport facilities is required due to the demand created for sporting events by clubs (local and international), schools, universities, sport enthusiasts.                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>McGregor</li> <li>Montagu</li> </ul>                                                        |
|                           | Facility Integration                           | Integrate sport facilities and recreational public nodes.                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Robertson</li> <li>Montagu</li> </ul>                                                       |
| Informal Trading          | Provision/ Upgrade of Informal Trading Area(S) | The provision/ upgrade of informal trading areas will effectively enable the unemployed and/ or unemployable in boosting their income and in turn alleviating poverty.                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Robertson</li> <li>Nkquebela</li> <li>Zolani</li> <li>Bonnievale</li> <li>Ashton</li> </ul> |
|                           | Informal Trading Management Plan               | Informal activity is a recognised component of the economy of the Langeberg Local Municipality. A plan should be developed that provides an understanding of where informal trading can take place, when and where informal can occur, designation of bays, permits etc. Overall, an informal trading management plan will regulate and manage informal trading in the Langeberg Local Municipality. | <ul style="list-style-type: none"> <li>Robertson</li> <li>Nkquebela</li> <li>Zolani</li> <li>Bonnievale</li> <li>Ashton</li> </ul> |

| Programme                                               | Projects                                              | Description                                                                                                                                                                                                                                                                      | Applicable Area(s)                                                                                                                           |
|---------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Industrial and Manufacturing Business Attraction</b> | <b>Industrial and Manufacturing Marketing Package</b> | Marketing of industrial areas to investors and identification of future industrial sites for development. Fast tracking of application processing can be conducted through the red tape reduction unit.                                                                          | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> </ul> |
| <b>Train Station and Taxi Rank Revitalisation</b>       | <b>Revitalise Robertson Train Station</b>             | Robertson is along the route for the Blue Train and could act as a Blue Train destination. The train station would require an upgrade and support for an upgrade would be required from Transnet. Low rent for spaces would be a key attraction for start-ups and entrepreneurs. | <ul style="list-style-type: none"> <li>• Robertson</li> </ul>                                                                                |
|                                                         | <b>Train Station Business Hubs</b>                    | Upgrade train stations to enable the establishment of business hubs that would assist start-ups/ entrepreneurs with the ideal conditions to grow their businesses.                                                                                                               | <ul style="list-style-type: none"> <li>• Robertson</li> <li>• Ashton</li> </ul>                                                              |
|                                                         | <b>Storage Provision for Traders at Taxi Ranks</b>    | Provide and upgrade lockable storage facilities for traders at taxi ranks at key points                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> </ul> |
| <b>Transport Support</b>                                | <b>Establish a Truck stop</b>                         | Provision of a truck stop with the capability to provide refuelling, parking, storage and handling. Additionally, provision should be made for ablution facilities, sleeping facilities, retail, security etc.                                                                   | <ul style="list-style-type: none"> <li>• Robertson</li> </ul>                                                                                |
| <b>Transport Planning</b>                               | <b>Transport Framework</b>                            | Transport framework assists in identifying main public transport routes and structures existing public transport networks into a formalised network.                                                                                                                             | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> </ul>                                      |

| Programme                                 | Projects                                | Description                                                                                                                                                                                                                                                                                | Applicable Area(s)                                                                                                                                                                                         |
|-------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                           |                                         |                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>• Montagu</li> <li>• Ashton</li> <li>• Ncqubela</li> <li>• Zolani</li> <li>• Cogmanskloof</li> </ul>                                                                |
|                                           | <b>Non-Motorised Transport Strategy</b> | Non-motorised transport strategy allows for the promotion of non-motorised transport infrastructure in a safe and environmentally friendly way. Importance of non-motorised transport allows enables a safe form of a movement, particularly, in terms walking and cycling.                | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> <li>• Ncqubela</li> <li>• Zolani</li> <li>• Cogmanskloof</li> </ul> |
|                                           | <b>Railway Transport Feasibility</b>    | Railway transport feasibility that assesses the potential of an integrated rail network of freight, passenger and tourism.                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Robertson</li> <li>• Ashton</li> </ul>                                                                                                                            |
| <b>Robertson Nkqubela Investment Plan</b> | <b>The Triangle</b>                     | Development of the triangle can accommodate activities for both Robertson and Nkqubela (i.e., entrepreneurship opportunities, public and recreational facilities etc). The development of the Triangle will assist in the reconfiguration of infrastructure required for safe communities. | <ul style="list-style-type: none"> <li>• Robertson</li> </ul>                                                                                                                                              |
|                                           | <b>Bullida Grounds</b>                  | A mixed use development consisting of industrial erven, retail/ commercial erven, residential erven, as well as open spaces, roads, parking, and landscaped areas. The development would be in line with sustainable principles and                                                        | <ul style="list-style-type: none"> <li>• Robertson</li> </ul>                                                                                                                                              |

| Programme                    | Projects                  | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Applicable Area(s)                                                                                |
|------------------------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
|                              |                           | policies, taking into account aspects such as socio-economic-, planning-, environmental- and geotechnical considerations.                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                   |
|                              | <b>Nkqubela South</b>     | Upgrading, infill and rationalisation of vacant land in remainder of Nkqubela. A key focus will be on community based programmes and projects that deal with community facilities and social services.                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Robertson</li> </ul>                                       |
|                              | <b>Robertson Centre</b>   | Robertson centre has been identified for upgrading with opportunities in infill and improved urban management identified. Redevelopment of the Robertson Showground has been identified as a primary project, while improved pedestrian environments is a secondary project.                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Robertson</li> </ul>                                       |
|                              | <b>Municipal Hub</b>      | The area around the Callie de Wet stadium has been identified as a municipal hub. The focus is on bringing municipal services closer to the residents of Nkqubela; additionally, provision is made for a recreational park for locals and visitors.                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Robertson</li> </ul>                                       |
|                              | <b>Robertson Airfield</b> | The airfield has the potential to become an important economic asset in the Langeberg Local Municipality. The airfield can link with the economic hub that would surround the Bullida Grounds development. Potential activities include a green estate (exclusive residential estate), logistics distribution, in-bound tourism, general commuting between municipalities. This project could serve as a valuable linkage to other tourist attractions, businesses, and future developments in the area. | <ul style="list-style-type: none"> <li>Robertson</li> </ul>                                       |
| <b>CBD Renewal Programme</b> | <b>CBD Revitalisation</b> | Revitalisation of local CBDs is required in order to provide social and economic spaces that are safe for both local and international visitors. CBD revitalisation should occur in all five of the local towns.                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>McGregor</li> <li>Robertson</li> <li>Bonnievale</li> </ul> |

| Programme                     | Projects                                                                                              | Description                                                                                                                                                                                                                           | Applicable Area(s)                                                                                                        |
|-------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
|                               |                                                                                                       |                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Montagu</li> <li>• Ashton</li> </ul>                                             |
| Small Scale Farmer Initiative | <b>Establish a farmers' market</b>                                                                    | A farmers' market will enable the opportunity for small farmers and businesses to sell their products.                                                                                                                                | <ul style="list-style-type: none"> <li>• Robertson</li> <li>• Ashton</li> </ul>                                           |
|                               | <b>Farm acquisition (Small Scale Farmers)</b>                                                         | The Langeberg Local Municipality with the Department of Agriculture, Land Reform and Rural Development should work together to obtain farms for small scale farmers.                                                                  | <ul style="list-style-type: none"> <li>• Robertson</li> <li>• McGregor</li> <li>• Zolani</li> <li>• Bonnievale</li> </ul> |
|                               | <b>Establish Communication Link between Small Scale Farmers and the Agricultural Research Council</b> | The Agricultural Research Council can assist in improving the resilience, livelihoods and food security of small-scale farmers in rural communities.                                                                                  | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul>                                                        |
| SMME Initiative               | <b>IT SMMEs</b>                                                                                       | Promote the establishment of IT-related SMMEs providing support services to individuals and on issues related to technology, internet services and connectivity                                                                       | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul>                                                        |
|                               | <b>Sewing and Handywork SMMEs</b>                                                                     | Promote the establishment of a local sewing and handiworks SMMEs focusing on manufacturing uniforms and other equipment (e.g. tables and chairs) for the local schools, businesses, etc.                                              | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul>                                                        |
| <b>Safety</b>                 | <b>Neighbourhood Watch Initiatives</b>                                                                | Creation of neighbourhood watch initiatives will assist in creating a greater sense of security and reduce a fear of crime. Deterring crime could assist in enabling business confidence and attract domestic and foreign investment. | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> </ul>                   |

| Programme                           | Projects                                                      | Description                                                                                                                 | Applicable Area(s)                                                                                                                          |
|-------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
|                                     |                                                               |                                                                                                                             | <ul style="list-style-type: none"> <li>• Montagu</li> <li>• Ashton</li> <li>• Ncqubela</li> <li>• Zolani</li> <li>• Cogmanskloof</li> </ul> |
| <b>E-Learning Centre</b>            | <b>Establishment of Rural E-Learning Centres</b>              | Centre can provide residents of rural communities with access to computers and internet.                                    | <ul style="list-style-type: none"> <li>• Ncqubela</li> <li>• Zolani</li> <li>• Cogmanskloof</li> </ul>                                      |
| <b>Recycled Goods Manufacturing</b> | <b>Establishment of a Recycling Manufacturing Cooperative</b> | A recycled goods manufacturing cooperatives that produce plastic furniture, gifts, arts and crafts and handmade paper, etc. | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Bonnievale</li> <li>• Montagu</li> </ul>                                       |

### 3.3.3. Objective 3 - Strengthen and Develop Local Businesses

Stability and expansion of local businesses play a fundamental role in creating a sustainable economy that enables economic growth and employment creation. In addition to supporting local businesses, it is important that the Langeberg Local Municipality attracts new business and investment, especially in agriculture, and tourism. Other sectors, such as manufacturing, business etc, all play a fundamental role in agricultural and tourism value chains, thus, support and investment in these sectors should encouraged.

