Langeberg Local Municipality

Local Economic Development Strategy

2023

LANGEBERG
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Our Vision:

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

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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 The current strategy is outdated and the Langeberg Local Municipality has identified the need to update the identified strategy into a credible and implementable document that identifies key projects and initiatives.

1.2. Guiding Principle

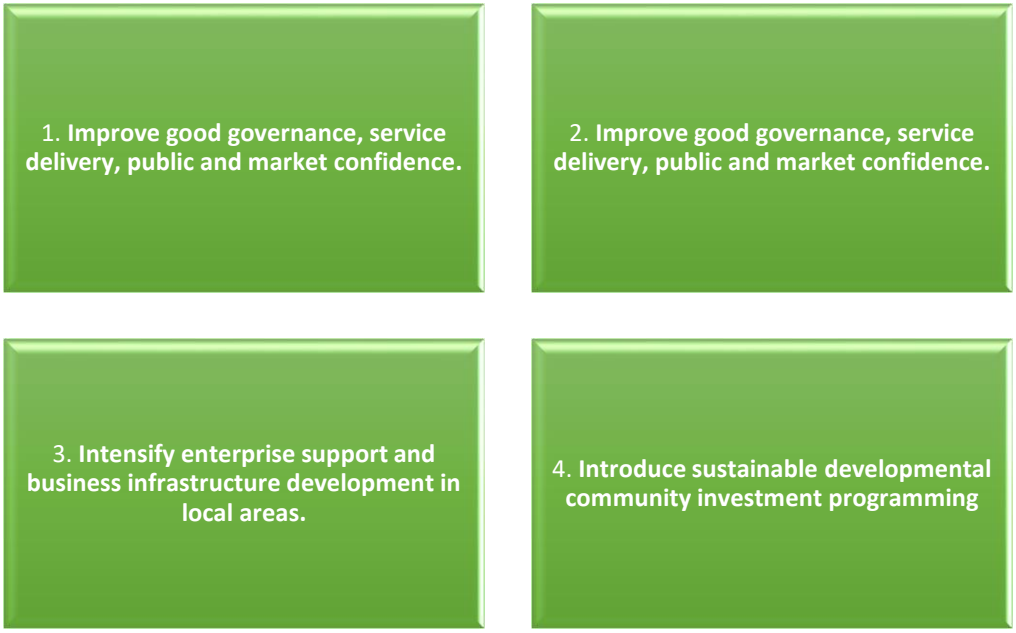
Local economic development (LED) in South Africa is guided by legislation such as the Constitution of South Africa (1996), the White Paper on Local Government (1998) and the Municipal Systems Act (2000).

- The Constitution 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 also emphasises that local government must be committed to working with citizens and groups within the community to find sustainable ways of meeting local needs, including social, economic, and material needs. The White Paper on Local Government further states that local government must improve the quality of life of its communities;
- The Municipal Systems Act in turn, makes integrated development planning (IDP) compulsory. The 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*". It also highlights the importance of local economic development as one of the five key performance areas of local governments. According to the Framework, government should focus on the key strategies indicated in

.

Diagram 1: Key Strategies Relating to LED



The National Framework for Local Economic Development in South Africa (2006 – 2011) provides the rationale for why an LED Strategy is a vital planning tool for all municipalities. The strategy:

- 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; and
- 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. This includes the creation through proactive steps of an environment conducive to economic development and growth. The local economic development strategy forms part of the municipality's response to meeting this responsibility. A local Economic development strategy provides an integrated approach to assist in promoting inclusive growth and development in the region.

1.3. Report Outline

This report comprises the following:

- Section One: Introduction;
- Sectio Two: Situational Analysis;
- Section Three: Local Economic Development Strategy;
- Section Four: Implementation Plan;
- Section Five: Institutional Framework; and
- Section Six: Monitoring and Evaluation Framework.

Section Two: Situational Analysis

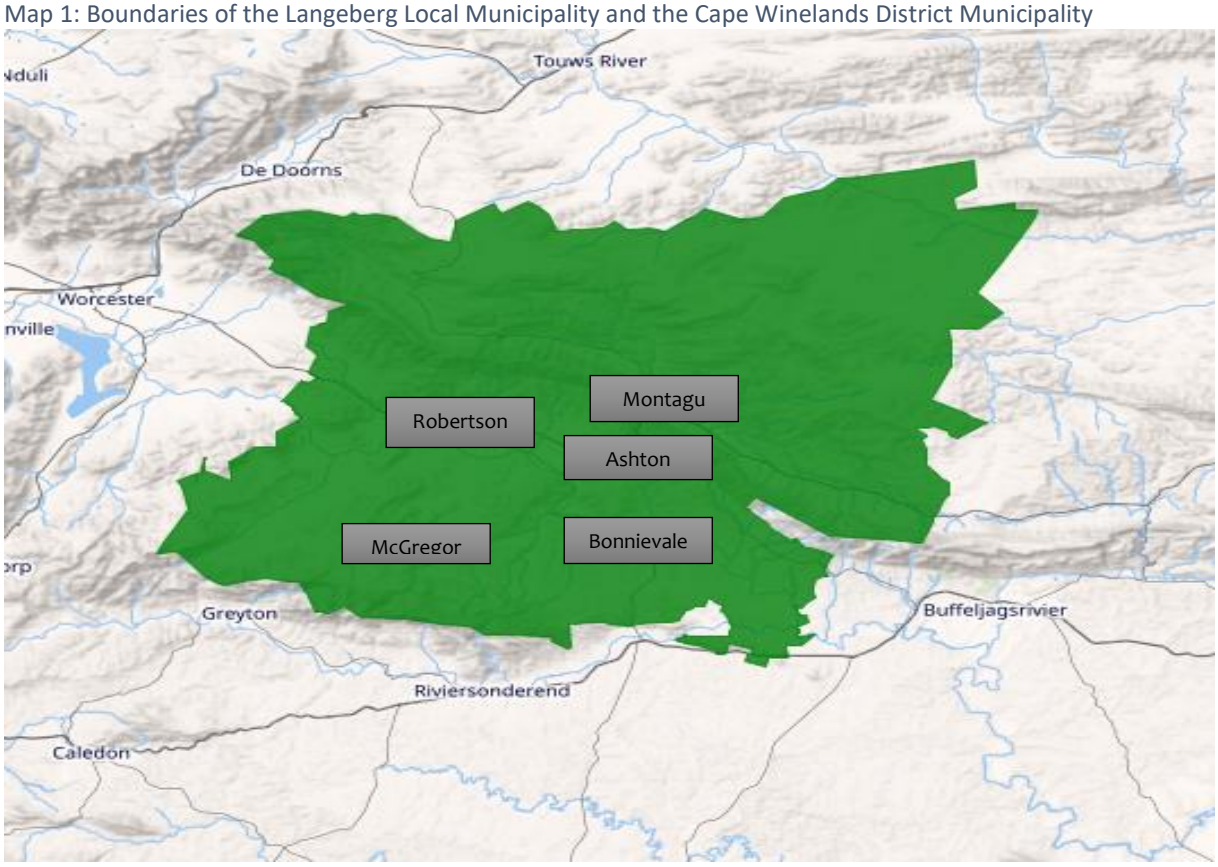
2.1. Introduction

The situational analysis provides an overview of the Langeberg Local Municipality. It also includes a legislative and policy overview, socioeconomic profile, and economic analysis,[1] which are used to identify trends and opportunities in the Langeberg Local Municipality.

2.2. Spatial Analysis

The Langeberg Local Municipality, a category B local municipality (4 517.4 km²), is located within the Cape Winelands District Municipality in the Western Cape province. It is bordered by the Breede Valley in the north and west and by the Overberg District Municipality in the south and east. It is one of the five municipalities that make up the Cape Winelands District Municipality, accounting for almost a quarter of its geographical area. Langeberg Local Municipality comprises 12 wards and includes five main towns, namely Robertson, Montagu, Ashton, Bonnievale and McGregor. **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)

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

[1] A comprehensive understanding of aspects highlighted in the situational analysis is provided in the Status Quo Report.

Table 1: Town Descriptions

Town	Description
Robertson	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 also offers a range of accommodation facilities, restaurants, vineyards, stud farms, and nature reserves. Places of interest include Robertson Museum, the Vrolijkheid Nature Reserve, the Dassieshoek Nature Reserve, and Silwerstrand.
Montagu	Montagu, located along the scenic R62, is known as a historic and tourist town. It also serves as the main centre for wine, fruit and dried fruit production. The town offers a range of hospitality facilities, including restaurants and accomodation, and is a popular eco-tourism destination in terms of rock climbing, kloofing and abseiling.
Ashton	The town of Ashton is located in the heart of the Langeberg Local Municipality. An industrial and agricultural hub, Ashton is home to one of the largest employers, the Langeberg and Ashton Canning factory (owned by Tiger Brands). Businesses within Ashton include restaurants, cafes, general stores, and agricultural service organisations. Ashton is also known for its wine estates and the local fynbos.
McGregor	McGregor is a small town located in the Riviersonderend Mountain plain and is known for its historical and cultural heritage. Economic activity is centred along the main road of the town, with local businesses including restaurants, coffee shops, art and craft, and galleries. Tourism plays an important role in the town with offerings such as wellness retreats, a donkey sanctuary, pottery studios, mountain biking, bird watching, and hiking trails.
Bonnievale	Bonnievale is located along the Breede River and has become known as an agri-tourism destination, especially in terms of locally made cheese and wine. Businesses are centrally located along the main street, and with a general focus on retail outlets, business services and accommodation facilities (located inside and outside of town).

(Langeberg Local Municipality, 2022)

The Langeberg Local Municipality is well located between the N1 and N2 as a number of provincial roads connect these two highways through the municipality. This makes it possible for travellers (locals, tourists, business people) 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 that pass through the municipal area include 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 Derdeheuwel Farm.

Biodiversity is a key feature of the Langeberg Local Municipality, which falls within the Cape Floristic Region – an area globally acknowledged to be a unique ecosystem. The Succulent Karoo Biome, found within the Cape Floristic Region, exhibits the highest level of plant diversity possible within 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 municipality (for example, the Breede, Noree, Vink, and Cogmanskloof Rivers). These play a key role in leisure activities and provide a source of water for agricultural activities.

Biosphere reserves in the Langeberg Local Municipality are an important part of the attraction of the local area. It is important that buffer zones where no economic development occurs are established and that sustainable activities occur within and/ or around this buffer zones.

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

- increased annual temperatures;
- increased intensity and frequency of extreme events;
- an increase in 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. According to the Air Quality Management Plan (Langeberg Local Municipality, 2016), a reduction of greenhouse gases is required to be in line with national and international requirements. The draft Langeberg Spatial Development Framework (Langeberg Local Municipality, 2023) encourages both residential and business use of solar geysers and photovoltaic systems to assist in decreasing 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: Relevant Legislation and Policy

Description		Considerations
Legislation	• Constitution of South Africa • White Paper on Local Government • Municipal Systems Act	Local economic development is a key responsibility of local municipalities.
National Policies and Plans	• National Development Plan • New Growth Path for South Africa • National Framework for Economic Development • Industrial Policy Action Plan • Broad-Based Black Economic Empowerment Act No. 53 of 2003 • National Space Development Perspective • Municipal Finance Management Act No. 56 of 2003	National policies highlight the following: • the creation of functional economies through use of local competitive advantages and spatial perspectives; • Local economic development results from good governance; • access to economic initiatives, programmes and information; • agro-processing; • SMME support; • business growth; • tourism development; • land reform and rural development; • infrastructure development and service delivery, especially in rural areas; • the provision of skills development and the means to enhance one's level of education; and • sustainable management of financial affairs and maximisation of municipal capacity.

Description		Considerations
Provincial and District Policies and Plans	• Western Cape Provincial Strategic Plan • OneCape 2040 • Project Khulisa • Western Cape Micro-Economic Development Strategy • Western Cape Provincial Spatial Development Framework • Western Cape Infrastructure Framework • Cape Winelands 5th Generation Integrated Development Plan • Cape Winelands Regional Socio-Economic Development Strategy • Cape Winelands District Spatial Development Framework	Provincial policies and strategies focus on the following: • economic inclusivity; • environmental protection and sustainable land use; • agro-processing in key sectors; • tourism sector development; • industrial investment; • skills upliftment; • private sector investment; • SMMEs and entrepreneurship; • sustainable infrastructure development; • public transport; • integrated and equal service delivery; and • administrative collaboration.