**Table 13** outlines the programmes and projects for this objective.

Table 13: Objective 3 – Programmes and Projects<sup>9</sup>

| Programme                              | Projects                            | Description                                                                                                                                                                                                                                                                                                                                                     | Applicable Area (s) |
|----------------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>Support SMMEs and Entrepreneurs</b> | <b>SMME Development Programme</b>   | SMME programme is provided to support emerging SMMEs with assistance in understanding and navigating platforms that enable SMMEs in registering, tax, opening a bank account, businesses plan, marketing etc. Furthermore, establishing SMMEs can be linked with established SMMEs to help emerging business owners in harnessing their potential.              | • Municipal area    |
|                                        | <b>Gateway Opportunity Database</b> | The database will consist of a referral database of local maintenance and service providers with an associated list of references to ensure networks and linkages. Opportunity exists to link the database with the municipal website and tourism website.                                                                                                      | • Municipal area    |
|                                        | <b>Funding Database</b>             | The database would contain information of funding sources which could include private foundations, corporate giving programmes, and government programmes. This enables the Langeberg Local Municipality to facilitate access to funding to finance local business.                                                                                             | • Municipal area    |
|                                        | <b>Youth Database</b>               | Creation of a database of youth-owned businesses would enable the Lanageberg Local Municipality in identifying local youth run businesses and enable further assistance through mentorship or skills training if required. Additionally, identification of businesses owners would allow for the potential incorporation into local business forum engagements. | • Municipal area    |
| <b>Attraction of New Investment</b>    | <b>Red Tape Reduction</b>           | Assisting local businesses and potential investors through regulations and rules, administrative procedures and systems regarding with expanding and/ or new business ventures, Langeberg Local Municipality can reduce the cost of doing business in the area and thereby create an enabling environment for attracting                                        | • Municipal area    |

<sup>9</sup> Action required in each for each of the projects are indicated in Section 4 (Implementation Plan)

| Programme | Projects                                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Applicable Area (s)                                              |
|-----------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
|           |                                                    | new investment. Additional support can be provided in terms of ensuring ease of establishing businesses in townships.                                                                                                                                                                                                                                                                                                                                                                           |                                                                  |
|           | <b>Investment Guidelines and Strategy</b>          | Developing an Investment Guide that incorporates descriptions of key projects and opportunities for investment in Langeberg Local Municipality. Furthermore, an investment strategy should be developed as to how the guideline will be marketed to successfully attract new investment.                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Municipal area</li> </ul> |
|           | <b>Incentive Policy</b>                            | An incentive policy could highlight the type of incentives available that promote the establishment of new businesses or encourage existing businesses. An example of investment incentive includes but are not limited to financial incentives, indirect fiscal incentives (tax rebates) or non-fiscal incentives (reduced service costs). The aim of this project is to develop such a policy that is most suited to the Langeberg economic environment and will attract suitable investment. | <ul style="list-style-type: none"> <li>Municipal area</li> </ul> |
|           | <b>Local Procurement Policy</b>                    | A procurement policy that provides guidelines on purchasing of goods and services from local suppliers.                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Municipal area</li> </ul> |
|           | <b>Property Database</b>                           | Database will contain a list of potential sites that are serviced in the Langeberg Local Municipality that could be developed for furthering economic development.                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Municipal area</li> </ul> |
|           | <b>Accreditation Assistance</b>                    | Assist with registration of accredited bodies in major industries.                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Municipal area</li> </ul> |
|           | <b>National Treasury Central Supplier Database</b> | Provision of assistance in the application process for local businesses to register on the National Treasury's Central Supplier Databases. The Central Supplier Database maintains a database of organisations, institutions and individuals who can provide goods and services to government.                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Municipal area</li> </ul> |

### 3.4. Goal 2: Growing a Sustainable Economy

The Langeberg Local Municipality to create a sustainable economy requires a strong and diverse tourism sector. Additionally, provision should be made to maintain and provide infrastructure that supports communities, businesses, and future economic development. Focus should also be given to the protection of natural resources and waste initiatives.

#### 3.4.1. Objective 4 – Enhancing the Tourism Value Chain

The tourism sector in the Langeberg Local Municipality is a key player in the local economy which attracts local and international tourists. Not only does it create jobs but it also contributes to strengthening the local economy and conservation of the natural environment. **Table 14** outlines the programmes and projects for this objective.

Table 14: Objective 4 – Programmes and Projects<sup>10</sup>

| Programme                        | Projects                                                     | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Applicable Area (s)                                                |
|----------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Tourism Initiatives and Projects | Expansion of Tourism Offerings Identification and Assessment | <p>Tourism initiatives and projects for the Langeberg Local Municipality are identified and detailed in the Langeberg Local Municipality Tourism Strategy. Identified initiatives and projects are important in achieving economic growth in the Langeberg Local Municipality. Projects and initiatives identified will positive impact:</p> <ul style="list-style-type: none"> <li>• Destination accessibility <ul style="list-style-type: none"> <li>○ Universal Access</li> <li>○ Signage, roads, and transport infrastructure</li> <li>○ ICT Services</li> <li>○ Information Access</li> <li>○ Tourist Transport</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul> |

<sup>10</sup> Action required in each for each of the projects are indicated in Section 4 (Implementation Plan)

| Programme | Projects | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Applicable Area (s) |
|-----------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|           |          | <ul style="list-style-type: none"> <li>○ Facilitate ease of doing business to ensure growth of the tourism economy</li> <li>○ Air Access</li> <li>○ River Access</li> <li>○ Rail Access</li> <li>• Destination management               <ul style="list-style-type: none"> <li>○ Infrastructure Development and Maintenance</li> <li>○ Basic Service Delivery</li> <li>○ Tourism Safety</li> <li>○ Skills Development</li> <li>○ Stakeholder Coordination and Communication</li> <li>○ Tourism Data Management</li> <li>○ Responsible Tourism</li> <li>○ Improve the quality of decision making, planning evaluation, and monitoring in tourism</li> <li>○ Beautification</li> <li>○ Institutional Functions</li> <li>○ Route Coordination</li> </ul> </li> <li>• Visitor experience               <ul style="list-style-type: none"> <li>○ Grading of Establishments</li> <li>○ Operating Hours</li> <li>○ Visitor Satisfaction</li> </ul> </li> <li>• Product development/ upgrade</li> </ul> |                     |

| Programme | Projects | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Applicable Area (s) |
|-----------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|           |          | <ul style="list-style-type: none"> <li>○ General Tourism Development</li> <li>○ Product Packaging</li> <li>○ Events</li> <li>○ Robertson Projects</li> <li>○ Montagu/Ashton Projects</li> <li>○ McGregor Projects</li> <li>○ Bonnievale Projects</li> <li>○ IDP Developmental Projects</li> <li>• Transformation <ul style="list-style-type: none"> <li>○ Procurement and Supplier Development</li> <li>○ SMME Development Support</li> <li>○ Economic Transformation and Job Creation</li> </ul> </li> <li>• Marketing <ul style="list-style-type: none"> <li>○ Funding</li> <li>○ Marketing Policy</li> <li>○ Tour Guide Awareness Creation</li> <li>○ Digital Platforms</li> <li>○ Brand Management and Destination Positioning</li> <li>○ Traditional Marketing</li> <li>○ Responsible Marketing</li> <li>○ MICE Markets</li> </ul> </li> </ul> |                     |

### 3.4.2. Objective 5 - Optimally Use and Manage Resources

All sectors in the Langeberg Local Municipality are dependent on optimal run infrastructure that is well maintained, without such no economic development can occur. It is thus imperative that all infrastructure is kept in a sustainable manner. The provision of such infrastructure is further paramount to attract investment, thus, land that is key for economic development should have essential services installed in order to attract key commercial, industrial development etc. The natural environment further plays a key role within the functioning of the Langeberg Local Municipality and should be maintained in a manner that enables it to create further economic opportunities. **Table 15** outlines the programmes and projects for this objective.

Table 15: Objective 5 – Programmes and Projects<sup>11</sup>

| Programme                        | Projects                                   | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Applicable Area (s)                                                                                                                                                                                        |
|----------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ensuring Infrastructure Security | <b>Municipal Infrastructure Audit</b>      | Audits should be conducted on all municipal infrastructure in order to determine their current state and what level of maintenance and repair is required to ensure optimal efficiency as well as future planning required to ensure infrastructure does not fall into a state of disrepair. The lack of maintenance by municipalities resulted in lower service level standards, excessive costs for replacing or upgrading infrastructure and equipment, and an increasing risk of mechanical breakdowns. It also posed a risk to the health of citizens and harm to the environment. | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> <li>• Ncqubela</li> <li>• Zolani</li> <li>• Cogmanskloof</li> </ul> |
|                                  | <b>Municipal Audit of Developable Land</b> | Audits should be conducted on what developable land is available within the Langeberg Local Municipality. The audit should make provision for what services are required to enable effective utilisation of the land for development purposes.                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> <li>• Ncqubela</li> </ul>                                           |

<sup>11</sup> Action required in each for each of the projects are indicated in Section 4 (Implementation Plan)

| Programme | Projects                                                                      | Description                                                                                                                                                                                                                                                                                                                                                          | Applicable Area (s)                                                                                                                                                                                        |
|-----------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           |                                                                               |                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Zolani</li> <li>• Cogmanskloof</li> </ul>                                                                                                                         |
|           | <b>Municipal Asset Audit</b>                                                  | Audits should be conducted on municipal property to determine its current state, whether it is being utilised, and if it has potential to be sold and/ or converted to enable better investment decisions.                                                                                                                                                           | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> <li>• Ncqubela</li> <li>• Zolani</li> <li>• Cogmanskloof</li> </ul> |
|           | <b>Municipal Infrastructure Upgrade/ Development in Urban and Rural Areas</b> | Address the infrastructure backlog in respect of roads, water, electricity, sewerage through increased budget allocation. This will enable essential services to be brought up to an optimal level of operation. This would enable required services provision to the current status quo in the Langeberg Local Municipality and enable future economic development. | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> <li>• Ncqubela</li> <li>• Zolani</li> <li>• Cogmanskloof</li> </ul> |
|           | <b>Municipal Infrastructure Maintenance Plan</b>                              | Maintenance plan should address the structured process to ensure infrastructural assets and resources are functioning efficiently and effectively.                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> </ul>                                                                                 |

| Programme                                         | Projects                                                | Description                                                                                                                                                                                                                                                                                                       | Applicable Area (s)                                                                                                                                                                        |
|---------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                   |                                                         |                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Ashton</li> <li>Ncqubela</li> <li>Zolani</li> <li>Cogmanskloof</li> </ul>                                                                           |
| <b>Economic Growth</b>                            | <b>Annual Economic Growth Survey</b>                    | <p>Annual economic growth survey would assist in providing insights into:</p> <ul style="list-style-type: none"> <li>- How economic development is delivered and funded</li> <li>- What communities see as priorities, assets and challenges</li> <li>- SMMEs, sustainability, tourism</li> </ul>                 | <ul style="list-style-type: none"> <li>McGregor</li> <li>Robertson</li> <li>Bonnievale</li> <li>Montagu</li> <li>Ashton</li> <li>Ncqubela</li> <li>Zolani</li> <li>Cogmanskloof</li> </ul> |
| <b>Developable Land</b>                           | <b>Provision of Basic Services for Developable Land</b> | A development pathway needs to be created through the provision of basic services, i.e., water, sewerage, electricity. This adds intrinsic value to the land, attract investors, and enable economic development. Land should be provided that provides the foundation for commercial and industrial development. | <ul style="list-style-type: none"> <li>McGregor</li> <li>Robertson</li> <li>Bonnievale</li> <li>Montagu</li> <li>Ashton</li> </ul>                                                         |
| <b>Protect and manage the natural environment</b> | <b>Clearing of Water Hyacinth from Breede River</b>     | The removal of water hyacinth would enable environmental protection of the Breede River as this river is seen as natural assets that can be utilised in the development of tourism products.                                                                                                                      | <ul style="list-style-type: none"> <li>Breede River</li> </ul>                                                                                                                             |
|                                                   | <b>Open Space Initiative</b>                            | Open space initiative highlights the integral role in maintaining environmental integrity by ensuring land is not intensively developed for residential, commercial,                                                                                                                                              | <ul style="list-style-type: none"> <li>McGregor</li> <li>Robertson</li> </ul>                                                                                                              |

| Programme                                           | Projects                                    | Description                                                                                                                                                                                                                                                                                                                                      | Applicable Area (s)                                                                                                                                                                 |
|-----------------------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Open Space, Conservation and Rural Corridors</b> |                                             | industrial and institutional use. It enables the public to have space in an urban environment that is accessible for recreation and enjoyment.                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> </ul>                                                                                 |
|                                                     | <b>Conservation Corridor Initiative</b>     | Conservation corridor initiative highlights the importance of connecting protected areas that ensure healthy, connected landscapes and habitats that support, and are supported by, local communities. Conservation corridors can assist in mainstreaming biodiversity initiatives into agricultural and production sectors (Cape Nature, 2023). | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Ashton</li> <li>• Riviersonderend Mountains and Gouwritz Cluster</li> </ul> |
|                                                     | <b>Clustered Agricultural Precinct Plan</b> | Clustered agricultural precinct plan that guides agricultural development along scenic routes, for example, along R60 and R317.                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Robertson</li> <li>• Ashton</li> </ul>                                                                                                     |
|                                                     | <b>R60 Rural Corridor</b>                   | Construction of a rural corridor around and between Robertson and Ashton (along R60 and R317 – from the R60 T-Junction to Bonnievale). Corridor should be inclusive of agricultural industries and big box buildings (industrial).                                                                                                               | <ul style="list-style-type: none"> <li>• Robertson</li> <li>• Ashton</li> </ul>                                                                                                     |
| <b>Develop And Promote Recycling Initiatives</b>    | <b>Organic Waste to Compost</b>             | Robertson transfer station and composting facility is operational and takes garden refuse for chipping. However, the development of a composting plant would be essential in composting all organic matter. A composting plant would in job creation, waste management costs, carbon emission reduction, etc.                                    | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Bonnievale</li> </ul>                                                                                                  |
|                                                     | <b>Waste Recycling centre</b>               | Establish a network waste collection together with a main sorting and recycling centre. This project holds potential for additional community projects where products are manufactured from recycled material.                                                                                                                                   | <ul style="list-style-type: none"> <li>• Montagu</li> <li>• Bonnievale</li> </ul>                                                                                                   |

| Programme | Projects | Description                                                                                                                                                                                                                                                                                | Applicable Area (s)                                                                                   |
|-----------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
|           |          | Establish recycling collection points (plastic, paper and household and commercial waste) in towns and settlements. Collection could be linked to establishing a recycled goods manufacturing cooperatives that produce plastic furniture, gifts, arts and crafts and handmade paper, etc. | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Bonnievale</li> <li>• Montagu</li> </ul> |

### 3.4.3. Objective 6 – Climate Evaluation

The Langeberg Local Municipality is highly dependent of agriculture as a key economic sector as such any change in climate could significantly influence soil fertility, weather patterns and lower ground and surface water availability. Furthermore, with the limitations being placed on the economy in terms of electricity supply it is imperative that provision be made for the utilisation of renewable energy resources as an alternate source of energy.

Table 16 outlines the programmes and projects for this objective.

Table 16: Objective 6 – Programmes and Projects<sup>12</sup>

| Programme               | Projects                                                        | Description                                                                                                                                                                                                                                                                                                                  | Applicable Area (s)                                                |
|-------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| <b>Renewable Energy</b> | <b>Explore alternative energy sources</b>                       | The current loadshedding implemented by Eskom is having detrimental effects on industries throughout the Langeberg Local Municipality. There is a need to explore sources of energy that ensure electricity sustainability; options that could be investigated include solar and wind.                                       | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul> |
|                         | <b>Promote use of domestic and residential renewable energy</b> | Langeberg Local Municipality could provide incentives for residential and commercial property owners to move away from traditional energy sources and utilise solar geysers and photovoltaic systems. A key benefit of this shift is the contribution towards the diversification of electricity supply and energy security. | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul> |

<sup>12</sup> Action required in each for each of the projects are indicated in Section 4 (Implementation Plan)

| Programme             | Projects                         | Description                                                                                                                                                                                                  | Applicable Area (s)                                              |
|-----------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
|                       |                                  | Once approved, households and businesses could sell excess energy from rooftop solar into the national grid.                                                                                                 |                                                                  |
| <b>Climate Change</b> | <b>Climate change assessment</b> | The assessment of climate change in the Langeberg Local Municipality would enable the ability to reduce risk of climate change on the agricultural sector, however, also on communities, places, and people. | <ul style="list-style-type: none"> <li>Municipal area</li> </ul> |

### 3.5. Goal 3: Inclusive Development

Participation between all members in the economy of the Langeberg Local Municipality instils a sense inclusivity. Communication between the public and private sector as well as the upliftment of skills play a functional role in uniting all communities in the local economy.

#### 3.5.1. Objective 7 - Development of Local Skills

Strengthening skills enables a level of self-competence and has the ability if done correctly to reduce un- and underemployment, increase productivity, and improve standards of living (The World Bank, 2021). **Table 17** outlines the programmes and projects for this objective.

Table 17: Objective 7 – Programmes and Projects<sup>13</sup>

| Programme                 | Projects                           | Description                                                                                                                                                                                                                                                                                                                           | Applicable Area (s)                                              |
|---------------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| <b>Skills Development</b> | <b>Tourism Skills Development</b>  | The tourism sector plays a vital role in the functioning of the Langeberg Local Municipality. The high level of unemployment and low skills level provides the opportunity for training, mentorship and deployment of unemployed in identified tourism attractions and/ or enable entrepreneurial creation of new tourism activities. | <ul style="list-style-type: none"> <li>Municipal area</li> </ul> |
|                           | <b>Small Scale Farmer Training</b> | Provision of agricultural support services, such as training in livestock, dryland and irrigated cropping, poultry and piggeries, as well as market access and                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Municipal area</li> </ul> |

<sup>13</sup> Action required in each for each of the projects are indicated in Section 4 (Implementation Plan)

| Programme | Projects                                               | Description                                                                                                                                                                                                                                                                                                                                                                                          | Applicable Area (s)                                                                                                                         |
|-----------|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
|           |                                                        | management, regulation assistance, veterinary services, agricultural input and credit etc.                                                                                                                                                                                                                                                                                                           |                                                                                                                                             |
|           | <b>Agricultural Coop Development Programme</b>         | Funding and business support would significantly assist in the sustainability of the farmers. Provided with the right support and funding, job creation which could assist in alleviating local levels of unemployment.                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul>                                                                          |
|           | <b>Cannabis Training Centre</b>                        | With the development of the cannabis value chain in Montagu, many new job opportunities could be created. This project will ensure that local workers can be equipped with the necessary skills to be employed in the new cannabis farms and future processing facilities.                                                                                                                           | <ul style="list-style-type: none"> <li>• Montagu</li> <li>• Ashton</li> </ul>                                                               |
|           | <b>Artisan Training Programme</b>                      | Upskilling of unemployed youth to start their own businesses through the assistance of SEDA.                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul>                                                                          |
|           | <b>Crafter Programme</b>                               | Restart the crafter programme that assists local crafters in the marketing of products. Crafters linked with SEDA.                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul>                                                                          |
|           | <b>Establish Small Entrepreneurial Training Centre</b> | The low level of skills in the Langeberg Local Municipality limits the potential for the attainment of employment and improved standard of living. An entrepreneurial training centre will enable the development of skills required for start-ups and/ or further grow already operating small or informal businesses.                                                                              | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> <li>• Ncqubela</li> </ul> |
|           | <b>Establish Youth Centres</b>                         | Langberg Local Municipality has a high level of youth dropouts and low levels of education. Youth centres provide a safe and supervised environment for youth of all ages to take part in activities and programmes that enable employment opportunities, community participation, and fostering civic engagement. The youth centre could be linked with career guidance at high schools and discuss | <ul style="list-style-type: none"> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Ashton</li> </ul>                                       |

| Programme | Projects                                | Description                                                                                                                                                                                                                                                         | Applicable Area (s)                                                                                                                                                                                        |
|-----------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           |                                         | entrepreneurship development and its importance in local economic development.                                                                                                                                                                                      |                                                                                                                                                                                                            |
|           | <b>Environmental Training Programme</b> | Training of local communities in environmental conservation will assist in empowering local people to protect and conserve the environment for sustainable use.                                                                                                     | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul>                                                                                                                                         |
|           | <b>Mentorship Programme</b>             | The programme will assist in providing mentoring to individuals, entrepreneurs, start-ups in terms of training, facilities, and support. Skills facilitation could occur for example in the construction industry in terms of bricklaying, painting, plumbing, etc. | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> </ul>                                                               |
|           | <b>Green Building Skills Programme</b>  | Facilitate training for the production of building products made from of bio-degradable materials.                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> <li>• Ncqubela</li> <li>• Zolani</li> <li>• Cogmanskloof</li> </ul> |

### 3.5.2. Objective 8 - Municipal Communication

Strong and effective communication in local government assists in building relationships with its citizens. Communication enables citizens to be heard and allows access to relevant information and an ability to engage on matters of concern.

**Table 18** outlines the programmes and projects for this objective.

Table 18: Objective 8: Municipal Communication<sup>14</sup>

| Programme                                      | Projects                                        | Description                                                                                                                                                                                                                                                                                                                                                                                  | Applicable Area (s)                                                                                                                          |
|------------------------------------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Private and Public Sector Communication</b> | <b>Communication and Participation Strategy</b> | A strategy should be developed that enables effective communication between the Langeberg Local Municipality, business chambers, local tourism offices, businesses, NGOs, and residents. It should highlight decision making processes, feedback on policies, tariffs, developments, budgets etc. Central to the process is the mayoral or executive committee and/or the municipal manager. | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul>                                                                           |
|                                                | <b>Public/ Private Meetings</b>                 | Structured monthly meetings with all representative parties and associations in the Langeberg Local Municipality in each of the key towns. Such meeting, should be in line with the communication and participation strategy.                                                                                                                                                                | <ul style="list-style-type: none"> <li>• McGregor</li> <li>• Robertson</li> <li>• Bonnievale</li> <li>• Montagu</li> <li>• Ashton</li> </ul> |
|                                                | <b>Trade Partnerships</b>                       | Trade partnerships could be established between the Langeberg Local Municipality and potential investors whereby an agreement is in place to trade certain goods, services, and or information.                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Municipal area</li> </ul>                                                                           |

<sup>14</sup> Action required in each for each of the projects are indicated in Section 4 (Implementation Plan)

### **3.6. Conclusion**

The above section outlines projects that should be implemented to achieve Local Economic Development in the Langeberg Local Municipality to achieve a diverse, sustainable and inclusive economy. The following section will outline how the above mentioned projects should be implemented.

## Section Four: Implementation Plan

### 4.1. Introduction

The following section will outline the prioritised projects and outline the action plan and performance indicators for each project.