Local Policies and Plans	• Langeberg Integrated Development Plan
	• Langeberg Local Economic Development Strategy
	• Langeberg Spatial Development Framework
	• Robertson/Nkqubela Investment Plan
		Local policies and plans highlight the following:
		• Roberston/Nkqubela spatial investment;
		• public and private sector collaboration;
		• the importance of attracting of private investment;
		• priority sectors: tourism, agriculture, renewable energy;
		• opportunities in:
		  ○ tourism and agri-tourism;
		  ○ agri-industry and processing;
		  ○ alternative industry and recycling; and

Description		Considerations
		• examples of envisioned projects/programmes: Bullida, airport expansion, business retention and support, artisanal support, educational upliftment, the creation of business hives, etc.

2.4. Socioeconomic Profile

The Langeberg Local Municipality had a population of 120 796 people in 2021 and comprised approximately 30 690 households. The population has on average grown by 1.6% per annum while households grew by 1.5%. The Langeberg Local Municipality has the smallest population of all the local municipal areas in the Cape Winelands District Municipality (12.7% of the Cape Winelands District Municipality population) and the second lowest household density (6.9 households/km^2).

The influx of foreigners into the Langeberg Local Municipality is difficult to document but constitutes a growing source of population increase. Population growth probably exceeds 1.6% and the concern highlighted across stakeholder engagements is that it will place stress on housing, employment availability for locals, infrastructure, and local health dynamics (Urban-Econ via stakeholder engagements, 2022 and 2023; Langeberg Local Municipality, 2022- 2023).

The potentially economically active population within Langeberg Local Municipality is approximately 66.9%; this portion of the population consists of people aged 15 to 64. The size of the potentially economically active population indicates that an above-average labour force exists within the Langeberg Local Municipality. This, in turn, suggests that there may be considerable local demand for jobs. The remainder of the population comprises children[2] (26.1%) and people older than 65 (7.0%); there is thus a larger **dependency ratio** in the Langeberg Local Municipality. The dependency ratio within the Langeberg Local Municipality is 33.1%, which is slightly higher than that of the Cape Winelands District Municipality (30.6%).

The dependency ratio shows the number of children and people older than 65 relative to the working-age population[3] and is expressed as per hundred persons aged 15 to 64.

The Langeberg Local Municipality (particularly Robertson and McGregor) was identified as a popular destination for young families and retirees. The higher dependency ratio implies a greater pressure on social systems, which are typically required by children and older persons.

With regard to education, 15.6% of the population of the Langeberg Local Municipality had no schooling in 2021, which was higher than the district average of 13.1%. Similarly, 31.0% of the population had completed matric or attained a higher form of education. In comparison, the district average stood at 36.5%. 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 economic and social health. The Langeberg Local Municipality has the lowest retention rates (66.6%) of learners in the Cape Winelands District Municipality, and school drop outs are a significant concern (Langeberg Local Municipality, 2022). *School drop outs generally have a lower employment rate; thus, they don't have the opportunity to learn skills through on-the-job training. Langeberg Local Municipality has two key skill*

[2] Persons younger than 14.
[3] Persons aged 15 to 64.

development centres, namely Jakes Gerwel Technical School in Bonnievale and the Graham and Rhona Beck Centre in Robertson. Unfortunately, stakeholder engagements indicated that students who graduate from these facilities often do not remain in the area due to a lack of employment opportunities. This results in a skills drain.

The unemployment rate in the Langeberg Local Municipality is 11.1%, which is lower than that of the Cape Winelands District Municipality (15.4%). Latest available statistics show that nearly 45 615 people are employed in the Langeberg Local Municipality, accounting 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 in the informal sector. The number of unemployed people in the Langeberg Local Municipality was put at 5 669 in 2021, accounting for 8.9% of the 63 895 jobless persons in the Cape Winelands District Municipality.

The Langeberg Local Municipality has a low level of skilled employment (18.1%). Semi-skilled work accounts for a substantial portion of employment in the area (36.6%) while low-skilled employment makes up 45.3% of employment. The lower level of income in the Langeberg Local Municipality (57.0%) is a direct consequence of the low levels of education and skills. Only, 38.0% of the population are middle-income earners while 5.0% are high-income earners.

In terms of housing, the majority of the population resides in a formal dwelling (91.8%) while 8.2% of households live in informal housing. Currently, there is a backlog of 9 242 housing units in the Langeberg Local Municipality, with Robertson experiencing the highest shortfall (2,786 units). The backlog in other areas is as follows:

- Bonnievale (1 581);
- McGregor (537);
- Ashton (861);
- Montague (1 146);
- Langeberg NU (0);
- Nkqubela (1 739); and
- 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 to the demand being placed on municipal infrastructure, impacting municipal capacity and budgets.

In terms of access to services, 96.0% of households have access to electricity for lighting, 96.6% have access to a chemical or flush toilet, 94.3% have access to piped water inside their dwelling, and 82.4% have access to municipal 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 provide by the Langeberg Local Municipality, is not

sufficient to meet demand and in turn, is thus constraining economic development. It is imperative that alternative sources of electricity be investigated and that residential and business use of solar geysers and photovoltaic systems is promoted.

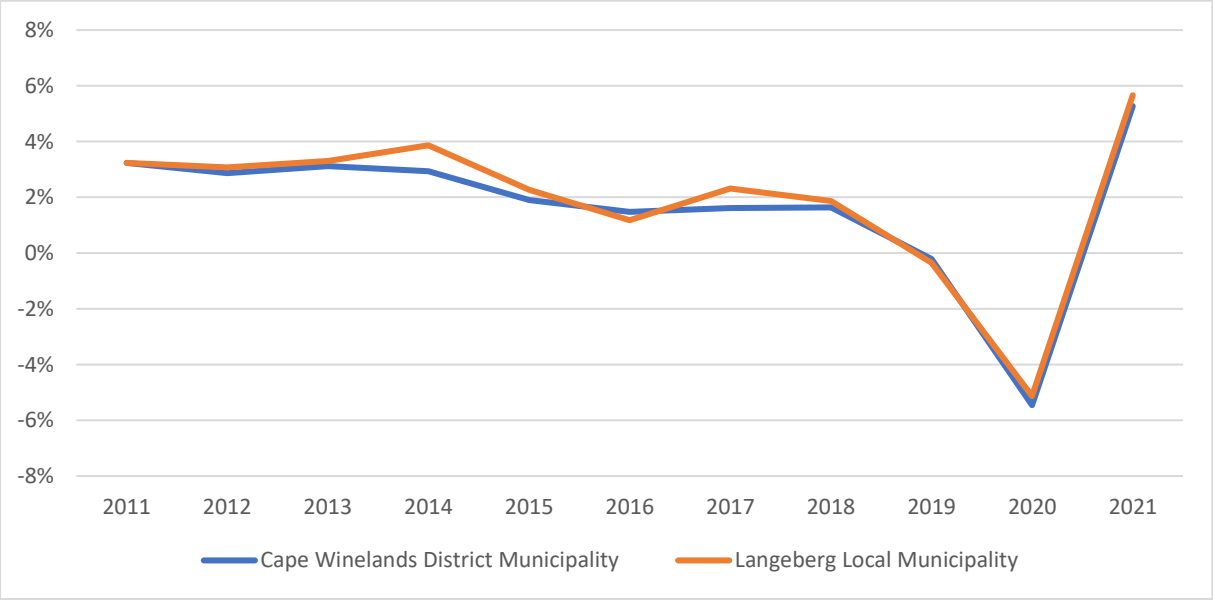
2.5. Economic Overview

The Gross value added (GVA) of the Langeberg Local Municipality for 2021 was estimated at R8.5 billion, accounting for 10.2% 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 used in production.

The gross value added of the Langeberg Local Municipality grew by 1.9% per annum which was slightly higher than the 1.7% of the Cape Winelands District Municipality. As shown in the diagram below, growth in the Langeberg Local Municipality mirrored that of the Cape Winelands District Municipality. The economies of both municipal areas grew from 2009 to 2012 but declined from 2012 to 2016. Between 2017 and 2018 the economies 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 2019 to 2020 (-0.3% to -5.1%). This was due to the impact of the Covid-19 pandemic, which adversely affected the economy. **Diagram 2** depicts the gross value added growth between 2011 and 2021.

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



(Urban Econ, 2022)

Sectoral contributions to the economy of the Langeberg Local Municipality are outlined in the table below.

Table 3: Gross Value Added per Sector

Sector	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 made by the finance, insurance, real estate and business services sector (22.4%) while the contribution from the mining and quarrying sector was the lowest (0.2%). Tourism, a key sector within the Langeberg Local Municipality, only contributed 17.4% while agriculture contributed 12.2%. The Langeberg Local Municipality is dependent on the tourism and agricultural sectors. Any change in dynamics within these sectors (e.g., a drop in the number of tourists 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 figures (formal and informal) per sector is provided 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 District Municipality	Langeberg Local 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), the wholesale and retail trade, catering and accommodation (10 296 people) and community, social and personal services (7 350 people). This is similar to the situation in the Cape Winelands District Municipality, where the top employing sectors are the wholesale and retail trade, catering and accommodation (75 434 people); agriculture, forestry and fishing (72 882 people); and community, social and personal services (66 929 people). While the agriculture, forestry and fishing sector employs mostly low-skilled workers, the wholesale and retail trade, catering and accommodation sector and the community, social and personal services sector employ both semi-skilled and skilled workers.

2.5.1. Opportunity Sector Overview

2.5.1.1. Agriculture

Agriculture, while not the top contributing sector in terms of gross value added, was the largest employer in the Langeberg Local Municipality; the sector accounted for approximately 12 022 jobs in this year (26.4%) of employment in the municipality)[4]. Arable agriculture is located around Robertson and Bonnievale, with intensive agriculture occurring between Robertson and Ashton and east of Bonnievale (Langeberg Local Municipality, 2023). 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

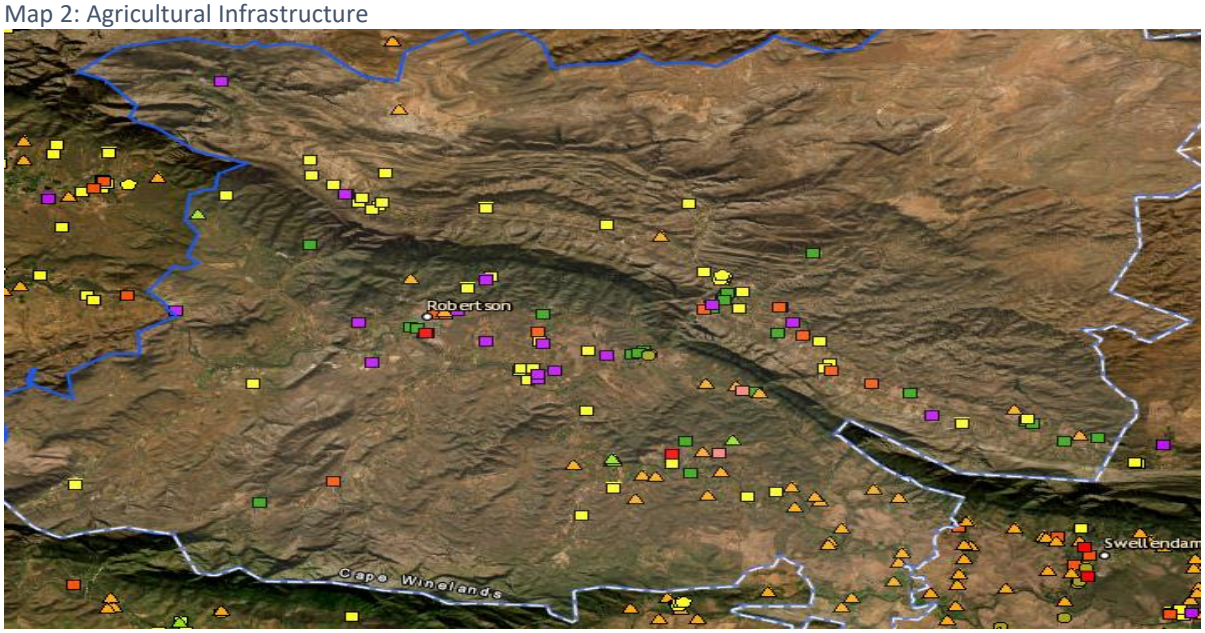
Type	Description
Large-scale Crops	Wine grapes, table grapes, apricots, pears, plums, peaches, olives, citrus tomatoes, gooseberries, avocados, lavender, cannabis, cherries, rose geraniums, almonds, rosemary, and blueberries
Small-scale Crops	Pumpkins, baby marrows, cabbages, carrots, cauliflower, chilli peppers, peppers, lettuce, spinach, tamarillos, and melons. Other crops are grown for animal feed, namely wheat, barley, oats, triticale, lupines, and ray.
Livestock	Pigs, cattle (dairy), chickens

(Langeberg Local Municipality, 2023; Urban-Econ via stakeholder engagements, 2022 and 2023)

As indicated in **Map 2**, the Langeberg Local Municipality has a range of agricultural infrastructure.