### 4.2. General Project Implementation

**Table 19** outlines the steps required for implementing Local Economic Development projects.

Table 19: Project Implementation Steps

| Step No. | Step                                     | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1        | <b>Identification of location</b>        | <p>Once a project has been selected for implementation, the location must be identified. Important aspects to consider when selecting a site, depending on the type of project:</p> <ul style="list-style-type: none"> <li>• Proximity and accessibility to community/ markets/ transport routes</li> <li>• Proximity and accessibility to labour and raw materials</li> <li>• Site due diligence and availability of infrastructure</li> <li>• Cost of land if not municipal land</li> </ul> <p>It should also be considered whether the project can be aligned with an existing project or by using an existing underutilised site.</p>                                                                                                                                                                                                                            |
| 2        | <b>Pre-feasibility &amp; feasibility</b> | <p>Projects implemented by the Langeberg Local Municipality through the LED unit must have long-term benefits and in order to do so, projects must be sustainable. A pre-feasibility contains aspects such as the location, potential project limitations, potential alternatives and estimated costs, gathering of information needed in a feasibility study, potential funding sources and preparing the terms of reference for a full feasibility study if needed. The feasibility assessment includes:</p> <ul style="list-style-type: none"> <li>• Location analysis</li> <li>• Initial environmental assessment</li> <li>• Market research</li> <li>• Identification and quantification of income streams and identification of potential funding sources</li> </ul> <p>Once a project is deemed feasible, step 5 of the project implementation can occur.</p> |
| 3        | <b>Partnership identification</b>        | <p>This step entails identifying stakeholders, potential partners, funders and project leaders. Stakeholders can entail government departments or the private sectors.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Step No. | Step                                    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | <b>&amp; project matchmaking</b>        | In order to attract potential funders, a comprehensive may be needed – see step 6.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 4        | <b>Development of a business plan</b>   | <p>A detailed business plan will contain all the details of how the project will be implemented and operated and may contain the following details:</p> <ul style="list-style-type: none"> <li>• Detailed project description</li> <li>• Organograms and labour needs</li> <li>• Technical requirements</li> <li>• Operational plan/ production processes</li> <li>• Market analysis</li> <li>• Financial plan</li> <li>• Risk assessment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                               |
| 5        | <b>Municipal budget &amp; funding</b>   | The feasibility and business plan should be used to feed into the municipal budget to ensure that budgets and planning for the project are within the planning cycles of the municipality. Financial assistance may be needed, especially for capital-intensive projects.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 6        | <b>Creating an enabling environment</b> | In order to attract investors for projects, there must be the necessary infrastructure in place, as well as continued service delivery and maintenance of infrastructure. The municipality needs to ensure that there is access to bulk services, that roads are in good condition and that spatial planning aspects do not cause undue restriction and time lapses in development.                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 7        | <b>Project handover &amp; mentoring</b> | The municipality should not be responsible for running projects. Projects should be operated as businesses, managed by the private sector, with the municipality providing an assisting and mentorship role initially.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 8        | <b>Monitoring and evaluation</b>        | <p>After project handover, monitoring and evaluation must occur to ensure that the LED objectives are met through the implementation of projects. To achieve the desired goals and objectives a framework to monitor and evaluate the impact of a project is needed. The monitoring and evaluation will assist the Local Municipality with:</p> <ul style="list-style-type: none"> <li>• Determining the extent to which the LED Strategy is able to meet its goals and objectives,</li> <li>• Assisting the municipality in its decision-making process,</li> <li>• Enabling the municipality to take corrective action should the monitoring and evaluation indicate that the intended outcomes are not achieved</li> <li>• Assisting the municipality creating a database of successful and unsuccessful initiatives</li> </ul> |

| Step No. | Step | Description                                                                                                             |
|----------|------|-------------------------------------------------------------------------------------------------------------------------|
|          |      | <ul style="list-style-type: none"> <li>• Improving future planning, and</li> <li>• Increasing accountability</li> </ul> |

### 4.3. Action Plan

The action plan will outline the proposed actions for each identified project, timeframe, stakeholders/ funding sources, actions, and performance indicators. **Table 20** highlights the action plan to be followed for each of the identified projects.

Table 20: Implementation Action Plan

| Priority                                                     | Project                                              | Implementation Timeframe | Stakeholder/ Funding Sources                                                                                                                              | Actions                                                                                                                                                                                                | Performance indicator for monitoring and evaluation                                                                                            | Budget             |
|--------------------------------------------------------------|------------------------------------------------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>Objective 1 - Establish the Cannabis Value Chain</b>      |                                                      |                          |                                                                                                                                                           |                                                                                                                                                                                                        |                                                                                                                                                |                    |
| 1                                                            | <b>Establish Commercial Cannabis Farms</b>           | Short Term               | <ul style="list-style-type: none"> <li>- LED Department</li> <li>- DRDLR</li> <li>- Private Sector</li> <li>- Dept. Agriculture</li> <li>- DTI</li> </ul> | <ul style="list-style-type: none"> <li>- Lobby for change in cannabis regulations</li> <li>- Land identification and allocation</li> <li>- Attract investment</li> <li>- Skills development</li> </ul> | <ul style="list-style-type: none"> <li>- Commercial grown cannabis for medicinal export</li> <li>- Employment opportunities created</li> </ul> | - R40,000,000      |
| 2                                                            | <b>Establish A Cannabis Agro-Processing Facility</b> | Medium- to Long term     | <ul style="list-style-type: none"> <li>- LED Department</li> <li>- Wesgro</li> <li>- Dept. Agriculture</li> <li>- Private sector</li> </ul>               | <ul style="list-style-type: none"> <li>- Lobby for change in cannabis regulations</li> <li>- Feasibility &amp; business plan</li> <li>- Attract investment</li> <li>- Skills development</li> </ul>    | <ul style="list-style-type: none"> <li>- Product sales for local and export market</li> <li>- Employment opportunities created</li> </ul>      | - To be determined |
| 3                                                            | <b>Develop Cannabis Agri-Tourism And Activities</b>  | Short Term               | <ul style="list-style-type: none"> <li>- LED Department</li> <li>- Langeberg Local Tourism Associations</li> </ul>                                        | <ul style="list-style-type: none"> <li>- Lobby for change in cannabis regulations</li> <li>- Developing activities and routes</li> <li>- Signage</li> <li>- Marketing</li> </ul>                       | <ul style="list-style-type: none"> <li>- Infrastructure spend</li> <li>- Marketing expenditure</li> </ul>                                      | - To be determined |
| <b>Objective 2 – Economic Revitalisation and Development</b> |                                                      |                          |                                                                                                                                                           |                                                                                                                                                                                                        |                                                                                                                                                |                    |

| Priority | Project                                                                                  | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                                    | Actions                                                                                                                                                                                                                                                                                                                                                                   | Performance indicator<br>for monitoring and<br>evaluation                                                 | Budget                                                                                                  |
|----------|------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| 3        | <b>Green Building<br/>Policy</b>                                                         | Medium Term                 | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Green Building Council of South Africa</li> <li>- Emerging contractors</li> </ul> | <ul style="list-style-type: none"> <li>- Establish by-laws</li> <li>- Minimum percentage spend on green building materials</li> <li>- Set minimum specifications for: <ul style="list-style-type: none"> <li>o Material usage</li> <li>o Construction waste disposal</li> <li>o Rainwater collection</li> <li>o Utilisation of local plant species</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>- Number of businesses utilising green construction</li> </ul>     | <ul style="list-style-type: none"> <li>- Will require budget allocation to ensure compliance</li> </ul> |
| 2        | <b>Establish of a<br/>Green Building<br/>Material<br/>Manufacturing<br/>Cooperatives</b> | Medium Term                 | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Green Building Council of South Africa</li> <li>- Dti</li> </ul>                  | <ul style="list-style-type: none"> <li>- Identify site for new buildings or use of existing buildings</li> <li>- Budget and source funding</li> <li>- Construction</li> <li>- Marketing</li> </ul>                                                                                                                                                                        | <ul style="list-style-type: none"> <li>- Infrastructure spend</li> <li>- Marketing expenditure</li> </ul> | <ul style="list-style-type: none"> <li>- To be determined</li> </ul>                                    |
| 4        | <b>Establish a<br/>Green Initiative<br/>Task Force</b>                                   | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>- Identify areas of assistance</li> <li>- Employ members for task team</li> <li>- Budget</li> <li>- Marketing</li> </ul>                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>- Budget spend</li> </ul>                                          | <ul style="list-style-type: none"> <li>- To be determined</li> </ul>                                    |

| Priority | Project                                                                 | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                     | Actions                                                                                                                                           | Performance indicator<br>for monitoring and<br>evaluation | Budget                                                                                                       |
|----------|-------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| 6        | <b>Facades and Advertising Guidelines</b>                               | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Business Chambers</li> <li>- Local Tourism Associations</li> </ul> | <ul style="list-style-type: none"> <li>- Determine and set minimum facade and advertising parameters</li> <li>- Establish by-law</li> </ul>       | - Budget spend                                            | - Will require budget allocation to ensure compliance                                                        |
| 4        | <b>Strengthen Provision of Information and Communication Technology</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Internet Service Providers</li> <li>- Private Sector</li> </ul>    | - Identify areas with inadequate network coverage                                                                                                 | - Areas identified with inadequate network coverage       | <ul style="list-style-type: none"> <li>- R9,700,000 (2023/2024)</li> <li>- R4,700,000 (2024/2025)</li> </ul> |
| 5        | <b>Digital Transformation Awareness</b>                                 | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Internet Service Providers</li> <li>- Private Sector</li> </ul>    | <ul style="list-style-type: none"> <li>- Enable awareness of business and tourism product awareness and keep digital platforms updated</li> </ul> | - Numbers of businesses promoted                          | - To be determined                                                                                           |
| 6        | <b>Creation of Wi-Fi Zones</b>                                          | Medium Term                 | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Internet Service Providers</li> </ul>                              | <ul style="list-style-type: none"> <li>- Identify areas with poor Wi-Fi connection</li> <li>- Establish infrastructure</li> </ul>                 | - Budget spend                                            | - To be determined                                                                                           |

| Priority | Project                                               | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                           | Actions                                                                                                                                                                    | Performance indicator<br>for monitoring and<br>evaluation | Budget                                                                                                             |
|----------|-------------------------------------------------------|-----------------------------|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|          |                                                       |                             | - Private Sector                                          | - Establish reduced cost internet provision package                                                                                                                        |                                                           |                                                                                                                    |
| 6        | <b>Sport and Recreation Facilities</b>                | Medium Term                 | - LED Department<br>- Department of Sports and Recreation | - Identify facilities<br>- Identify site for new buildings<br>- Budget and source funding<br>- Designs and regulatory requirements<br>- Construction<br>- Maintenance plan | - Infrastructure spend                                    | - Costs vary per centre                                                                                            |
| 6        | <b>Facility Integration</b>                           | Medium Term                 | - LED Department<br>- Department of Sports and Recreation | - Develop facility integration plan<br>- Budget<br>- Implement                                                                                                             | - Budget spend                                            | - To be determined                                                                                                 |
| 3        | <b>Provision/ Upgrade of Informal Trading Area(S)</b> | Short Term                  | - Langeberg Local Municipality<br>- Informal traders      | - Budget and source funding<br>- Designs and regulatory requirements<br>- Construction<br>- Maintenance plan                                                               | - Number of informal traders assisted                     | - Bonnievale (R364,500)<br>- Montagu (R1,856,500)<br>- Nkquebela (To be determined)<br>- Zolani (To be determined) |