[4] 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 chains, 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 faces a variety of risks, including production, financial, market, and institutional risk.

Snapshot of Key Risks: Climate change (weather patterns), input costs, electricity and water supply, lack of 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 presents a difficulty for local farmers as without electricity, irrigation pumps cannot operate. Farmers are thus obliged to acquire generators[5] 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.

[5] High diesel costs

2.5.1.2. *Manufacturing*

Manufacturing is one of the top contributing sectors with regard to gross value added (17.4%) and fourth in terms of employment contribution (8.5%). Manufacturing in the Langeberg Local Municipality can be seen as an important driver of gross value added growth and employment creation. In terms of contributions to total manufacturing Gross Value Added, the top three sub-sectors in the Langeberg Local Municipality are:

- food, beverages, and tobacco (39.7%);
- petroleum products, chemicals, rubber and plastic (15.5%); and
- furniture and other manufacturing (12.1%).

The majority of industrial businesses are located in Montagu and Robertson. However, Ashton and Bonnievale are industrial and agri-processing hubs, with key industrial development potential identified with regard to Robertson, Bonnievale, and Ashton. Agri-processing plays a key role in the economy, with the manufacturing of food and beverages responsible for 32.6% of employment in manufacturing activities and contributing 39.7% of the gross value added in the economy.

Agri-processing plants 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 the Langeberg and Ashton Canning factory. Other factories include KOO, Tierhoek Organics, Mooivallei, etc.

Snapshot of Key Risks: High input costs, unreliable electricity supply, timeous municipal processes, lack of business support, lack of skilled labour, poor condition of roads, potential 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

The wholesale and retail trade, catering and accommodation sector is one of the top contributing sectors in the Langeberg Local Municipality concerning gross value added (17.7%) and is second in employment contribution (22.6%). Tourism plays an important role in the Langeberg Local Municipality, contributing directly and indirectly to the livelihoods of residents and providing a key source of income in 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, 1.6% less than in 2019. December 2021 was the month with the most visitors. Approximately 50 000 visitors travelled to Langeberg, almost 5 000 more than in 2019. Culture/heritage, outdoor activities, national parks, wine tasting, and craft/food markets are ranked as the top five activities enjoyed by visitors during their stay in the municipality.

Tourism has a far-reaching value chain that offers many opportunities for SMMEs, from vehicle manufacturing for the car-rental industry to production of the textiles 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 SMMEs. Therefore, an intensive and continuous focus on this market is required.

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

Snapshot of Key Opportunities: Marketing and branding, agri– and ecotourism, 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%) and the smallest contributor in terms of employment (0.2%). Electricity is the centre of the economy of the Langeberg Local Municipality. Sectors throughout the municipal area require electricity to function and with the continual loadshedding implemented by Eskom, industry productivity is declining. While the utilisation of generators provides some respite, not all businesses have the capital to purchase a generator. Additionally, the cost of diesel for their operations is mounting.

Renewable energy is seen as a key means of addressing the impact of loadshedding in the Langeberg Local Municipality. Renewable energy, which is a growing sector, has the potential to supplement generating capacity and is a safe, cost-effective solution for the Langeberg Local Municipality. There are currently no solar or renewable energy plants in the municipality; however, the potential for such facilities 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 as these areas have medium solar radiation and average wind speeds of 4 m/s to 6 m/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 and thus aligns with GVA contribution and employment provision. While water demand is being met, the infrastructure for the provision of water is ageing. This poses a threat to public safety, may result in loss of services and capacity, and hinders economic growth.

Currently, there is insufficient electricity provision in the Langeberg Local Municipality and infrastructure (electricity and water) is ageing. Electricity, however, poses a severe threat as the current provision does not meet the status quo. Thus, an effort is made to assess and develop renewable energy, economic development in the Langeberg Local Municipality will not occur.

Snapshot of Key Risks: Poor electricity supply, ageing infrastructure, and inadequate maintenance of infrastructure.

Snapshot of Key Opportunities: Establishment of wind and/or solar plants, promotion of household use of solar geysers and photovoltaic systems, infrastructure audit and maintenance plan, infrastructure audits, maintenance plans, and upgrades of/repairs to current infrastructure.

2.6. SWOT Analysis

The SWOT analysis[6] 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 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 logistics linkages for regional and municipal connectivity
6. Strong agricultural and tourism corridors along the R60
7. Strong cultivation corridor along the 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 industries (e.g., cannabis, blueberries, pomegranates, trout, alpacas, 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 nationally and internationally recognised businesses
16. Sustainable employment provided across local industries
17. Large working-age population
18. Strong human capital linked to the retired population

[6] The SWOT analysis falls part of the gap and opportunity analysis report.

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

(Urban-Econ via stakeholder engagements, 2022 and 2023)

2.6.2. Weaknesses

Table 7 provides an overview of the weaknesses of the Langeberg Local Municipality and 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. Lack of multilingual business signage and menus, even though this would benefit foreign visitors
4. Limited public transport between towns
5. Interruptions and supply issues regarding municipal infrastructure (i.e. water, electricity supply, sewerage overflows)
6. High level of youth drop outs in all towns
7. Insufficient municipal investment in infrastructure
8. Insufficient land and/or serviced land for public and private development
9. Infrastructure unable to accommodate the establishment of new or expansion of existing factories/developments
10. Bonnievale and McGregor are not drive-through towns
11. Limited bank/financing options (e.g., Bonnievale only has one bank, banks are closed on certain days, and petty cash is only available via pre-order)
12. High cost of business (i.e. electricity)
13. Absence of unified tourism marketing brand
14. Poor municipal communication between departments and with the private sector
15. No green economy interventions driven by the municipality
16. Informal trading infrastructure not yet equipped for food preparation, internet cafés, welding works, etc
17. No sector-specific databases for communication purposes
18. The municipal Youth Advisory Centre was discontinued about three years ago
19. Inefficient municipal processes
20. Lack of local procurement

21. High level of youth dropping out from educational facilities
22. Insufficient marketing and funding for local tourism associations
23. Unemployment
24. Social ills in communities with high levels of alcohol misuse, abuse, and youth not interested in doing unskilled work
25. Low skill level
26. High level of petty crime
27. Limited number of activities open on a Sunday
28. Inequitable policy for municipal rates
29. Lack of housing (municipal backlog)
30. The poor condition of the roads
31. Lack of collaboration between police, the neighbourhood watch, law enforcement/municipality

(Urban-Econ via stakeholder engagements, 2022 and 2023)

2.6.3. Opportunities

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

Table 8: Opportunities (Langeberg Local Municipality)

Opportunities (Langeberg Local Municipality)
1. Create uplifted and safe communities
a. Beautification of towns and surrounds
b. CBD regeneration
c. Create efficient transport systems
d. Create pedestrian and cycle routes
e. Create non-motorised transport facilities
f. Integrate the freight, passenger and tourist rail networks and services
g. Promote the development of open space networks, conservation and rural corridors
2. Skills upliftment
a. Building local capacity (i.e. promote skills development and training for communities, including through entrepreneurial training)
b. Localised youth education centres in each town
c. Establishment of educational services (i.e. primary and high schools, and a skills development centre)
3. Sector/business development and revitalisation
a. Tourism industry growth and development, marketing, promotion & awareness
b. Enhance agri-tourism opportunities (e.g., hiking through local vineyards, wine tasting of a particular cultivar at its associated vineyard)
c. Green economy and ecotourism development and promotion

d. Potential for broadening niche agricultural industries (e.g., cannabis farms and agro-processing)
e. SMME development and integration into the informal economy
f. Attraction of investment and new businesses
g. Enhance waste economy

4. Creating an environment within the municipality that is conducive to business
a. Provision of an adequate regulatory and policy environment
b. Reduce municipal red tape to expedite economic growth and development
c. Encourage the procurement of locally produced goods in supply chain policy
d. Speed up event applications
e. Compile and maintain a gateway opportunity database
f. Adopt a fair and equitable policy for municipal rates and taxes

5. Improved communication and partnerships
a. Promote healthy trade partnerships between private communities and government
b. Structured communication meetings between the public, private and volunteer sectors
c. Major sectors support development, value adding, and skills development
d. Business support & capacitation and entrepreneurial development

6. Infrastructure and assets
a. Conduct municipal audits on infrastructure, assets, and developable land suitable for development
b. Develop an infrastructure maintenance plan
c. Develop an asset revitalisation plan for incomplete 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 the use of renewable energy within businesses and residences.

8. Climate change
a. Establishment of a climate change plan

(Urban-Econ via stakeholder engagements, 2022 and 2023)

2.6.4. Threats

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

Table 9: Threats (Langeberg Local Municipality)

Threats (Langeberg Local Municipality)
1. High poverty and unemployment rates
2. Uncertain political environment
3. Low levels of education
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. Further economic development cannot occur until the current infrastructure is at a level that meets the current status quo
10. An influx of foreign workers
11. High input costs, water scarcity, financial support (small-scale farmers)
12. Illegal dumping
13. Timeous municipal processes
14. Red tape and restrictive legislation
15. The potential closure of the Langeberg and Ashton Canning factory

(Urban-Econ via stakeholder engagements, 2022 and 2023)

2.7. Project Identification and Prioritisation

2.7.1. Identification

Projects identified for 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. General businesses and the municipality were engaged via surveys, email, workshops and teams.

2.7.2. Prioritisation

The prioritisation of projects was done through the use of prioritisation criteria. These criteria formed the basis of the prioritisation model and ultimately assisted 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** were identified:

- strategic importance and alignment;
- job creation potential;
- economic impact; and
- SMME development potential.

Criteria 1: Strategic Importance and Alignment - The strategic importance of a project is determined by the extent to which it is likely to positively impact the local economy. Strategic importance as a criterion takes into account the scale of development, the use of local resources and the effect the project is anticipated to have on the comparative advantages of the local economy. Furthermore, a project will obtain a high score in this category if it has strong linkages with other potential and/or existing projects. The project should be aligned with government policies and legislation as well as regional, provincial and national growth paths.

Criteria 2: Job Creation Potential - This criterion evaluates the number of jobs to be created through the proposed project and whether the jobs are likely to prove sustainable. The creation of jobs is an important element for both local and national governments as it assists with poverty eradication.

Criteria 3: Economic Impact - The criteria used for the assessment of projects include the anticipated impact of such initiatives in terms of **socioeconomic 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; and
- investment.

Criteria 4: SMME Development Potential - This criterion evaluates the potential of a specific project to assist with SMME development, such assistance would be direct or indirect.

The effects of each of the factors mentioned above are directly associated with the establishment of the project. This also includes indirect effects on the local economy and communities (social aspects), which are difficult to measure accurately (e.g., 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 IMPORTANCE & ALIGNMENT	JOB CREATION POTENTIAL	ECONOMIC IMPACT	SMME DEVELOPMENT POTENTIAL	PROJECT EVALUATION			VALUE	PRIORITY
					HIGH IMPACT (3)	MEDIUM IMPACT (2)	LOW IMPACT (1)		
Objective 1: Establishment of Niche Agricultural Value Chains									
Establish Niche Agricultural Farms	3	2	3	2	2	2	0	80.00	**1**
Develop and/ or Support Niche Agro-processing Facilities	2	3	2	2	1	3	0	70.00	**2**
Develop and/ or Support Agri-tourism and 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 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
Objective 3: Strengthen and Develop Local Businesses									
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
Objective 4: Enhancing the Tourism Value Chain									

Expansion of Tourism Offerings 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 Land Suitable for Development	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/ Development in Urban and Rural Areas	3	2	3	1	2	1	1	70.00	1
Municipal Infrastructure Maintenance 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 on Land Suitable for Development	3	2	2	1	1	2	1	60.00	2
Clearing of Water Hyacinth from 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 the 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: Develop 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 sectors. While tourism plays a key role, it is evident that a unique brand is required to promote its marketability in both the local and international arena. Opportunity exists in the agricultural sector in terms of funding, training, diversification, and agro-processing (manufacturing). Economic development faces a major challenge in terms of supporting infrastructure, particularly that relates to 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 formal economy of the Langeberg Local Municipality while also taking cognisance of its informal sector. All of these projects are underpinned by the assumption that improved access to land and infrastructure, communication between the public and private sector, and efficient municipal processes are predeterminants of growth and development. Kindly refer to the Tourism Strategy for a comprehensive overview of key tourism projects.

The projects identified and prioritised all relate to one of the six core pillars identified in the National Local Economic Development Framework. These pillars influence the design, development and implementation 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; and
- 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 five years that will result in economic growth and employment creation within the 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 carried out in conjunction with stakeholder engagements that assisted in identifying key components for local economic development.

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"

To achieve the vision, the following goals and objectives were identified:

Economic growth and transformation	Sustainable growth	Inclusive development

Objectives

- Ensure that Langeberg supports a safe and secure environment for all
- Ensure that infrastructure supports a high-quality experience throughout the value chain
- Market and promote Langeberg in such a way that it becomes known as a municipality offering unique and high-quality products
- Create an environment that promotes the development and enhancement of skills
- Ensure the availability of comprehensive, high-quality, user-friendly, accessible and objective tourist information at all tourist hotspots
- Improve coordination between local, district, provincial and national bodies responsible for tourism marketing
- Ensure that previously disadvantaged people actively participate in the economy
- 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 legislative and regulatory environment that is conducive to development and promotion
- Ensure that planning and decision-making are informed by accurate, consistent and up-to-date research findings that are aligned with national data standards
- Mitigate climate impacts by implementing sustainable and 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 of the agricultural sector and supporting business development and revitalisation.

3.3.1. Objective 1 – Establishment of Niche Agricultural Value Chains

The Langeberg Local Municipality has an established agricultural sector that is predominantly intensive and comprises vineyards and pastures. Crops include wine grapes and, to a lesser extent, table grapes, apples, apricots, pears, plums, peaches, olives, citrus tomatoes and gooseberries. However, the potential exists to enhance existing or establish new niche agricultural value chains. These include farms that offer agri-tourism experiences as well those involved in the cultivation of avocados, olives, nuts, citrus, blueberries, cannabis, etc.

Table 11 outlines the programmes and projects for this objective.

Table 11: Objective 1 – Programmes and Projects[7]

Programme	Projects	Description	Applicable Area(s)
Develop Niche Agricultural Value Chains	**Establish Niche Agricultural Farms**	The establishment and/or support of farms that focus on but are not limited to avocados, olives, nuts, citrus, blueberries, cannabis, etc. will assist the Langeberg Local Municipality in distinguishing itself from surrounding municipalities. The development and diversification of agriculture will enable various forms of impact on economic development, including: - the creation of agri-businesses; - improvements to food security; and - job creation. **Note:** Cannabis farming in South Africa is restricted and the legality of farming is still under government scrutiny. Once legal, however, cannabis production would have a positive impact on the local economy through boosting GDP, job creation, improvement of the 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.	• McGregor • Robertson • Bonnievale • Montagu • Ashton
	Develop and/or Support Niche Agro-processing Facilities	Agro-processing facilities for niche agricultural products, whether established or requiring development, would further assist the Langeberg Local Municipality in providing sustainable economic growth, poverty reduction and food security. According to the Department of Agriculture, Land Reform and Rural Development, "The growth of the agro-processing industry has the potential to stimulate and spur demand for raw material from the agricultural industry and thereby create	• McGregor • Robertson • Bonnievale • Montagu • Ashton

[7] Actions required for each of the projects are indicated in Section 4 (Implementation Plan).

Programme	Projects	Description	Applicable Area(s)
		novel output markets that increase the income of farmers, which in turn enables investment in capital equipment to improve productivity."[8] **Note:** The legalisation of commercial and residentially grown cannabis will create an opportunity for the establishment of an agro-processing facility. Services could include drying, cleaning, curing, packaging, and extraction of active ingredients. Products, in turn, could include butter, oil (cooking), topicals, concentrates, extracts, juices, edibles, etc. Beneficiation could occur in terms of the stems left over after the drying process as these can be utilised to make eco-bricks.	
Develop Niche Tourism Products	**Develop and/or Support Agri-tourism and Related Activities**	Niche agricultural tourism can encompass a wide range of activities that are tailored to the demands of visitors seeking unique experiences. Such experiences could include farm tours, farm-to-table dining, equine agri-tourism, demonstration farms, on-farm markets, u-picks, etc. **Note:** Regarding the cannabis industry, in selected locations tourists could choose from cannabis-friendly accommodations, festivals, and wine and cannabis pairings. They might also hike or ride in a peaceful space in nature that is cannabis friendly. Sessions held with farmers could include learning how to grow cannabis, cooking with cannabis, farm tours, etc.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela

[8] Direct quote from the Department of Agriculture, Land Reform and Rural Development website: http://www.daff.gov.za/index.php/core-business/economic-development-trade-marketing/agro-processing-marketing-rural-industrial-development/agro-processing-support

3.3.2. Objective 2 – Economic Revitalisation and Development

Revitalisation and development are essential for a growing an economy and making an area more desirable to local and international businesses and investors. Lack of development provides a sense of undesirability that is not conducive to economic growth. **Table 12** outlines the programmes and projects for this objective.

Table 12: Objective 2 – Programmes and Projects[9]

Programme	Projects	Description	Applicable Area(s)
Green Construction and Initiatives	**Green Building Policy**	This 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.	• McGregor • Robertson • Bonnievale • Montagu • Ashton
	Establish Green Building Material Manufacturing Cooperatives	Manufacturing cooperative that focuses on the creation of biodegradable materials that can be used in green construction.	• Robertson • Bonnievale • Ashton
	Green Initiative Task Team	A task team that focuses on green initiatives could do the following, amongst others: • liaise with national government to secure funding and gain support for green municipal service interventions; and • Identify stakeholders to champion ecosystem protection initiatives that could involve (but would not be limited to) reduction of packaging, use of non-toxic or less toxic substances, modification of production processes to emit less waste or emissions, etc.	• Robertson • Montagu

[9] Actions required for each of the projects are indicated in Section 4 (Implementation Plan).

Programme	Projects	Description	Applicable Area(s)
		• Superfluous bullet point. Kindly delete.	
Façade and Advertising	**Façade and Advertising Guidelines**	Façade and advertising guidelines should encourage façade improvements and outline how advertising and signage could be compatible with the existing character of the area.	• McGregor • Robertson • Bonnievale • Montagu • Ashton
Information and Communication Technology Services	**Strengthen Provision of Information and Communication Technology**	Strengthen provision to ensure that business establishments throughout the Langeberg Local Municipality have adequate network coverage.	• McGregor • Robertson • Bonnievale • Montagu • Ashton
	Digital Transformation Awareness	Create digital transformation awareness among tourism product owners and keep the current digital platforms updated with the latest product information.	• McGregor • Robertson • Bonnievale • Montagu • Ashton
	Creation of Wi-Fi Zones	Creation of Wi-Fi zones in strategic places and nodes where individuals can log onto the internet at a reduced cost.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela

Programme	Projects	Description	Applicable Area(s)
			• Zolani • Cogmanskloof
Recreational Public Nodes	**Sport and Recreation Facility Initiative**	A revitalisation of sports facilities is required due to the demand created for sporting events by clubs (local and international), schools, universities, and sports enthusiasts.	• McGregor • Montagu
	Facility Integration	Integrate sports facilities and recreational public nodes.	• Robertson • Montagu
Informal Trading	**Provision/Upgrade of Informal Trading Area(s)**	The provision/upgrade of informal trading areas will enable the unemployed and/or unemployable to boost their income. This, in turn, will help alleviate poverty.	• Robertson • Nkquebela • Zolani • Bonnievale • Ashton
	Informal Trading Management Plan	Informal business 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 such trading can occur, designation of bays, permits, etc. Overall, an informal trading management plan will regulate and manage informal trading in the Langeberg Local Municipality.	• Robertson • Nkquebela • Zolani • Bonnievale • Ashton
Industrial and Manufacturing Business Attraction	**Industrial and Manufacturing Marketing Package**	Marketing of industrial areas to investors and identification of future industrial sites for development. Fast-tracking of application processing could be conducted through a red tape reduction unit.	• McGregor • Robertson • Bonnievale

Programme	Projects	Description	Applicable Area(s)
			• Montagu • Ashton
Train Station and Taxi Rank Revitalisation	**Revitalise Robertson Train Station**	Robertson is along the route for the Blue Train and could become a Blue Train destination. For this to happen, Transnet would need to support an upgrade of the train station. Low rent for spaces would be a key attraction for start-ups and entrepreneurs.	• Robertson
	Train Station Business Hubs	Upgrade train stations to enable the establishment of business hubs that could provide start-ups/entrepreneurs with the ideal conditions in which to grow their businesses.	• Robertson • Ashton
	Storage Provision for Traders at Taxi Ranks	Provide and upgrade lockable storage facilities for traders at taxi ranks at key points.	• McGregor • Robertson • Bonnievale • Montagu • Ashton
Transport Support	**Establish a Truckstop**	Provision of a truck stop that offers refuelling, parking, storage and handling. Additionally, provision should be made for ablution facilities, sleeping facilities, retail, security, etc.	• Robertson
Transport Planning	**Transport Framework**	The transport framework assists in identifying main public transport routes and structures along existing public transport networks into a formalised network.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela

Programme	Projects	Description	Applicable Area(s)
			• Zolani • Cogmanskloof
	Non-motorised Transport Strategy	The non-motorised transport strategy allows for the promotion of non-motorised transport infrastructure in a safe and environmentally friendly way. Non-motorised transport enables a safe form of movement, particularly in terms of walking and cycling.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela • Zolani • Cogmanskloof
	Railway Transport Feasibility	The railway transport feasibility that assesses the potential of an integrated rail network of freight,[10] passenger and tourism routes and facilities. The provision of a freight network between the Langeberg Local Municipality and the Cape Town port will assist in the sustainability of the Langeberg and Ashton Canning Factory.	• Robertson • Ashton • Cape Town Port
Robertson Nkqubela Investment Plan	**The Triangle**	Development of the Triangle can accommodate activities in both Robertson and Nkqubela (e.g., entrepreneurship opportunities, public and recreational facilities, etc). The development of the Triangle will assist in the reconfiguration of infrastructure required for safe communities.	• Robertson
	Bullida Grounds	A mixed-use development consisting of industrial erven, retail/commercial erven, and residential erven as well as open spaces, roads, parking, and	• Robertson

[10] Cape Town Port must increase its capacity for quick export of produce and canned products.

Programme	Projects	Description	Applicable Area(s)
		landscaped areas. The development would be in line with sustainable principles and policies, taking into account aspects such as socioeconomic, planning, environmental and geotechnical considerations.	
	Nkqubela South	Upgrading, infill and rationalisation of vacant land in the remainder of Nkqubela. A key focus will be on community-based programmes and projects that deal with community facilities and social services.	• Robertson
	Robertson Centre	Robertson Centre has been identified for upgrading, with opportunities in infill and improved urban management identified. Redevelopment of the Robertson Showgrounds has been identified as a primary project, while improved pedestrian environments are a secondary project.	• Robertson
	Municipal Hub	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.	• Robertson
	Robertson Airfield	The airfield has the potential to become an important economic asset in the Langeberg Local Municipality. The airfield could link with the economic hub that would surround the Bullida Grounds development. Potential activities include a green estate (an exclusive residential estate), logistics distribution, inbound tourism, and general commuting between municipalities. This project could serve as a valuable linkage to other tourist attractions, businesses, and future developments in the area.	• Robertson

Programme	Projects	Description	Applicable Area(s)
CBD Renewal Programme	**CBD Revitalisation**	The revitalisation of local CBDs is required 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.	• McGregor • Robertson • Bonnievale • Montagu • Ashton
Small-scale Farmer Initiative	**Establish a Farmers' Market**	A farmers' market will give small-scale farmers and businesses an opportunity to sell their products.	• Robertson • Ashton
	Farm Acquisition (Small-scale Farmers)	The Langeberg Local Municipality and the Department of Agriculture, Land Reform and Rural Development should work together to obtain farms for small-scale farmers.	• Robertson • McGregor • Zolani • Bonnievale
	Establish Communication Link between Small-scale Farmers and the Agricultural Research Council	The Agricultural Research Council can assist in improving the resilience, livelihoods and food security of small-scale farmers in rural communities.	• Municipal area
SMME Initiative	**IT SMMEs**	Promote the establishment of IT-related SMMEs providing support services to individuals and on issues related to technology, internet services and connectivity.	• Municipal area
	Sewing and Handywork SMMEs	Promote the establishment of local sewing and handiwork SMMEs focusing on manufacturing uniforms and producing equipment (e.g., tables and chairs) for local schools, businesses, etc.	• Municipal area

Programme	Projects	Description	Applicable Area(s)
Safety	**Neighbourhood Watch Initiatives**	The creation of neighbourhood watch initiatives will assist in fostering a greater sense of security and reduce the fear of crime. Crime deterrence could, in turn, assist in developing business confidence and attracting domestic and foreign investment.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela • Zolani • Cogmanskloof
E-learning Centre	**Establishment of Rural E-learning Centres**	The centre can provide residents of rural communities with access to computers and the internet.	• Ncqubela • Zolani • Cogmanskloof
Recycled Goods Manufacturing	**Establishment of a Recycling Manufacturing Cooperative**	A recycled goods manufacturing cooperative that produces plastic furniture, gifts, arts and crafts, handmade paper, etc.	• McGregor • Bonnievale • Montagu

3.3.3. Objective 3 - Strengthen and Develop Local Businesses

The 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, the Langeberg Local Municipality must attract new business and investment, especially in agriculture and tourism. Other sectors (manufacturing, business, etc.) all play an important part in agricultural and tourism value chains. Thus, support and investment in these sectors should also be encouraged.