| Priority | Project                                               | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                              | Actions                                                                                                                                                                                                                                                                                                                                                                                                      | Performance indicator<br>for monitoring and<br>evaluation | Budget                      |
|----------|-------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------|
|          |                                                       |                             |                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                              |                                                           | - Ashton (To be determined) |
| 4        | <b>Informal Trading Management Plan</b>               | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Informal traders</li> </ul> | <ul style="list-style-type: none"> <li>- Identify sites requiring upgrading and maintenance of trading spaces</li> <li>- Informal trading permits               <ul style="list-style-type: none"> <li>o Permit Process</li> <li>o Managing traders and dealing with queries</li> <li>o Seasonal Trading Applications</li> <li>o Site visits</li> <li>o Liaising with Law Enforcement</li> </ul> </li> </ul> | - Completed informal trading management plan              | - To be determined          |
| 4        | <b>Industrial and Manufacturing Marketing Package</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- dti</li> </ul>              | <ul style="list-style-type: none"> <li>- Identify and introduce mechanisms for investors to track progress of municipal processes attached to their investment</li> <li>- Develop application management system</li> <li>- Feasibility of introducing a system by which the aforementioned</li> </ul>                                                                                                        | - Number of manufacturing businesses attracted            | - To be determined          |

| Priority | Project                                                        | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                                 | Actions                                                                                                                                                                                                                                                                                                                          | Performance indicator<br>for monitoring and<br>evaluation | Budget             |
|----------|----------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------|
|          |                                                                |                             |                                                                                                                                                                 | processes are fast-tracked as a non-financial investment incentive                                                                                                                                                                                                                                                               |                                                           |                    |
| 3        | <b>Revitalise<br/>Robertson<br/>Train Station</b>              | Medium Term                 | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Langeberg Local Tourism</li> <li>- Private sector</li> <li>- SANRAL</li> </ul> | <ul style="list-style-type: none"> <li>- Identify actions to revitalise the train station</li> <li>- Develop a business plan for the revitalisation as well as a management plan</li> <li>- Budget and source funding</li> <li>- Designs and regulatory requirements</li> <li>- Marketing</li> <li>- Maintenance plan</li> </ul> | - Visitor statistics                                      | - To be determined |
| 4        | <b>Train Station<br/>Business Hub</b>                          | Medium Term                 | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- SANRAL</li> <li>- dti</li> </ul>                                               | <ul style="list-style-type: none"> <li>- Feasibility study</li> <li>- Attract investment</li> <li>- Budget and timeline</li> <li>- Marketing</li> </ul>                                                                                                                                                                          | - Number of businesses users                              | - To be determined |
| 7        | <b>Storage<br/>Provision for<br/>Traders at Taxi<br/>Ranks</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Private Sector</li> </ul>                                                      | <ul style="list-style-type: none"> <li>- Tender</li> <li>- Budget</li> <li>- Installation</li> </ul>                                                                                                                                                                                                                             | - Budget spend                                            | - To be determined |

| Priority | Project                                | Implementation<br>Timeframe  | Stakeholder/ Funding<br>Sources                                                                                                                  | Actions                                                                                                                                                                                                                    | Performance indicator<br>for monitoring and<br>evaluation | Budget                   |
|----------|----------------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------|
| 6        | Establish a<br>truck stop              | Short to<br>Medium Term      | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Private sector</li> </ul>                                       | <ul style="list-style-type: none"> <li>- Identify a site</li> <li>- Feasibility study and business plan</li> <li>- Regulatory requirements and bulk service provision</li> <li>- Project packaging for investor</li> </ul> | - Number of truckers supported                            | - To be determined       |
| 5        | Transport<br>Framework                 | Medium Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Transport</li> <li>- Taxi Associations</li> </ul> | <ul style="list-style-type: none"> <li>- Identify public transport routes</li> <li>- Existing transport networks structured into formalised network</li> <li>- Install/ upgrade public transport facilities</li> </ul>     | - Budget spend                                            | - To be determined       |
| 4        | Non-Motorised<br>Transport<br>strategy | Short to<br>Medium Term      | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Transport</li> </ul>                              | <ul style="list-style-type: none"> <li>- Prepare guidelines</li> <li>- Prepare strategy</li> <li>- Budget</li> <li>- Marketing</li> </ul>                                                                                  | - Budget spend                                            | - To be determined       |
| 5        | Railway<br>Transport<br>Feasibility    | Short to<br>Medium Term      | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Transport</li> </ul>                              | <ul style="list-style-type: none"> <li>- Identify feasible transport routes for freight, passenger and tourism</li> <li>- Prepare feasibility</li> <li>- Budget</li> <li>- Marketing</li> </ul>                            | - Budget spend                                            | - To be determined       |
| 3        | The Triangle                           | Short Term to<br>Medium Term | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>- Feasibility study and business plans</li> <li>- Attract investment</li> </ul>                                                                                                     | - Infrastructure spend                                    | - R148,000,000* based on |

| Priority | Project                     | Implementation<br>Timeframe  | Stakeholder/ Funding<br>Sources                       | Actions                                                                                                | Performance indicator<br>for monitoring and<br>evaluation                               | Budget                                                                     |
|----------|-----------------------------|------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
|          |                             |                              | - Private sector                                      | - Budget and timeline<br>- Marketing                                                                   | - Employment opportunities created<br>- Marketing expenditure                           | Robertson<br>Nkqubela<br>Investment<br>Plan                                |
| 1        | <b>Bullida<br/>Grounds</b>  | Short Term to<br>Medium Term | - Langeberg Local<br>Municipality<br>- Private sector | - Feasibility study and business plans<br>- Attract investment<br>- Budget and timeline<br>- Marketing | - Infrastructure spend<br>- Employment opportunities created<br>- Marketing expenditure | - R326,500,000*<br>based on<br>Robertson<br>Nkqubela<br>Investment<br>Plan |
| 3        | <b>Nkqubela<br/>South</b>   | Short Term to<br>Medium Term | - Langeberg Local<br>Municipality<br>- Private sector | - Feasibility study and business plans<br>- Attract investment<br>- Budget and timeline<br>- Marketing | - Infrastructure spend<br>- Employment opportunities created<br>- Marketing expenditure | - R350,000,000*<br>based on<br>Robertson<br>Nkqubela<br>Investment<br>Plan |
| 3        | <b>Robertson<br/>Centre</b> | Short Term to<br>Medium Term | - Langeberg Local<br>Municipality                     | - Feasibility study and business plans<br>- Attract investment                                         | - Infrastructure spend                                                                  | - R169,200,000*<br>based on                                                |

| Priority | Project               | Implementation<br>Timeframe  | Stakeholder/ Funding<br>Sources                       | Actions                                                                                                | Performance indicator<br>for monitoring and<br>evaluation                               | Budget                                                                    |
|----------|-----------------------|------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
|          |                       |                              | - Private sector                                      | - Budget and timeline<br>- Marketing                                                                   | - Employment opportunities created<br>- Marketing expenditure                           | Robertson<br>Nkqubela<br>Investment<br>Plan                               |
| 4        | Municipal Hub         | Short Term to<br>Medium Term | - Langeberg Local<br>Municipality<br>- Private sector | - Feasibility study and business plans<br>- Attract investment<br>- Budget and timeline<br>- Marketing | - Infrastructure spend<br>- Employment opportunities created<br>- Marketing expenditure | - R54,150,050*<br>based on<br>Robertson<br>Nkqubela<br>Investment<br>Plan |
| 2        | Robertson<br>Airfield | Short Term to<br>Medium Term | - Langeberg Local<br>Municipality<br>- Private sector | - Feasibility study and business plans<br>- Attract investment<br>- Budget and timeline<br>- Marketing | - Infrastructure spend<br>- Employment opportunities created<br>- Marketing expenditure | - R29,800,000*<br>based on<br>Robertson<br>Nkqubela<br>Investment<br>Plan |
| 5        | CBD<br>Revitalisation | Short Term to<br>Medium Term | - Langeberg Local<br>Municipality                     | - Feasibility study                                                                                    | - Infrastructure spend                                                                  | - To be<br>determined                                                     |

| Priority | Project                                                                                                                           | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                              | Actions                                                                                                          | Performance indicator<br>for monitoring and<br>evaluation | Budget                 |
|----------|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|------------------------|
|          |                                                                                                                                   |                             | - Green Building<br>Council of South<br>Africa                                               | - Designs and regulatory<br>requirements<br>- Budget and timeline<br>- Marketing                                 |                                                           |                        |
| 7        | <b>Establish a<br/>Farmers'<br/>Market</b>                                                                                        | Short Term                  | - Langeberg Local<br>Municipality<br>- Private sector                                        | - Establish an organising committee<br>- Attract investment<br>- Budget and timeline<br>- Marketing              | - Visitor statistics<br>- Products sales                  | - R50,000 per<br>annum |
| 6        | <b>Farm<br/>Acquisition<br/>(Small Scale<br/>Farmers)</b>                                                                         | Short to<br>Medium Term     | - Langeberg Local<br>Municipality<br>- Department of<br>Rural Development<br>and Land reform | - Identify farms to be acquired<br>- Budget and timeline<br>- Farm handover                                      | - Number of farms<br>provided to small<br>scale farmers   | - To be<br>determined  |
| 4        | <b>Establish<br/>Communication<br/>Link between<br/>Small Scale<br/>Farmers and<br/>the Agricultural<br/>Research<br/>Council</b> | Short Term                  | - Langeberg Local<br>Municipality<br>- DRDLR<br>- Agricultural<br>Research Centre            | - Enable effective communication<br>lines between the Agricultural<br>Research Centre and small scale<br>farmers | - Number of small<br>scale farmers<br>assisted            | - Not Applicable       |

| Priority | Project                                   | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                           | Actions                                                                                                                                                                                                      | Performance indicator<br>for monitoring and<br>evaluation | Budget             |
|----------|-------------------------------------------|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------|
| 6        | IT SMMEs                                  | Short to<br>Medium Term     | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Private sector</li> </ul>                                | <ul style="list-style-type: none"> <li>- Feasibility study and business plans</li> <li>- Attract investment</li> <li>- Budget and timeline</li> <li>- Marketing</li> </ul>                                   | - Number of IT SMMEs created                              | - To be determined |
| 6        | Sewing and Handywork SMMEs                | Short to<br>Medium Term     | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Private sector</li> </ul>                                | <ul style="list-style-type: none"> <li>- Feasibility study and business plans</li> <li>- Attract investment</li> <li>- Budget and timeline</li> <li>- Marketing</li> </ul>                                   | - Number of sewing and handywork SMMEs created            | - To be determined |
| 6        | Neighbourhood Watch Initiative            | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Private Sector</li> <li>- SAPS</li> </ul>                | <ul style="list-style-type: none"> <li>- Recruit and organise members</li> <li>- Contact law enforcement</li> <li>- Discuss community and business concerns</li> <li>- Hold meetings and training</li> </ul> | - Number of neighbourhood watches created                 | - Not Applicable   |
| 5        | Establishment of Rural E-Learning Centres | Short to<br>Medium Term     | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- IT Service Provider</li> <li>- Private Sector</li> </ul> | <ul style="list-style-type: none"> <li>- Feasibility study</li> <li>- Identify site or building to be utilised</li> <li>- Create programmes</li> <li>- Budget and timeline</li> <li>- Marketing</li> </ul>   | - Infrastructure revitalised and/ or developed            | - To be determined |
| 4        | Establishment of a Recycling              | Short to<br>Medium Term     | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                                                          | <ul style="list-style-type: none"> <li>- Feasibility study and business plans</li> <li>- Attract investment</li> </ul>                                                                                       | - Number of member owners                                 | - To be determined |