Table 13 outlines the programmes and projects for this objective.

Table 13: Objective 3 – Programmes and Projects[11]

Programme	Projects	Description	Applicable Area (s)
Support SMMEs and Entrepreneurs	**SMME Development Programme**	This programme is intended to provide emerging SMMEs with assistance in understanding and navigating platforms that enable SMMEs to register, deal with tax, open a bank account, formulate a business plan, conduct marketing, etc. It could also link newly formed SMMEs with established SMMEs to help emerging business owners harness their potential.	• Municipal area
	Gateway Opportunity Database	This initiative envisages the creation of a referral database of local maintenance and service providers with an associated list of references to ensure networks and linkages. An opportunity exists to link the database with the municipal website and tourism website.	• Municipal area
	Funding Database	The database would contain information about funding sources, which could include private foundations, corporate giving programmes, and government programmes. It would enable the Langeberg Local Municipality to facilitate the financing of local businesses.	• Municipal area
	Youth Database	The creation of a database of youth-owned businesses would assist the Langeberg Local Municipality in identifying local youth-run businesses and enable further assistance through mentorship or skills training. Additionally, the identification of business owners would allow for their inclusion in local business forum engagements.	• Municipal area
Attraction of New Investment	**Red Tape Reduction**	Assisting local businesses and potential investors through regulations and rules, administrative procedures and systems regarding 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 new	• Municipal area

[11] Actions required for each of the projects are indicated in Section 4 (Implementation Plan).

Programme	Projects	Description	Applicable Area (s)
		investment. Additional support can be provided in terms of ensuring ease of establishing businesses in townships.	
	Investment Guidelines and Strategy	Developing an investment guide that incorporates descriptions of key projects and opportunities for investment in Langeberg Local Municipality. Furthermore, a strategy should be developed regarding the marketing of the guide in a further effort to attract new investment.	• Municipal area
	Incentive Policy	An incentive policy could highlight the type of incentives available for promoting the establishment of new businesses or the expansion of existing businesses. Incentives include but are not limited to financial incentives, indirect fiscal incentives (tax rebates) and non-fiscal incentives (reduced service costs). This project aims to develop a policy that is appropriate for the Langeberg economic environment and which will attract suitable investment.	• Municipal area
	Local Procurement Policy	A procurement policy that provides guidelines on purchasing goods and services from local suppliers.	• Municipal area
	Property Database	The database will contain a list of serviced sites in the Langeberg Local Municipality that could be developed.	• Municipal area
	Accreditation Assistance	Assist with the registration of accredited bodies in major industries.	• Municipal area
	National Treasury Central Supplier Database	Provision of assistance in the application process for local businesses to register on the National Treasury's Central Supplier Database. The Central Supplier Database lists organisations, institutions and individuals able and approved to provide goods and services to the government.	• Municipal area

3.4. Goal 2: Growing a Sustainable Economy

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

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, attracting both local and international tourists. Not only does it create jobs, it also contributes to strengthening the local economy and to conservation of the natural environment. **Table 14** outlines the programmes and projects for this objective.

Table 14: Objective 4 – Programmes and Projects[12]

Programme	Projects	Description	Applicable Area (s)

Tourism Initiatives and Projects	**Expansion of Tourism Offerings Identification and Assessment**	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 positively impact:
		• Destination accessibility
		  ○ universal access;
		  ○ signage, roads, and transport infrastructure;
		  ○ ICT services;
		  ○ information access;
		  ○ tourist transport;
		  ○ facilitate ease of doing business to ensure the growth of the tourism economy;
			• Municipal area

[12] Actions required for each of the projects are indicated in Section 4 (Implementation Plan).

Programme	Projects	Description	Applicable Area (s)
		○ air access; ○ river access; and ○ rail access. • Destination management ○ infrastructure development and maintenance; ○ basic service delivery; ○ tourism safety; ○ skills development; ○ stakeholder coordination and communication; ○ tourism data management; ○ responsible tourism; ○ improve the quality of decision-making, planning evaluation, and monitoring of tourism; ○ beautification; ○ institutional functions; and ○ route coordination. • Visitor experience ○ grading of Establishments; ○ operating Hours; and ○ visitor Satisfaction. • Product development/upgrade ○ general tourism development; ○ product packaging;	

Programme	Projects	Description	Applicable Area (s)
		○ events; ○ robertson projects; ○ montagu/ashton projects; ○ mcgregor projects; ○ bonnievale projects; and ○ IDP developmental projects. • Transformation ○ procurement and supplier development; ○ SMME development support; and ○ economic transformation and job creation. • Marketing ○ funding; ○ marketing policy; ○ tour guide awareness creation; ○ digital platforms; ○ brand management and destination positioning ○ traditional marketing; ○ responsible marketing; and ○ MICE markets.	

3.4.2. Objective 5 - Optimally Use and Manage Resources

All sectors in the Langeberg Local Municipality require infrastructure that is well managed and maintained. In the absence of reliable infrastructure, no economic development can occur. It is thus imperative that all infrastructure is kept in a sustainable working order. The provision of infrastructure is also central to attracting investment. Thus, land suitable for economic development should be equipped with essential services to attract commercial and industrial development etc. The natural environment plays a key role in the functioning of the Langeberg Local Municipality and should be maintained in a manner that enables the municipality to create further economic opportunities. **Table 15** outlines the programmes and projects for this objective.

Table 15: Objective 5 – Programmes and Projects[13]

Programme	Projects	Description	Applicable Area (s)
Ensuring Infrastructure Security	**Municipal Infrastructure Audit**	Audits should be conducted on all municipal infrastructure to determine its current state and what level of maintenance and repair is required. This is 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 has resulted in lower service level standards, excessive costs for replacing or upgrading infrastructure and equipment, and an increased risk of mechanical breakdowns. It also poses a risk to the health of citizens and to the environment.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela • Zolani • Cogmanskloof
	Land Suitable for Development	Audits should be conducted to identify land within the Langeberg Local Municipality that is suitable for development. The audit should also establish the services required to enable effective development of the land.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela

[13] Actions required for each of the projects are indicated in Section 4 (Implementation Plan).

Programme	Projects	Description	Applicable Area (s)
			• Zolani • Cogmanskloof
	Municipal Asset Audit	Audits should be conducted on municipal property to determine its current state, whether it is being utilised, and if it has the potential to be sold and/or converted.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela • Zolani • Cogmanskloof
	Municipal Infrastructure Upgrade/Development in Urban and Rural Areas	Address the infrastructure backlog with respect to roads, water, electricity, and sewerage through increased budget allocations. This will enable essential services to be brought to an optimal level of operation. This would enable the required services provided to meet the current status quo in the Langeberg Local Municipality and enable future economic development.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela • Zolani • Cogmanskloof
	Municipal Infrastructure Maintenance Plan	This maintenance plan should enable a structured process to ensure infrastructural assets and resources are functioning efficiently and effectively.	• McGregor • Robertson • Bonnievale • Montagu

Programme	Projects	Description	Applicable Area (s)
			• Ashton • Ncqubela • Zolani • Cogmanskloof
Economic Growth	**Annual Economic Growth Survey**	An annual economic growth survey would assist in providing insights into: • how economic development is delivered and funded; • what communities see as priorities, assets and challenges; and • SMMEs, sustainability, and tourism.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela • Zolani • Cogmanskloof
Land Suitable for Development	**Provision of Basic Services on Land Suitable for Development**	A development pathway needs to be created through the provision of basic services, i.e., water, sewerage, and electricity. This adds value to the land, attracts investors, and enables economic development. Land should be provided as it constitutes the foundation of commercial and industrial development.	• McGregor • Robertson • Bonnievale • Montagu • Ashton
Protect And Manage the Natural Environment	**Clearing of Water Hyacinth from Breede River**	The removal of water hyacinths would enable environmental protection of the Breede River. This river is seen as a natural asset that can be utilised in the development of tourism products.	• Breede River
	Open Space Initiative	This initiative highlights the integral role in maintaining environmental integrity through ensuring that land is not intensively developed for residential,	• McGregor • Robertson

Programme	Projects	Description	Applicable Area (s)
Open Space, Conservation and Rural Corridors		commercial, industrial and institutional use. It ensures that residents of urban centres have access to recreational areas.	• Bonnievale • Montagu • Ashton
	Conservation Corridor Initiative	The conservation corridor initiative highlights the importance of connecting protected areas in order to ensure healthy, connected landscapes and habitats that support, and are supported by, local communities. Conservation corridors can assist in mainstreaming biodiversity initiatives in the agricultural and production sectors (Cape Nature, 2023).	• McGregor • Robertson • Bonnievale • Ashton • Riviersonderend Mountains and Gouwritz Cluster
	Clustered Agricultural Precinct Plan	Clustered agricultural precinct plan that guides agricultural development along scenic routes, e.g., along the R60 and R317.	• Robertson • Ashton
	R60 Rural Corridor	Construction of a rural corridor around and between Robertson and Ashton (along the R60 and R317, from the R60 T-junction to Bonnievale). The corridor should include agricultural industries and big box buildings (industrial).	• Robertson • Ashton
Develop and Promote Recycling Initiatives	**Organic Waste to Compost**	Robertson transfer station and the composting facility are operational and accept garden refuse for chipping. However, the development of a composting plant is required for composting all organic matter. A composting plant would result in job creation, lower waste management costs, enable carbon emissions reduction, etc.	• McGregor • Bonnievale
	Waste Recycling Centre	Establish a waste collection network together with a main sorting and recycling centre. This project could generate additional community projects focused on manufacturing products from recycled material.	• Montagu • Bonnievale

Programme	Projects	Description	Applicable Area (s)
		Establish recycling collection points (for plastic, paper, and household and commercial waste) in towns and settlements. This initiative could be linked to establishing recycled goods manufacturing cooperatives that produce plastic furniture, gifts, arts and crafts, handmade paper, etc.	• McGregor • Bonnievale • Montagu

3.4.3. Objective 6 – Climate Evaluation

The Langeberg Local Municipality is highly dependent on agriculture. As such, it needs to take account of climate change, which 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, provision must be made for the utilisation of renewable energy resources as an alternative source of power.

Table 16 outlines the programmes and projects for this objective.

Table 16: Objective 6 – Programmes and Projects[14]

Programme	Projects	Description	Applicable Area (s)
Renewable Energy	**Explore Alternative Energy Sources**	The loadshedding currently implemented by Eskom is having detrimental effects on industries throughout the Langeberg Local Municipality. There is a need to explore alternative sources of energy to ensure a sustainable supply of electricity. Options that could be investigated include solar and wind.	• Municipal area
	Promote the Use of Domestic and Residential Renewable Energy	Langeberg Local Municipality could provide incentives for residential and commercial property owners to move away from traditional energy sources and use solar geysers and photovoltaic systems. A key benefit of this shift is the contribution towards the diversification of electricity supply and energy security.	• Municipal area

[14] Actions required 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.	
Climate Change	**Climate Change Assessment**	An assessment of climate change in the Langeberg Local Municipality would enable risk reduction in the agricultural sector as well as in communities.	• Municipal area

3.5. Goal 3: Inclusive Development

Economic participation by all residents of the Langeberg Local Municipality instils a sense of inclusivity. Communication between the public and private sectors and the upliftment of skills play a key role in uniting communities in the local economy.

3.5.1. Objective 7 - Development of Local Skills

Strengthening skills enables a level of self-competence. If done correctly, it can reduce joblessness 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[15]

Programme	Projects	Description	Applicable Area (s)
Skills Development	**Tourism Skills Development**	The tourism sector plays a vital role in the Langeberg Local Municipality. The high level of unemployment and low skills level provide an opportunity for training, mentorship, and deployment of the unemployed. This could be in identified tourism attractions and/or enable entrepreneurial creation of new tourism activities. Assistance should be provided in placing upskilled people in internships or job opportunities.	• Municipal area
	Small-scale Farmer Training	Provision of agricultural support services such as training in livestock, dryland and irrigated cropping, poultry and piggeries, market access and management,	• Municipal area

[15] Actions required for each of the projects are indicated in Section 4 (Implementation Plan).

Programme	Projects	Description	Applicable Area (s)
		regulation assistance, veterinary services, agricultural inputs and credit, etc. Assistance should be provided in placing upskilled people in internships or job opportunities.	
	Agricultural Coop Development Programme	Funding and business support would significantly assist farmers in building sustainable operations. With the right support and funding, job creation could assist in alleviating local levels of unemployment.	• Municipal area
	Cannabis Training Centre	The development of the cannabis value chain in Montagu could result in many job opportunities. This project will ensure that local workers can be equipped with the skills required to work on cannabis farms and in future processing facilities. Assistance should be provided in placing upskilled people in internships or job opportunities.	• Montagu • Ashton
	Artisan Training Programme	Upskilling of unemployed youth to start businesses with the assistance of SEDA. Assistance should be provided in placing upskilled people in internships or job opportunities.	• Municipal area
	Crafter Programme	Restart the crafter programme that assists local crafters in the marketing of products. Crafters linked with SEDA assistance should be provided in placing upskilled people in internships or job opportunities.	• Municipal area
	Establish a Small Entrepreneurial Training Centre	The low level of skills in the Langeberg Local Municipality limits the potential for the attainment of employment and an improved standard of living. An entrepreneurial training centre will enable the development of skills required for start-ups and/or grow existing small or informal businesses. Assistance should be provided in placing upskilled people in internships or job opportunities.	• McGregor • Bonnievale • Montagu • Ashton • Ncqubela

Programme	Projects	Description	Applicable Area (s)
	Establish Youth Centres	Langberg Local Municipality has a high number of youth drop outs 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 civic engagement. The youth centre could be linked with career guidance at high schools and discuss entrepreneurship and its importance in local economic development.	• Robertson • Bonnievale • Ashton
	Environmental Training Programme	Training communities in environmental conservation will assist in empowering local residents to protect the environment and ensure that all environmental use is sustainable. Assistance should be provided in placing upskilled people in internships or job opportunities.	• Municipal area
	Mentorship Programme	The programme will assist in providing mentoring to individuals, entrepreneurs, and start-ups in terms of training, facilities, and support. For example, skills facilitation could occur in the construction industry in terms of bricklaying, painting, plumbing, etc. Assistance should be provided in placing upskilled people in internships or job opportunities.	• McGregor • Robertson • Bonnievale • Montagu • Ashton
	Green Building Skills Programme	Facilitate training for the production of building products made from biodegradable materials. Assistance should be provided in placing upskilled people in internships or job opportunities.	• McGregor • Robertson • Bonnievale • Montagu • Ashton • Ncqubela • Zolani • Cogmanskloof

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 enables 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[16]

Programme	Projects	Description	Applicable Area (s)
Private and Public Sector Communication	**Communication and Participation Strategy**	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.	• Municipal area
	Public/Private Meetings	Structured monthly meetings with all representative parties and associations in the Langeberg Local Municipality in each of the key towns. Such meetings should be in line with the communication and participation strategy.	• McGregor • Robertson • Bonnievale • Montagu • Ashton
	Trade Partnerships	Trade partnerships could be established between the Langeberg Local Municipality and investors based on agreements to trade goods, services, and/or information.	• Municipal area

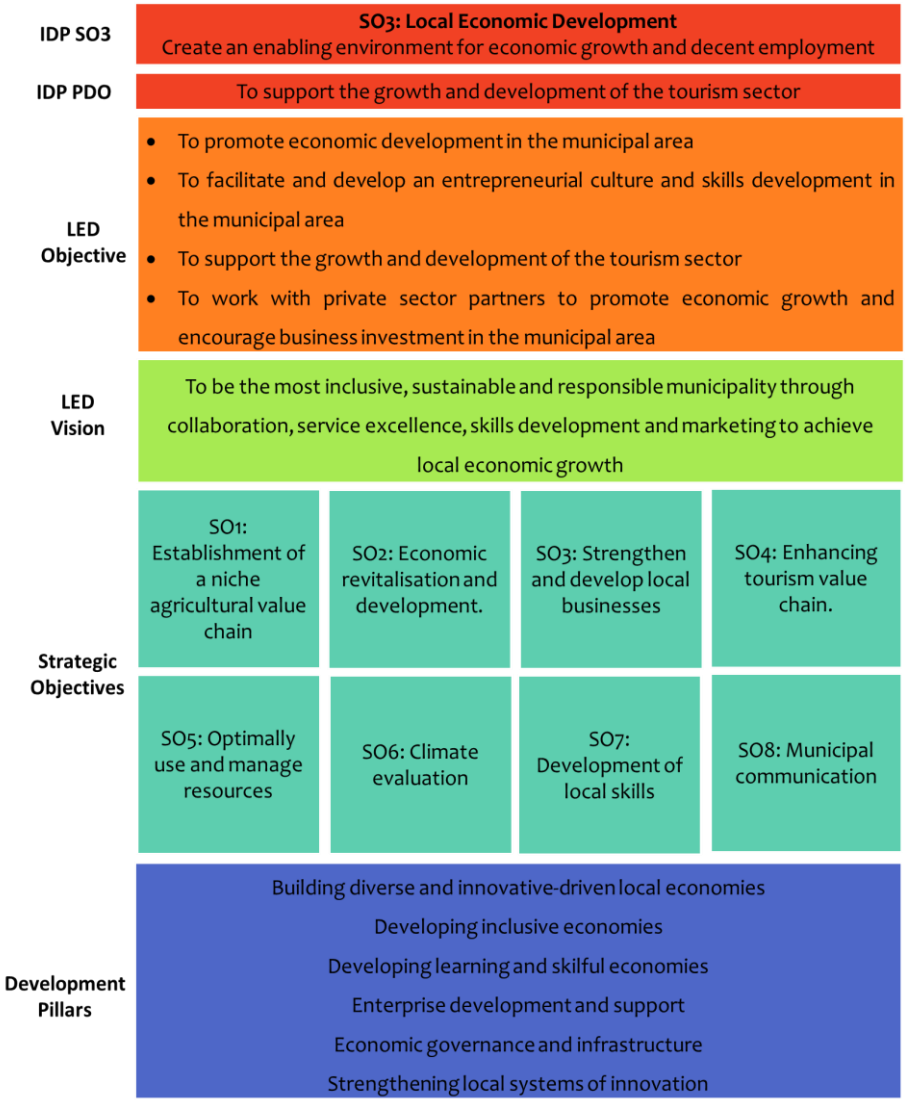
[16] Actions required for each of the projects are indicated in Section 4 (Implementation Plan).

3.6. Strategic Direction and Alignment with Integrated Development Plan

The Integrated Development Plan (Langeberg Local Municipality, 2023) encompasses several strategic objectives, one of which is SO 3: Local Economic Development. The aim of SO 3 is to create an enabling environment for economic growth and decent employment. Under SO 3, the aim is:

- to promote economic development in the municipal area;
- to facilitate and develop an entrepreneurial culture and skills development in the municipal area;
- to support the growth and development of the tourism sector; and
- to work with private sector partners to promote economic growth and encourage business investment in the municipal area.

Figure 1: Langeberg Local Economic Development Strategic Direction



To assist in achieving the overall vision of the Integrated Development Plan, the projects within the Local Economic Development Plan must align with the objectives of the Integrated Development Plan. To achieve

alignment with the Integrated Development Plan, eight objectives were identified and set out within the Local Economic Development Plan, namely:

- establishment of a niche agricultural value chain;
- economic revitalisation and development;
- strengthen and develop local businesses;
- enhancing the tourism value chain;
- optimally use and manage resources;
- climate evaluation;
- development of local skills; and
- municipal communication.

Each of the objectives aligns with the development pillars set out in the National Local Economic Development Framework. Overall, the integrated development plan and local economic development plan can be identified as municipal development tools without which none of the goals of the development agenda in South Africa can be achieved (Malefane, 2019). Strong links between the two policies increase the likelihood of achieving development goals.

3.7. Conclusion

The above section outlines projects that should be implemented to achieve local economic development in the Langeberg Local Municipality, that is, the creation of 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 as well as 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	**Identification of location**	Once a project has been selected for implementation, a suitable location must be identified. Depending on the type of project, important aspects to consider when selecting a site include: • proximity to markets/transport routes/raw materials • proximity to labour • site due diligence and availability of infrastructure; and • cost of land (if not municipal land). Consideration should also be given to whether the project can be aligned with an existing initiative or whether it can be located at an underutilised site.
2	**Pre-feasibility & feasibility**	Projects implemented by the Langeberg Local Municipality through the LED Unit must have long-term benefits and also be sustainable. A pre-feasibility addresses aspects such as location, potential project limitations, possible alternatives, estimated costs, potential funding source, and information that would be required for a feasibility study. It also lays out the terms of reference for a possible feasibility study. A feasibility assessment typically includes: • location analysis; • an initial environmental assessment; • market research; • identification and quantification of income streams; and • identification of potential funding sources. Once a project is deemed feasible, step 5 of the project implementation can occur.
3	**Partnership identification & project matchmaking**	This step entails identifying stakeholders, potential partners, funders and project leaders. Stakeholders may include government departments or the private sector. To attract potential funders, a comprehensive may be needed (see step 6).

Step No.	Step	Description
4	**Development of a business plan**	A comprehensive business plan will specify all details of how the project will be implemented and operated and may contain the following: • a detailed project description; • organograms and labour requirements; • technical requirements; • An operational plan/production processes; • market analysis; • a financial plan; and • a risk assessment.
5	**Municipal budget & funding**	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	**Creating an enabling environment**	To attract investors, the necessary infrastructure must be in place as well as ensure reliable 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 delays in development.
7	**Project handover & mentoring**	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	**Monitoring and evaluation**	After project handover, monitoring and evaluation must occur to ensure that the LED objectives are being 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: • determining the extent to which the LED strategy can meet its goals and objectives; • decision-making processes; • taking corrective action should the monitoring and evaluation indicate that the intended outcomes are not being achieved; • creating a database of successful and unsuccessful initiatives; • improving future planning; and • increasing accountability.