| Priority                                                     | Project                                     | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                  | Actions                                                                                                                                                                                            | Performance indicator<br>for monitoring and<br>evaluation | Budget             |
|--------------------------------------------------------------|---------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------|
|                                                              | <b>Manufacturing<br/>Cooperative</b>        |                             | <ul style="list-style-type: none"> <li>- Private sector</li> <li>-</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>- Budget and timeline</li> <li>- Marketing</li> </ul>                                                                                                       |                                                           |                    |
| <b>Objective 3 – Strengthen and Develop Local Businesses</b> |                                             |                             |                                                                                                                                                  |                                                                                                                                                                                                    |                                                           |                    |
| <b>1</b>                                                     | <b>SMME<br/>Development<br/>Programme</b>   | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Private sector</li> <li>- SMME Forum</li> <li>- SEDA</li> </ul> | <ul style="list-style-type: none"> <li>- Strategic Planning Meeting</li> <li>- Business Plan</li> <li>- Budget &amp; funding</li> </ul>                                                            | - Number of SMMEs assisted                                | - To be determined |
| <b>2</b>                                                     | <b>Gateway<br/>Opportunity<br/>Database</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>- Develop guidelines to assist SMMEs</li> <li>- Capacitate officials to be able to assist SMMEs</li> <li>- Marketing/ Project awareness campaign</li> </ul> | - Number of SMMEs assisted                                | - To be determined |
| <b>2</b>                                                     | <b>Funding<br/>Database</b>                 | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>- Identify funding sources</li> <li>- Create database</li> <li>- Market database</li> </ul>                                                                 | - Number of businesses assisted                           | - Not Applicable   |
| <b>2</b>                                                     | <b>Youth Database</b>                       | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>- Identify youth operated businesses</li> <li>- Create database</li> <li>- Market database</li> </ul>                                                       | - Number of youth businesses identified                   | - Not Applicable   |

| Priority | Project                                  | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                    | Actions                                                                                                                                                                                        | Performance indicator<br>for monitoring and<br>evaluation                                                                                                 | Budget           |
|----------|------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1        | Red Tape<br>Reduction                    | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- DEDAT</li> </ul>  | <ul style="list-style-type: none"> <li>- Setup an internal development task team</li> <li>- Marketing of service</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>- Number of investors assisted</li> </ul>                                                                          | - Not applicable |
| 1        | Investment<br>Guidelines and<br>Strategy | Short- to<br>Medium Term    | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Wesgro</li> </ul> | <ul style="list-style-type: none"> <li>- Selection of projects to be packaged for investor attraction</li> <li>- Prepare guideline</li> <li>- Prepare strategy</li> <li>- Marketing</li> </ul> | <ul style="list-style-type: none"> <li>- Guideline and strategy document development</li> <li>- Number of investment marketing events attended</li> </ul> | - Not applicable |
| 1        | Incentive Policy                         | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                   | <ul style="list-style-type: none"> <li>- Research on incentives policies</li> <li>- Develop a policy with stakeholder engagements</li> <li>- Council adoption</li> </ul>                       | <ul style="list-style-type: none"> <li>- Adopted incentive policy</li> </ul>                                                                              | - Not applicable |
| 1        | Local<br>Procurement<br>Policy           | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                   | <ul style="list-style-type: none"> <li>- Prepare guidelines</li> <li>- Prepare policy</li> <li>- Marketing</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>- Number of businesses assisted</li> </ul>                                                                         | - Not applicable |
| 3        | Property<br>Database                     | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                   | <ul style="list-style-type: none"> <li>- Identify properties for development regardless of whether services are established</li> </ul>                                                         | <ul style="list-style-type: none"> <li>- Number of properties identified</li> </ul>                                                                       | - Not applicable |

| Priority                                                | Project                                                             | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                     | Actions                                                                                                                                                                     | Performance indicator<br>for monitoring and<br>evaluation | Budget                 |
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|                                                         |                                                                     |                             |                                                     | <ul style="list-style-type: none"> <li>- Contact relevant departments to start process of intallation of basic services on developable land</li> <li>- Marketing</li> </ul> |                                                           |                        |
| 4                                                       | <b>Accreditation Assistance</b>                                     | Short to Medium Term        | - Langeberg Local Municipality                      | <ul style="list-style-type: none"> <li>- Identify businesses requiring accreditation assistance</li> <li>- Enable process in assisting businesses</li> </ul>                | - Number of businesses assisted                           | - Not applicable       |
| 4                                                       | <b>National Treasury Central Supplier Database</b>                  | Short to Medium Term        | - Langeberg Local Municipality                      | <ul style="list-style-type: none"> <li>- Identify businesses requiring registration assistance</li> <li>- Enable process in assisting businesses</li> </ul>                 | - Number of businesses assisted                           | - Not applicable       |
| <b>Objective 4 – Enhancing the Tourism Value Chain</b>  |                                                                     |                             |                                                     |                                                                                                                                                                             |                                                           |                        |
| 1                                                       | <b>Expansion of Tourism Offerings Identification and Assessment</b> | Short To Long Term          | - Dependent on project outlined in Tourism Strategy | - See Toruism Strategy                                                                                                                                                      | - See Tourism Strategy                                    | - See Tourism Strategy |
| <b>Objective 5 – Optimally Use and Manage Resources</b> |                                                                     |                             |                                                     |                                                                                                                                                                             |                                                           |                        |

| Priority | Project                                            | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                                                                                             | Actions                                                                                                                         | Performance indicator<br>for monitoring and<br>evaluation                            | Budget                                                                                 |
|----------|----------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 2        | <b>Municipal<br/>Infrastructure<br/>Audit</b>      | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Water and Sanitation</li> <li>- Department of Transport and Public Works</li> <li>- Dept. of Water and Sanitation</li> </ul> | <ul style="list-style-type: none"> <li>- Engage with relevant departments</li> </ul>                                            | <ul style="list-style-type: none"> <li>- Completed infrastructure study</li> </ul>   | <ul style="list-style-type: none"> <li>- To be determined</li> </ul>                   |
| 2        | <b>Municipal Audit<br/>Of Developable<br/>Land</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Spatial Planning and Environment</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>- Engage with relevant departments</li> </ul>                                            | <ul style="list-style-type: none"> <li>- Completed developable land study</li> </ul> | <ul style="list-style-type: none"> <li>- To be determined</li> </ul>                   |
| 2        | <b>Municipal Asset<br/>Audit</b>                   | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Spatial Planning and Environment</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>- Engage with relevant departments</li> </ul>                                            | <ul style="list-style-type: none"> <li>- Completed asset study</li> </ul>            | <ul style="list-style-type: none"> <li>- To be determined</li> </ul>                   |
| 1        | <b>Municipal<br/>Infrastructure<br/>Upgrade/</b>   | Short to Long<br>Term       | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                                                                                                                                            | <ul style="list-style-type: none"> <li>- Budget &amp; funding</li> <li>- Appoint service provider for tender process</li> </ul> | <ul style="list-style-type: none"> <li>- Infrastructure spend</li> </ul>             | <ul style="list-style-type: none"> <li>- Varies based on Technical Services</li> </ul> |

| Priority | Project                                                      | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                                                     | Actions                                                                                                                                                                   | Performance indicator<br>for monitoring and<br>evaluation | Budget              |
|----------|--------------------------------------------------------------|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------|
|          | <b>Development<br/>In Urban And<br/>Rural Areas</b>          |                             | <ul style="list-style-type: none"> <li>- Department of Water and Sanitation</li> <li>- Department of Transport and Public Works</li> <li>- Dept. of Water and Sanitation</li> </ul> |                                                                                                                                                                           |                                                           | Department's budget |
| 2        | <b>Municipal<br/>Infrastructure<br/>Maintenance<br/>Plan</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Transport and Public Works</li> <li>- Dept. of Water and Sanitation</li> </ul>       | <ul style="list-style-type: none"> <li>- Budget &amp; funding</li> <li>- Develop a maintenance plan</li> <li>- Regulatory requirements</li> <li>- Construction</li> </ul> | - Infrastructure spend                                    | - To be determined  |
| 4        | <b>Annual<br/>Economic<br/>Growth Survey</b>                 | Short to Long<br>Term       | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>- Create survey</li> <li>- Provide survey to public and private sector</li> </ul>                                                  | - Number of surveys completed                             | - Not Applicable    |
| 2        | <b>Provision Of<br/>Basic Services<br/>For</b>               | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>- Engage with relevant departments</li> </ul>                                                                                      | - Infrastructure spending                                 | - To be determined  |

| Priority | Project                                                         | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                       | Actions                                                                                                                                                                                                   | Performance indicator<br>for monitoring and<br>evaluation | Budget             |
|----------|-----------------------------------------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------|
|          | <b>Developable<br/>Land</b>                                     |                             | <ul style="list-style-type: none"> <li>- Department of Transport and Public Works</li> <li>- Dept. of Water and Sanitation</li> </ul> |                                                                                                                                                                                                           |                                                           |                    |
| <b>3</b> | <b>Clearing Of<br/>Water Hyacinth<br/>From Breede<br/>River</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- EPWP</li> <li>- Green Cape</li> </ul>                | <ul style="list-style-type: none"> <li>- Identify areas for cleaning</li> <li>- Budget &amp; funding</li> <li>- Engage with EPWP</li> <li>- Skills training</li> <li>- Develop management plan</li> </ul> | - Kms of river cleared                                    | - To be determined |
| <b>4</b> | <b>Open Space<br/>Initiative</b>                                | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Town Planning</li> </ul>                             | <ul style="list-style-type: none"> <li>- Develop a long term open space initiative</li> <li>- Identify locations</li> <li>- Planning and design</li> <li>- Marketing</li> </ul>                           | - Budget spend                                            | - To be determined |
| <b>4</b> | <b>Conservation<br/>Corridor<br/>Initiative</b>                 | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Environmental Affairs</li> </ul>       | <ul style="list-style-type: none"> <li>- Develop a long term conservation corridor initiative</li> <li>- Identify locations</li> <li>- Planning and design</li> <li>- Marketing</li> </ul>                | - Budget spend                                            | - To be determined |

| Priority | Project                                             | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                                                             | Actions                                                                                                                                                                                                                                                                                                                                                | Performance indicator<br>for monitoring and<br>evaluation | Budget             |
|----------|-----------------------------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------|
| 3        | <b>Clustered<br/>Agricultural<br/>Precinct Plan</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- DRLDR</li> <li>- Department of Agriculture</li> </ul>                                                      | <ul style="list-style-type: none"> <li>- Develop a long term agricultural precinct plan</li> <li>- Identify locations</li> <li>- Planning and design</li> <li>- Marketing</li> </ul>                                                                                                                                                                   | - Budget spend                                            | - To be determined |
| 2        | <b>R60 Rural<br/>Corridor</b>                       | Short to<br>Medium Term     | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- DRLDR</li> <li>- Department of Agriculture</li> </ul>                                                      | <ul style="list-style-type: none"> <li>- Explore potential for rural corridor</li> <li>- Market rural corridor</li> <li>- Identify sites for development</li> <li>- Stakeholder consultations</li> <li>- Budget &amp; funding</li> </ul>                                                                                                               | - Budget spend                                            | - To be determined |
| 3        | <b>Farm Waste To<br/>Compost</b>                    | Medium Term                 | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Environmental Affairs</li> <li>- Casidra</li> <li>- LGO</li> <li>- Private sector</li> </ul> | <ul style="list-style-type: none"> <li>- Identify a project location</li> <li>- Feasibility assessment and business Plan</li> <li>- Community- and stakeholder engagement</li> <li>- Identify beneficiaries</li> <li>- Obtain funding</li> <li>- Concept designs and planning</li> <li>- Construction</li> <li>- Training for beneficiaries</li> </ul> | - Tons compost produced                                   | - To be determined |