4.3. Action Plan

The action plan outlines the actions proposed for each identified project as well as timeframes, stakeholders/funding sources, and performance indicators. ***The implementation of the projects indicated in the action plan would be subject to availability of municipal budget and where applicable private funding. Further, timeframes indicated could change depending on resource and capacity allocation***. **Table 20** lays out 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
Objective 1 - Establish the Cannabis Value Chain						
1	**Establish Niche Agricultural Farms**	Short Term (1 to 2 years)	- LED Department - Department of Agriculture, Land Reform and Rural Development - Private sector - Dept. of Agriculture - Department of Trade and Industry	- Land identification and allocation - Attract investment - Skills development	- Employment opportunities created	- To be determined
2	**Develop and/or Support Niche Agro-Processing Facilities**	Medium- to Long term (3 to 5 years plus)	- LED Department - Wesgro - Dept. of Agriculture - Private sector	- Lobby for change in cannabis regulations - Feasibility & business plan - Attract investment - Skills development	- Product sales for the local and export market - Employment opportunities created	- To be determined
3	**Develop and/or Support Agri-Tourism and Activities**	Short Term (1 to 2 years)	- LED Department - Langeberg Local Tourism Associations	- Developing activities and routes - Signage - Marketing	- Infrastructure spend - Marketing expenditure	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
Objective 2 – Economic Revitalisation and Development						
3	**Green Building Policy**	Medium Term (3 to 5 years)	- Langeberg Local Municipality - Green Building Council of South Africa - Emerging contractors	- Establish by-laws - Minimum percentage spend on green building materials - Set minimum specifications for: o material usage; o construction waste disposal; o rainwater collection; and o utilisation of local plant species.	- Number of businesses using green construction	- Will require budget allocation to ensure compliance
2	**Establish Green Building Material Manufacturing Cooperatives**	Medium Term (3 to 5 years)	- Langeberg Local Municipality - Green Building Council of South Africa - Department of Trade and Industry	- Identify site for new buildings or use of existing buildings - Budget and source funding - Construction - Marketing	- Infrastructure spend - Marketing expenditure	- To be determined
4	**Establish a Green Initiative Task Force**	Short Term (1 to 2 years)	- Langeberg Local Municipality	- Identify areas of assistance - Employ members of the task team - Budget	- Budget spend	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
				- Marketing		
6	**Facades and Advertising Guidelines**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Business chambers - Local tourism associations	- Determine and set minimum facade and advertising parameters - Establish by-law	- Budget spend	- Will require budget allocation to ensure compliance
4	**Strengthen Provision of Information and Communication Technology**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Internet service providers - Private sector	- Identify areas with inadequate network coverage	- Areas identified with inadequate network coverage	- R9 700 000 (2023/2024) - R4 700 000 (2024/2025)
5	**Digital Transformation Awareness**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Internet service providers - Private sector	- Enable awareness of business and tourism product awareness and keep digital platforms updated	- Number of businesses promoted	- To be determined
6	**Creation of Wi-Fi Zones**	Medium Term (3 to 5 years)	- Langeberg Local Municipality	- Identify areas with poor Wi-Fi connection - Establish infrastructure	- Budget spend	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
			- Internet service providers - Private sector	- Establish reduced cost internet provision package		
6	**Sport and Recreation Facilities**	Medium Term (3 to 5 years)	- LED Department - Department of Sports and Recreation	- Identify facilities - Identify site for new buildings - Budget and source funding - Designs and regulatory requirements - Construction - Maintenance plan	- Infrastructure spend	- Costs vary per centre
6	**Facility Integration**	Medium Term (3 to 5 years)	- LED Department - Department of Sports and Recreation	- Develop a facility integration plan - Budget - Implement	- Budget spend	- To be determined
3	**Provision/ Upgrade of Informal Trading Area(s)**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Informal traders	- Budget and source funding - Designs and regulatory requirements - Construction - Maintenance plan	- A number of informal traders assisted	- Bonnievale (R364 500) - Montagu (R1 856 500) - Nkquebela (To be determined)

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
						- Zolani (To be determined) - Ashton (To be determined)
4	**Informal Trading Management Plan**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Informal traders	- Identify sites requiring upgrading and maintenance of trading spaces - Informal trading permits o Permit process o Managing traders and dealing with queries o Seasonal trading applications o Site visits o Liaising with law enforcement	- Completed informal trading management plan	- To be determined
4	**Industrial and Manufacturing Marketing Package**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Department of Trade and Industry	- Identify and introduce mechanisms for investors to track the progress of municipal processes attached to their investment - Develop an application management system	- A number of manufacturing businesses attracted	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
				- Determine feasibility of introducing a system by which the aforementioned processes are fast-tracked as a non-financial investment incentive		
3	**Revitalise Robertson Train Station**	Medium Term (3 to 5 years)	- Langeberg Local Municipality - Langeberg Local Tourism - Private sector - SANRAL	- Identify actions to revitalise the train station - Develop a business plan for the revitalisation as well as a management plan - Budget and source funding - Designs and regulatory requirements - Marketing - Maintenance plan	- Visitor statistics	- To be determined
4	**Train Station Business Hub**	Medium Term (3 to 5 years)	- Langeberg Local Municipality - SANRAL - Department of Trade and Industry	- Feasibility study - Attract investment - Budget and timeline - Marketing	- Number of businesses users	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
7	**Storage Provision for Traders at Taxi Ranks**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Private Sector	- Tender - Budget - Installation	- Budget spend	- To be determined
6	**Establish a truck stop**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector	- Identify a site - Feasibility study and business plan - Regulatory requirements and bulk service provision - Project packaging for investor	- The number of truckers supported	- To be determined
5	**Transport Framework**	Medium Term (3 to 5 years)	- Langeberg Local Municipality - Department of Transport - Taxi associations	- Identify public transport routes - Existing transport networks to be structured into a formalised network - Install/upgrade public transport facilities	- Budget spend	- To be determined
4	**Non-motorised Transport Strategy**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Department of Transport	- Prepare guidelines - Prepare strategy - Budget - Marketing	- Budget spend	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
5	**Railway Transport Feasibility**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Department of Transport	- Identify feasible transport routes for freight, passengers and tourism both inside and outside[17] of Langeberg Local Municipality - Prepare feasibility - Budget - Marketing	- Budget spend	- To be determined
3	**The Triangle**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector	- Feasibility study and business plans - Attract investment - Budget and timeline - Marketing	- Infrastructure spend - Employment opportunities created - Marketing expenditure	- R148 000 000* based on Robertson Nkqubela Investment Plan
1	**Bullida Grounds**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector	- Feasibility study and business plans - Attract investment - Budget and timeline - Marketing	- Infrastructure spend - Employment opportunities created	- R326 500 000* based on Robertson Nkqubela Investment Plan

[17] Example: Cape Town Port

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
					- Marketing expenditure	
3	**Nkqubela South**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector	- Feasibility study and business plans - Attract investment - Budget and timeline - Marketing	- Infrastructure spend - Employment opportunities created - Marketing expenditure	- R350 000 000* based on Robertson Nkqubela Investment Plan
3	**Robertson Centre**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector	- Feasibility study and business plans - Attract investment - Budget and timeline - Marketing	- Infrastructure spend - Employment opportunities created - Marketing expenditure	- R169 200 000* based on Robertson Nkqubela Investment Plan
4	**Municipal Hub**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector	- Feasibility study and business plans - Attract investment - Budget and timeline - Marketing	- Infrastructure spend - Employment opportunities created	- R54 150 050* based on Robertson Nkqubela

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
					- Marketing expenditure	Investment Plan
2	**Robertson Airfield**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector	- Feasibility study and business plans - Attract investment - Budget and timeline - Marketing	- Infrastructure spend - Employment opportunities created - Marketing expenditure	- R29 800 000* based on Robertson Nkqubela Investment Plan
5	**CBD Revitalisation**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Green Building Council of South Africa	- Feasibility study - Designs and regulatory requirements - Budget and timeline - Marketing	- Infrastructure spend	- To be determined
7	**Establish a Farmers' Market**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Private sector	- Establish an organising committee - Attract investment - Budget and timeline - Marketing	- Visitor statistics - Products sales	- R50 000 per annum
6	**Farm Acquisition**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality	- Identify farms to be acquired - Budget and timeline - Farm handover	- Number of farms provided to small-scale farmers	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
	(Small-scale Farmers)		- Department of Rural Development and Land Reform			
4	**Establish Communication Link between Small-scale Farmers and the Agricultural Research Council**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Department of Agriculture, Land Reform and Rural Development - Agricultural Research Centre	- Enable effective communication lines between the Agricultural Research Centre and small-scale farmers	- A number of small-scale farmers assisted	- Not applicable
6	**IT SMMEs**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector	- Feasibility study and business plans - Attract investment - Budget and timeline - Marketing	- Number of IT SMMEs created	- To be determined
6	**Sewing and Handiwork SMMEs**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector	- Feasibility study and business plans - Attract investment - Budget and timeline - Marketing	- Number of sewing and handiwork SMMEs created	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
6	**Neighbourhood Watch Initiative**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Private sector - SAPS	- Recruit and organise members - Contact law enforcement - Discuss community and business concerns - Hold meetings and training	- Number of neighbourhood watches created	- Not Applicable
5	**Establishment of Rural E-learning Centres**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - IT service provider - Private sector	- Feasibility study - Identify the site or building to be used - Create programmes - Budget and timeline - Marketing	- Infrastructure revitalised and/or developed	- To be determined
4	**Establishment of a Recycling Manufacturing Cooperative**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector -	- Feasibility study and business plans - Attract investment - Budget and timeline - Marketing	- Number of member-owners	- To be determined
Objective 3 – Strengthen and Develop Local Businesses						
1	**SMME Development Programme**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Private sector - SMME forum - SEDA	- Strategic planning meeting - Business plan - Budget and funding	- Number of SMMEs assisted	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
2	**Gateway Opportunity Database**	Short Term (1 to 2 years)	- Langeberg Local Municipality	- Develop guidelines to assist SMMEs - Capacitate officials to be able to assist SMMEs - Marketing/project awareness campaign	- Number of SMMEs assisted	- To be determined
2	**Funding Database**	Short Term (1 to 2 years)	- Langeberg Local Municipality	- Identify funding sources - Create database - Market database	- Number of businesses assisted	- Not applicable
2	**Youth Database**	Short Term (1 to 2 years)	- Langeberg Local Municipality	- Identify youth-operated businesses - Create database - Market database	- Number of youth businesses identified	- Not applicable
1	**Red Tape Reduction**	Short Term (1 to 2 years)	- Langeberg Local Municipality - DEDAT	- Setup an internal development task team - Marketing of service	- Number of investors assisted	- Not applicable
1	**Investment Guidelines and Strategy**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Wesgro	- Selection of projects to be packaged for investor interest - Prepare guidelines - Prepare strategy - Marketing	- Guideline and strategy document development - Number of investment	- Not applicable

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
					marketing events attended	
1	**Incentive Policy**	Short Term (1 to 2 years)	- Langeberg Local Municipality	- Research on incentives policies - Develop a policy with stakeholder engagements - Council adoption	- Adopted incentive policy	- Not applicable
1	**Local Procurement Policy**	Short Term (1 to 2 years)	- Langeberg Local Municipality	- Prepare guidelines - Prepare policy - Marketing	- Number of businesses assisted	- Not applicable
3	**Property Database**	Short Term (1 to 2 years)	- Langeberg Local Municipality	- Identify properties for development regardless of whether services are established - Contact relevant departments to start the process of installation of basic services on land suitable for development - Marketing	- Number of properties identified	- Not applicable
4	**Accreditation Assistance**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality	- Identify businesses requiring accreditation assistance - Enable process by assisting businesses	- Number of businesses assisted	- Not applicable

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
4	**National Treasury Central Supplier Database**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality	- Identify businesses requiring registration assistance - Enable process by assisting businesses	- Number of businesses assisted	- Not applicable
Objective 4 – Enhancing the Tourism Value Chain						
1	**Expansion of Tourism Offerings Identification and Assessment**	Short To Long Term (1 to 5 years plus)	- Dependent on the project outlined in Tourism Strategy	- See Tourism Strategy	- See Tourism Strategy	- See Tourism Strategy
Objective 5 – Optimally Use and Manage Resources						
2	**Municipal Infrastructure Audit**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Department of Water and Sanitation - Department of Transport and Public Works	- Engage with relevant departments	- Completed infrastructure study	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
			- Dept. of Water and Sanitation			
2	**Municipal Audit of Land Suitable for Development**	Short Term (1 to 2 years)	- Langeberg Local Municipality Spatial Planning and Environment	- Engage with relevant departments	- Completed audit of land suitable for development	- To be determined
2	**Municipal Asset Audit**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Spatial Planning and Environment	- Engage with relevant departments	- Completed asset audit	- To be determined
1	**Municipal Infrastructure Upgrade/ Development in Urban And Rural Areas**	Short To Long Term (1 to 5 years plus)	- Langeberg Local Municipality - Department of Water and Sanitation - Department of Transport and Public Works - Dept. of Water and Sanitation	- Budget and funding - Appoint a service provider to oversee tender process	- Infrastructure spend	- Varies based on Technical Services Department's budget