| Priority                                | Project                                  | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                           | Actions                                                                                                                                                                                                                                                                                                                                                                                        | Performance indicator<br>for monitoring and<br>evaluation                                                        | Budget           |
|-----------------------------------------|------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|------------------|
| 2                                       | Waste<br>Recycling<br>Centre             | Short to<br>Medium Term     | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Environmental Affairs</li> <li>- Private sector</li> </ul> | <ul style="list-style-type: none"> <li>- Feasibility study and business plan</li> <li>- Create a private, public partnership</li> <li>- Identify drop of centres/ sites and main recycling centre site</li> <li>- Budget &amp; funding</li> <li>- Designs and regulatory requirements</li> <li>- Construction &amp; purchasing of equipment</li> <li>- Recycling awareness campaign</li> </ul> | <ul style="list-style-type: none"> <li>- Number of drop off sites developed</li> <li>- Tons processed</li> </ul> | To be determined |
| <b>Objective 6 – Climate Evaluation</b> |                                          |                             |                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                  |                  |
| 1                                       | Explore<br>Alternative<br>Energy Sources | Short to<br>Medium Term     | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Private sector</li> </ul>                                                | <ul style="list-style-type: none"> <li>- Conduct research on potential alternative energy sources (external consultants)</li> <li>- Feasibility of developing different sources identified during the research phase</li> <li>- Stakeholder engagement with relevant departments on findings of research and feasibility in order to determine the best course of</li> </ul>                   | <ul style="list-style-type: none"> <li>- Completed alternative energy study</li> </ul>                           | To be determined |

| Priority                                         | Project                                                  | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                    | Actions                                                                                                                                                                                                                                                              | Performance indicator<br>for monitoring and<br>evaluation        | Budget             |
|--------------------------------------------------|----------------------------------------------------------|-----------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------|
|                                                  |                                                          |                             |                                                    | action and identify projects to be implemented                                                                                                                                                                                                                       |                                                                  |                    |
| 2                                                | Promote Use of Domestic and Residential Renewable Energy | Short Term                  | - Langeberg Local Municipality                     | - Budget<br>- Marketing                                                                                                                                                                                                                                              | - Number of households and businesses utilising renewable energy | - To be determined |
| 3                                                | Climate Change Assessment                                | Medium Term                 | - Langeberg Local Municipality<br>- Private sector | - Conduct research on impact of climate change on Langeberg Local Municipality<br>- Stakeholder engagement with relevant departments on findings of research and feasibility in order to determine the best course of action and identify projects to be implemented | - Completed climate change study                                 | - To be determined |
| <b>Objective 7 – Development of Local Skills</b> |                                                          |                             |                                                    |                                                                                                                                                                                                                                                                      |                                                                  |                    |
| 1                                                | Tourism Skills Development                               | Short Term                  | - Langeberg Local Municipality                     | - Determine local tourism skills needs (taking future developments into consideration)                                                                                                                                                                               | - Number of persons trained                                      | - To be determined |

| Priority | Project                                        | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                                                      | Actions                                                                                                                                                                                                                         | Performance indicator<br>for monitoring and<br>evaluation | Budget             |
|----------|------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------|
|          |                                                |                             | <ul style="list-style-type: none"> <li>- Langeberg Local Tourism Associations</li> <li>- CATHSETA</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>- Develop formal and informal training programmes which can include workshops and formal courses that can be supported through bursaries</li> <li>- Budget and funding</li> </ul>        |                                                           |                    |
| 1        | <b>Small Scale Farmer Training</b>             | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Agriculture</li> <li>- DRDLR</li> <li>- Private sector</li> <li>- AgriSETA</li> </ul> | <ul style="list-style-type: none"> <li>- Engage with existing small scale farmers to determine requirements</li> <li>- Design programmes</li> <li>- Create support groups (mentorship)</li> <li>- Budget and funding</li> </ul> | - Number of persons trained                               | - To be determined |
| 2        | <b>Agricultural Coop Development Programme</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Agriculture</li> <li>- DRDLR</li> <li>- Private sector</li> <li>- AgriSETA</li> </ul> | <ul style="list-style-type: none"> <li>- Identify skills gaps in smallholder farmers</li> <li>- Identify partners and source funding</li> <li>- Develop training programmes</li> <li>- Budget and funding</li> </ul>            | - Number of persons trained                               | - To be determined |

| Priority | Project                                      | Implementation Timeframe  | Stakeholder/ Funding Sources                                                                                                                                                         | Actions                                                                                                                                                                                              | Performance indicator for monitoring and evaluation | Budget             |
|----------|----------------------------------------------|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------|
| 1        | Cannabis Training Centre                     | Short Term to Medium Term | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Department of Agriculture</li> <li>- DRDLR</li> <li>- Private sector</li> <li>- AgriSETA</li> </ul> | <ul style="list-style-type: none"> <li>- Identify skill requirements</li> <li>- Identify partners and source funding</li> <li>- Develop training programmes</li> <li>- Budget and funding</li> </ul> | - Number of persons trained                         | - To be determined |
| 1        | Artisan Training Programme                   | Short Term                | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- EPWP</li> <li>- Relevant SETAs</li> <li>- Langeberg TVETs</li> </ul>                                | <ul style="list-style-type: none"> <li>- Identify skills needs</li> <li>- Develop programmes</li> <li>- Design programmes</li> <li>- Budget and funding</li> </ul>                                   | - Number of persons trained                         | - To be determined |
| 2        | Crafter Programme                            | Short Term                | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- DCAS</li> <li>- Dti</li> <li>- Dedat</li> <li>- SEDA</li> </ul>                                     | <ul style="list-style-type: none"> <li>- Identify skills needs</li> <li>- Develop programmes</li> <li>- Design programmes</li> <li>- Budget and funding</li> </ul>                                   | - Number of persons trained                         | - To be determined |
| 1        | Establish An Entrepreneurial Training Centre | Short Term to Medium Term | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Dti</li> </ul>                                                                                      | <ul style="list-style-type: none"> <li>- Identify skill requirements</li> <li>- Identify partners and source funding</li> </ul>                                                                      | - Number of persons trained                         | - To be determined |

| Priority | Project                                 | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                          | Actions                                                                                                                                                                                                         | Performance indicator<br>for monitoring and<br>evaluation | Budget             |
|----------|-----------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------|
|          |                                         |                             | <ul style="list-style-type: none"> <li>- Dedat</li> <li>- SEDA</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>- Negotiate with businesses to assist in skills transfer and mentorship</li> <li>- Develop training programmes</li> <li>- Budget and funding</li> </ul>                  |                                                           |                    |
| 3        | <b>Establish Youth Centres</b>          | Short Term to Medium Term   | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- FET</li> <li>- SEDA</li> <li>- TIL</li> <li>- Private sector</li> </ul> | <ul style="list-style-type: none"> <li>- Identify locations</li> <li>- Feasibility study</li> <li>- Identify partners and source funding</li> <li>- Budget and timeframe</li> </ul>                             | - Number of persons helped                                | - To be determined |
| 3        | <b>Environmental Training Programme</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Nature Conservation</li> </ul>                                          | <ul style="list-style-type: none"> <li>- Identify programmes</li> <li>- Develop programmes</li> <li>- Design programmes</li> <li>- Budget and funding</li> </ul>                                                | - Number of persons helped                                | - To be determined |
| 2        | <b>Mentorship Programme</b>             | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Private Sector</li> </ul>                                               | <ul style="list-style-type: none"> <li>- Identify businesses that can assist</li> <li>- Identify programmes</li> <li>- Develop programmes</li> <li>- Design programmes</li> <li>- Budget and funding</li> </ul> | - Number of persons helped                                | - To be determined |

| Priority                                     | Project                                        | Implementation<br>Timeframe | Stakeholder/ Funding<br>Sources                                                                                                                   | Actions                                                                                                                                                                 | Performance indicator<br>for monitoring and<br>evaluation                                              | Budget                                                               |
|----------------------------------------------|------------------------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| 3                                            | <b>Green Building<br/>Skills<br/>Programme</b> | Short Term                  | <ul style="list-style-type: none"> <li>- Langeberg Local Municipality</li> <li>- Green Building Council of South Africa</li> <li>- Dti</li> </ul> | <ul style="list-style-type: none"> <li>- Identify programmes</li> <li>- Develop programmes</li> <li>- Design programmes</li> <li>- Budget and funding</li> </ul>        | <ul style="list-style-type: none"> <li>- Number of persons helped</li> </ul>                           | <ul style="list-style-type: none"> <li>- To be determined</li> </ul> |
| <b>Objective 8 – Municipal Communication</b> |                                                |                             |                                                                                                                                                   |                                                                                                                                                                         |                                                                                                        |                                                                      |
| 1                                            | Communication and Participation Strategy       | Short Term                  | <ul style="list-style-type: none"> <li>- LED Department</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>- Prepare strategy</li> <li>- Marketing</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>- Completed communication and participation strategy</li> </ul> | <ul style="list-style-type: none"> <li>- Not Applicable</li> </ul>   |
| 1                                            | Public/ Private Meetings                       | Short Term                  | <ul style="list-style-type: none"> <li>- LED Department</li> <li>- Private Sector</li> </ul>                                                      | <ul style="list-style-type: none"> <li>- Engage with public sector</li> <li>- List concerns raised</li> <li>- Provide way forward on how to address concerns</li> </ul> | <ul style="list-style-type: none"> <li>- Number of businesses attending meeting</li> </ul>             | <ul style="list-style-type: none"> <li>- Not Applicable</li> </ul>   |
| 1                                            | Trade Partnerships                             | Short Term                  | <ul style="list-style-type: none"> <li>- LED Department</li> <li>- Private Sector</li> </ul>                                                      | <ul style="list-style-type: none"> <li>- Identify partners</li> <li>- Register partnership</li> <li>- Create partnership agreement</li> </ul>                           | <ul style="list-style-type: none"> <li>- Number if trade partnerships created</li> </ul>               | <ul style="list-style-type: none"> <li>- Not Applicable</li> </ul>   |

## Section Five: Institutional Framework

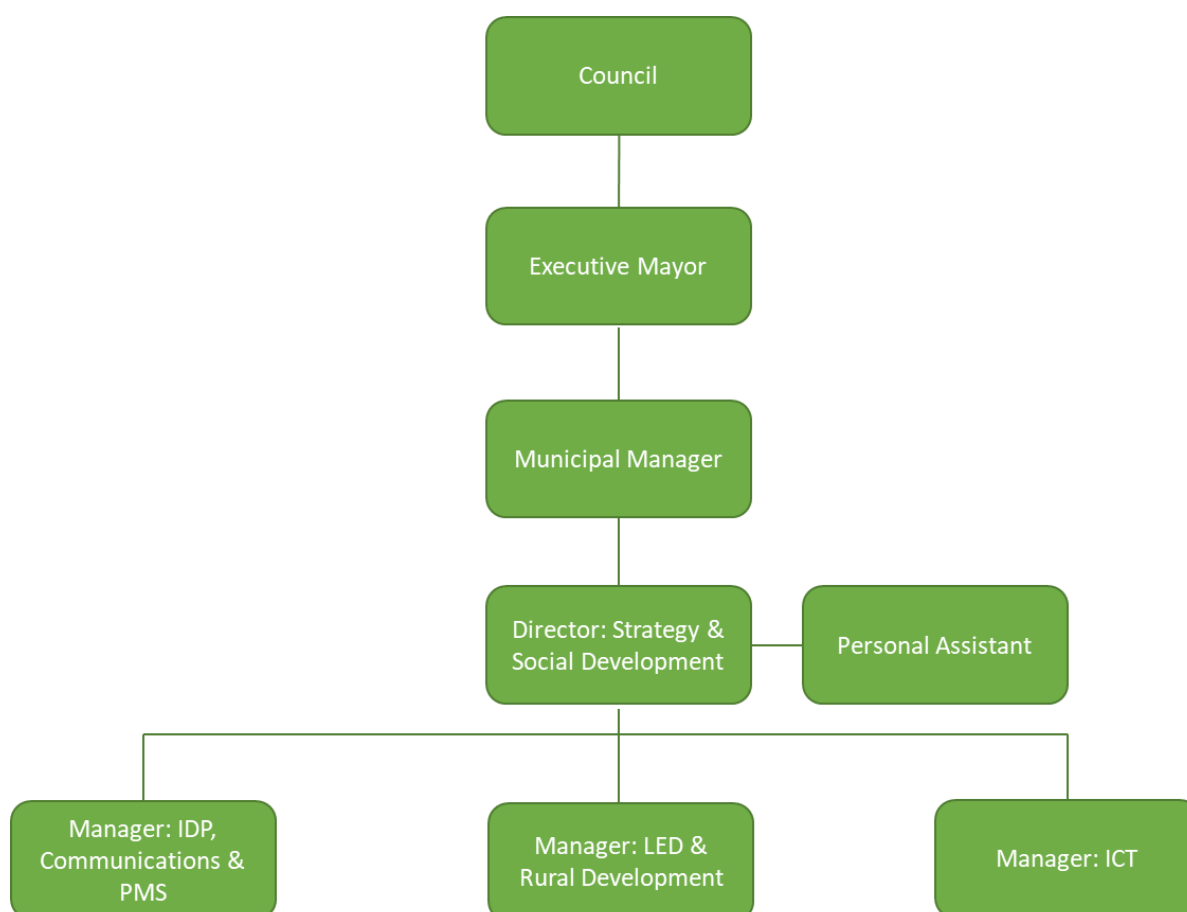
### 8.1. Introduction

An institutional framework is a set of formal organisational structures, rules and informal norms for service provision that creates an enabling environment and ensuring that proposed projects are implemented successfully. The purpose of this section is to provide an understanding of the Local Economic Development structure within the Langeberg Local Municipality that can implement and support the Local Economic

### 8.2. Organisational Structure: Strategy and Social Development (Management Structure)

The diagram below outlines the organogram for the Strategy and Social Development Department under which the Local Economic Development unit is located.

Diagram 4: Adapted Strategy and Social Development Organogram



The Local Economic Development unit comprises of the following staff positions:

- Local Economic Development manager (vacant)
- Principle officer
- Development officer

- Local Economic Development officer
- Tourism officer

The Local Economic Development unit receives support from Corporate Services and Engineering services. It is also dependent on other government departments, such as the Department of Trade and Industry and the Department of Small Business Development. Essential strategic objectives of the Local Economic Development department should include aspects indicated in **Table 21**.

Table 21: Strategic Objectives of the Local Economic Development Department

| Objectives                                      | Business and Development Support | Trade and Investment | Tourism Co-Ordination |
|-------------------------------------------------|----------------------------------|----------------------|-----------------------|
| Improve business investment climate             | X                                | X                    | X                     |
| Invest in hard strategic infrastructure         | X                                | X                    | X                     |
| Invest in site and premises for business        |                                  | X                    |                       |
| Invest in soft infrastructure                   | X                                |                      |                       |
| Encourage local business growth                 | X                                |                      | X                     |
| Encourage new enterprises                       | X                                | X                    | X                     |
| Promote inward investment                       |                                  | X                    | X                     |
| Support sector and business cluster development |                                  | X                    |                       |
| Coordinate area targeting and regeneration      | X                                | X                    | X                     |
| Promote informal economy sector development     | X                                |                      |                       |
| Local tourism function delivery                 |                                  |                      | X                     |

### 8.3. LED Unit Support and Business Forums

The Langeberg Local Municipality does not have an established Local Economic Development forum which is essential in ensuring effective Economic Development, investment attraction and retention. A Local Economic Development Forum is an engagement platform that has the following strategic objectives and goals as indicated in **Table 22**.

Table 22: Local Economic Development Forum (Strategic Objectives and Goals)

| Strategic Objectives                                                                                                              | Strategic Goals                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mobilise and solicit financial resources to implement catalytic projects within the municipal Local Economic Development strategy | Promote sustainable economic development:<br>Create an effective organisation based on a thorough knowledge of the needs of stakeholders for purposes of planning growth, high quality jobs and income for the local. |
| Monitor and evaluate the implementation of Local Economic Development catalytic projects                                          | Promote business retention and attraction:<br>Implement investment strategies meant to attract                                                                                                                        |

| Strategic Objectives                                                                                                                                   | Strategic Goals                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                        | new and retain existing business to provide capital investment and employment opportunities for the local communities                                                                                                                                                          |
| Provide advice and recommendations to the Municipal Council on matters considered to be considered towards the promotion of Local Economic Development | Promote sound investor relations: Develop and implement aggressive programmes for local economic development by communicating consistently with investors and stakeholders to promote and enhance economic development opportunities and overcome the barriers to development. |
| Identify and implement strategies to broaden the local revenue and economic base in consultation with municipal Council.                               |                                                                                                                                                                                                                                                                                |

(Mpumalanga Provincial Government, 2018)

The composition of the Local Economic Development Forum in the Langeberg Local Municipality should comprise of the following organisations as indicated in **Table 23**.

Table 23: Local Economic Development Forum Composition

| Organisational Composition                 | Number of representatives                          |
|--------------------------------------------|----------------------------------------------------|
| Government sector departments              | Not more than two representatives per organisation |
| Local Business Chambers                    |                                                    |
| Non-Governmental Sector                    |                                                    |
| Academic institutions                      |                                                    |
| South African Local Government Association |                                                    |
| Labour                                     |                                                    |
| Local business owners                      |                                                    |

(Mpumalanga Provincial Government, 2018)

In addition to a Local Economic Development support unit, the functioning and progress in terms of Local Economic Development relies in the input and assistance of business forums. The Langeberg Local Municipality has both established and establishing business forums. Status of the business forums are indicated in **Table 24**.

Table 24: Business Forum

| Business Forum            | Status        |
|---------------------------|---------------|
| McGregor Business Forum   | *Undedicated  |
| Robertson Business Forum  | * Undedicated |
| Bonnievale Business Forum | * Dedicated   |

|                                |             |
|--------------------------------|-------------|
| Montagu/ Ashton Business Forum | * Dedicated |
| Nkqubela Business Forum        | * Dedicated |
| Zolani Business Forum          | * Dedicated |
| Cogmanskloof Business Forum    | *Dedicated  |

The business forums in the Langeberg Local Municipality operate as beneficial networks that can assist the local municipality in identifying opportunities and enhancing economic development which would benefit both private and public sectors. It is important to note that Local Economic Development encompasses the tasks and actions of government as well as the private sector and civil society. Stakeholder competencies and capacity are therefore equally, if not more important, than the internal capacity of the Local Economic Development department.

#### **8.4. Conclusion**

The effective implementation of Local Economic Development in the Langeberg Local Municipality requires a cumulative and holistic approach between both the public and private sector, inclusive of business forums, communities, and local businesses. From the public sector, it is essential that relevant personnel have the required experience, expertise and skills to ensure the correct management and implementation of Local Economic Development initiatives. It is important that Local Economic Development takes on a bottom-up approach and is driven by local stakeholders. As with the Service Delivery and Budget Implementation Plan it is essential to set reasonable timeframes and keep monthly/weekly track records to effectively evaluate the progress of all necessary actions.

## Section Six: Monitoring and Evaluation Framework

The Service Delivery and Budget Implementation Plan is a management, implementation and monitoring tool designed to for implanting the municipality's service delivery outcomes as outlined in the Integrated Development Plan and budget. The The Service Delivery and Budget Implementation Plan is a contract between Council, administration & community and gives effect to the IDP and budget of the municipality.

It is an annually adopted document projects for each month of revenue collected, broken down by source, and operational and capital expenditure it be incurred. Furthermore, it includes for each quarter:

- Service delivery targets; and
- Performance indicators.

The performance criteria contained in the Service Delivery and Budget Implementation Plan are designed to achieve good governance and regulatory reform, as well as facilitate the accomplishment of Council's other strategic focus areas e.g., local economic development. The Local Economic Development Manager drafts the Service Delivery and Budget Implementation Plan and is required to submit it to the mayor after approval of the budget. Through this integration, the Economic Development Manager will be able to monitor and evaluate their department's performance with regards to:

- Implementation actions to be followed to successfully implement a project; and
- Evaluate the overall performance of the Economic Development Manager and the Economic Development Department as a whole.

This monitoring and evaluation approach for the Langeberg Local Municipality Local Economic Development department will utilise the Service Delivery and Budget Implementation Plan framework, which will directly link to the service delivery targets and performance indicators of the IDP and budget. This integration will allow for:

- An Local Economic Development Strategy based on the economic reality and potential of the greater Langeberg municipal area;
- Integrated Development Plan and Service Delivery and Budget Implementation Plan alignment as well as aligning these to the budget;
- Municipal and individual scorecards and staff accountability;
- Performance management processes and systems;
- The Langeberg Local Municipality to implement performance management so as to support, track and improve implementation; and
- The Langeberg Local Municipality in linking performance management to specific Local Economic Development project and programme management so as to ensure effective implementation of the Integrated Development Plan and Service Delivery and Budget Implementation Plan objectives.

## Section Nine: Conclusion

Progress in Local Economic Development within the Langeberg Local Municipality requires commitment from both the public and private sector, especially in terms of the projects and programmes identified. The vision identified should assist in guiding the strategic implementation of projects and ensuring sustainable economic growth and employment creation is achieved.

Paramount to any form of economic development is the provision of optimal and effective basic services; basic services should be enhanced to a level that meets the current status quo, only thereafter can consideration into future economic development occur. Projects once implemented should be done in a manner that is transparent to the private sector and sustainable.

It is also important that the monitoring and evaluation elements of Local Economic Development are incorporated into the performance management system of the Langeberg Local Municipality. This will ensure:

- Accountability
- Responsibility

Both with regards to the implementation of the Local Economic Development Strategy and its programmes.