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
2	**Municipal Infrastructure Maintenance Plan**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Department of Transport and Public Works - Dept. of Water and Sanitation	- Budget and funding - Develop a maintenance plan - Regulatory requirements - Construction	- Infrastructure spend	- To be determined
4	**Annual Economic Growth Survey**	Short To Long Term (1 to 5 years plus)	- Langeberg Local Municipality	- Create survey - Make survey available to the public and private sectors	- Number of surveys completed	- Not applicable
2	**Provision Of Basic Services For Developable Land**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Department of Transport and Public Works - Dept. of Water and Sanitation	- Engage with relevant departments	- Infrastructure spending	- To be determined
3	**Clearing Of Water**	Short Term (1 to 2 years)	- Langeberg Local Municipality - EPWP	- Identify areas for clearing - Budget and funding - Engage with EPWP	- Kms of river cleared	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
	Hyacinths From Breede River		- Green Cape	- Skills training - Develop management plan		
4	**Open Space Initiative**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Town planning	- Develop a long-term open space initiative - Identify locations - Planning and design - Marketing	- Budget spend	- To be determined
4	**Conservation Corridor Initiative**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Department of Environmental Affairs	- Develop a long-term conservation corridor initiative - Identify locations - Planning and design - Marketing	- Budget spend	- To be determined
3	**Clustered Agricultural Precinct Plan**	Short Term (1 to 2 years)	- Langeberg Local Municipality - DRLDR - Department of Agriculture, Land Reform and Rural Development	- Develop a long-term agricultural precinct plan - Identify locations - Planning and design - Marketing	- Budget spend	- To be determined
2	**R60 Rural Corridor**	Short to Medium Term	- Langeberg Local Municipality	- Explore the potential for a rural corridor	- Budget spend	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
		(1 to 5 years)	- DRLDR - Department of Agriculture, Land Reform and Rural Development	- Market rural corridor - Identify sites for development - Stakeholder consultations - Budget and funding		
3	**Farm Waste To Compost**	Medium Term (3 to 5 years)	- Langeberg Local Municipality - Department Forestries, Fisheries, and the Environment - Casidra - LGO - Private sector	- Identify a project location - Feasibility assessment and business plan - Community- and stakeholder engagement - Identify beneficiaries - Obtain funding - Concept designs and planning - Construction - Training for beneficiaries	- Tons compost produced	- To be determined
2	**Waste Recycling Centre**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Department Forestries, Fisheries, and the Environment	- Feasibility study and business plan - Create a private, public-private partnership - Identify drop-off centres/sites and the main recycling centre site - Budget and funding	- Number of drop-off sites developed - Tons processed	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
			- Private sector	- Designs and regulatory requirements - Construction & purchasing of equipment - Recycling awareness campaign		
Objective 6 – Climate Evaluation						
1	**Explore Alternative Energy Sources**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Private sector	- Research potential alternative energy sources (external consultants) - Feasibility of developing different sources identified during the research phase - 2 stakeholder engagement with relevant departments on findings of research; feasibility to determine the best course of action and identify projects to be implemented	- Completed alternative energy study	- To be determined
2	**Promote the Use of Domestic and**	Short Term (1 to 2 years)	- Langeberg Local Municipality	- Budget - Marketing	- Number of households and	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
	Residential Renewable Energy				businesses using renewable energy	
3	**Climate Change Assessment**	Medium Term (3 to 5 years)	- Langeberg Local Municipality - Private sector	- Research impact of climate change on Langeberg Local Municipality - Stakeholder engagement with relevant departments on findings of research; feasibility to determine the best course of action and identify projects to be implemented	- Completed climate change study	- To be determined
Objective 7 – Development of Local Skills						
1	**Tourism Skills Development**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Langeberg local tourism associations - CATHSETA	- Determine local tourism skills needs (considering future developments) - Develop formal and informal training programmes, which can include workshops and formal courses that can be supported through bursaries - Budget and funding	- Number of persons trained	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
1	**Small-scale Farmer Training**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Department of Agriculture, Land Reform and Rural Development - Private sector - AgriSETA	- Engage with existing small-scale farmers to determine requirements - Design programmes - Create support groups (mentorship) - Budget and funding	- Number of persons trained	- To be determined
2	**Agricultural Coop Development Programme**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Department of Agriculture, Land Reform and Rural Development - Private sector - AgriSETA	- Identify skills gaps in smallholder farmers - Identify partners and source funding - Develop training programmes - Budget and funding	- Number of persons trained	- To be determined
1	**Cannabis Training Centre**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Department of Agriculture, Land	- Identify skills requirements - Identify partners and source funding - Develop training programmes - Budget and funding	- Number of persons trained	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
			Reform and Rural Development - Private sector - AgriSETA			
1	**Artisan Training Programme**	Short Term (1 to 2 years)	- Langeberg Local Municipality - EPWP - Relevant SETAs - Langeberg TVETs	- Identify skills needs - Develop programmes - Design programmes - Budget and funding	- Number of persons trained	- To be determined
2	**Crafter Programme**	Short Term (1 to 2 years)	- Langeberg Local Municipality - DCAS - Department of Trade and Industry - Dedat - SEDA	- Identify skills needs - Develop programmes - Design programmes - Budget and funding	- Number of persons trained	- To be determined
1	**Establish an Entrepreneurial Training Centre**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - Department of Trade and Industry - Dedat	- Identify skills requirements - Identify partners and source funding - Negotiate with businesses to assist in skills transfer and mentorship	- Number of persons trained	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
			- SEDA	- Develop training programmes - Budget and funding		
3	**Establish Youth Centres**	Short to Medium Term (1 to 5 years)	- Langeberg Local Municipality - FET - SEDA - TIL - Private sector	- Identify locations - Feasibility study - Identify partners and source funding - Budget and timeframe	- The number of persons helped	- To be determined
3	**Environmental Training Programme**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Nature Conservation	- Identify programmes - Develop programmes - Design programmes - Budget and funding	- The number of persons helped	- To be determined
2	**Mentorship Programme**	Short Term (1 to 2 years)	- Langeberg Local Municipality - Private sector	- Identify businesses that can assist - Identify programmes - Develop programmes - Design programmes - Budget and funding	- The number of persons helped	- To be determined
3	**Green Building Skills Programme**	Short Term (1 to 2 years)	- Langeberg Local Municipality	- Identify programmes - Develop programmes - Design programmes - Budget and funding	- The number of persons helped	- To be determined

Priority	Project	Implementation Timeframe	Stakeholder/Funding Sources	Actions	Performance Indicator for Monitoring and Evaluation	Budget
			- Green Building Council of South Africa - Department of Trade and Industry			
Objective 8 – Municipal Communication						
1	Communication and Participation Strategy	Short Term (1 to 2 years)	- LED Department	- Prepare strategy - Marketing	- Completed communication and participation strategy	- Not applicable
1	Public/Private Meetings	Short Term (1 to 2 years)	- LED Department - Private sector	- Engage with the public sector - List concerns raised - Provide a way forward on how to address concerns	- Number of businesses attending the meeting	- Not applicable
1	Trade Partnerships	Short Term (1 to 2 years)	- LED Department - Private sector	- Identify partners - Register partnership - Create partnership agreement	- Number of trade partnerships created	- Not applicable

4.4. Potential Funding Sources

A list of potential funders and funds is provided in **Table 21**.

Table 21: Potential Funding Sources

Name of Funder	Name of Fund	Description
Western Cape District Municipality	**Funding General**	The Western Cape District Municipality provides funding support to various local municipalities within the district on an annual basis. Some of these funds could be utilised for appropriate projects.
COGTA	**Municipal Infrastructure Grant**	The Municipal Infrastructure Grant aims to address municipal infrastructure backlogs in poor communities to ensure the provision of basic services such as water, sanitation, roads and community lighting. COGTA is responsible for managing the Municipal Infrastructure Grant and provides support to provinces and municipalities in implementing Municipal Infrastructure Grant projects.
Department of Environmental Affairs	**Green Fund**	The Green Fund aims to provide catalytic finance to facilitate investment in green initiatives that will support poverty reduction and job creation. The Green Fund has three thematic funding windows, which will contribute to the transition to the green economy, namely: • green cities and towns (focus areas); • the low carbon economy; and • environmental and natural resources management.
Department of Trade and Industry	**Co-operatives Incentive Scheme**	The Co-operatives Incentive Scheme targets registered cooperatives in the emerging economy and is intended to cover the whole country. The Co-operatives Incentive Scheme is offered as a 90% cost-sharing grant towards

		qualifying expenditures incurred by the cooperative. An applying cooperative is eligible for a grant not exceeding R350 000.
Development Bank of Southern Africa	**Development Bank of Southern Africa Development Fund**	The Development Bank of Southern Africa provides finance for tourism investments through various financial instruments. Project preparation assistance can be provided as part of such finance. To meet the financing requirements of private sector infrastructure projects (including tourism), the Development Bank of Southern Africa created the Private Sector Investment Unit. A letter of application stating the type of assistance required and accompanied by a business plan and supporting documentation is required to activate the Development Bank of Southern Africa project cycle.
Land Bank	**N/A**	Funding to assist with agricultural inputs such as fertilisers, seeds, chemicals, agricultural machines and movable equipment.
National Department of Tourism	**Social Responsibility Implementation Programme Fund**	The Social Responsibility Implementation Programme Fund is a targeted grant, aimed at supporting the development of community-based tourism, thereby stimulating job creation, sector transformation, economic empowerment, community benefit and the geographic spread of tourism investment. The awarding of funding is based on the evaluation of a business plan submitted to the national Department of Tourism during the funding window. The Social Responsibility Implementation Programme Fund is targeted at the establishment of commercially viable and community-based tourism products and the expansion of existing viable community-based tourism products.

	Green Tourism Incentive Programme	Ongoing electricity supply challenges combined with persistent drought conditions in many parts of South Africa pose a threat to sustainable tourism operations. In addition, greater awareness amongst tourists of the impact of climate change has led to growing market demand for responsible tourism experiences that support environmental sustainability. In line with its responsible tourism development objectives, the Department established the Green Tourism Incentive Programme to assist private sector tourism enterprises to retrofit their facilities. Under the programme, enterprises may be provided with grants to fund efficient solutions for energy and water usage. Specifically, qualifying applicants are eligible for 90% of the cost of a new resource-efficiency audit (energy and water) or the full cost of reviewing an existing resource-efficiency audit conducted by the NCPC. Qualifying small and micro enterprises may obtain grant funding on a sliding scale from 30% to 90% (capped at R1 million per applicant) for the installation of recommended water and energy efficiency measures.
	Tourism Grading Support Programme	The Tourism Grading Support Programme offers discounts of between 80% and 90% on the cost of star grading assessment fees for accommodation establishments and meeting venues.
National Treasury	**Neighbourhood Development Partnership Grant**	The purpose of the grant is to fund, support and facilitate the planning and development of neighbourhood development programmes and projects that provide catalytic infrastructure to leverage third-party public and private sector investment for more sustainable development. Since 2006

		the Neighbourhood Development Partnership Grant has been successfully funding neighbourhood development projects to improve the quality of life of residents in targeted areas, generally townships.
	Jobs Fund	The Jobs Fund seeks to catalyse innovation and investment on behalf of a range of economic stakeholders in activities that contribute directly to enhanced employment creation. The fund is administered on a matching funding principle to ensure ownership of the project. The fund has four windows, with differentiation between private and non-private sector funds. The ratio for the grant to own contribution varies between private and non-private windows. The windows are: • the Enterprise Development Window; • the Infrastructure Window; • the Support for Work-Seekers Window; and • the Institutional Capacity Building Window.
Small Enterprise Finance Agency	**Bridge Loan**	A short-term loan is provided to an enterprise to finance working capital needs (i.e., stock and/or operation overheads). This facility is only provided to businesses that have secured contracts (orders) from clients. It is only applicable in business-to-business transactions. This type of financing allows an enterprise to meet its current obligations by providing immediate cash flow. The duration of the loan is short term (up to a year) and requires some form of collateral (sureties, sessions, etc).
	Term Loan	is a loan of a specific amount that has a specified repayment schedule and a fixed or variable interest rate. A term loan may be used to finance assets that have a medium- to long-term lifespan (e.g. machinery, fixtures and

		fittings, vehicles or office equipment). Terms loans can be used for start-ups, expansions and acquisitions of businesses. The loan is usually repayable between one and five years.
	Project Finance Loan	is used to finance businesses in need of funding that fall outside the parameters of term and bridge loan facilities. This support is provided by way of a debt facility and is tailored to the requirements of the projects; therefore, it is otherwise known as tailored finance. The loan can be taken over a maximum period of five years.
	Disabled Programme	Sefa offers a special loan facility for companies that can show disabled shareholding. Loans in this programme have interest rates of 7% compared to 13% interest for other loans. Companies need to show proof of disabled shareholding and proof of disability to qualify.

Section Five: Institutional Framework

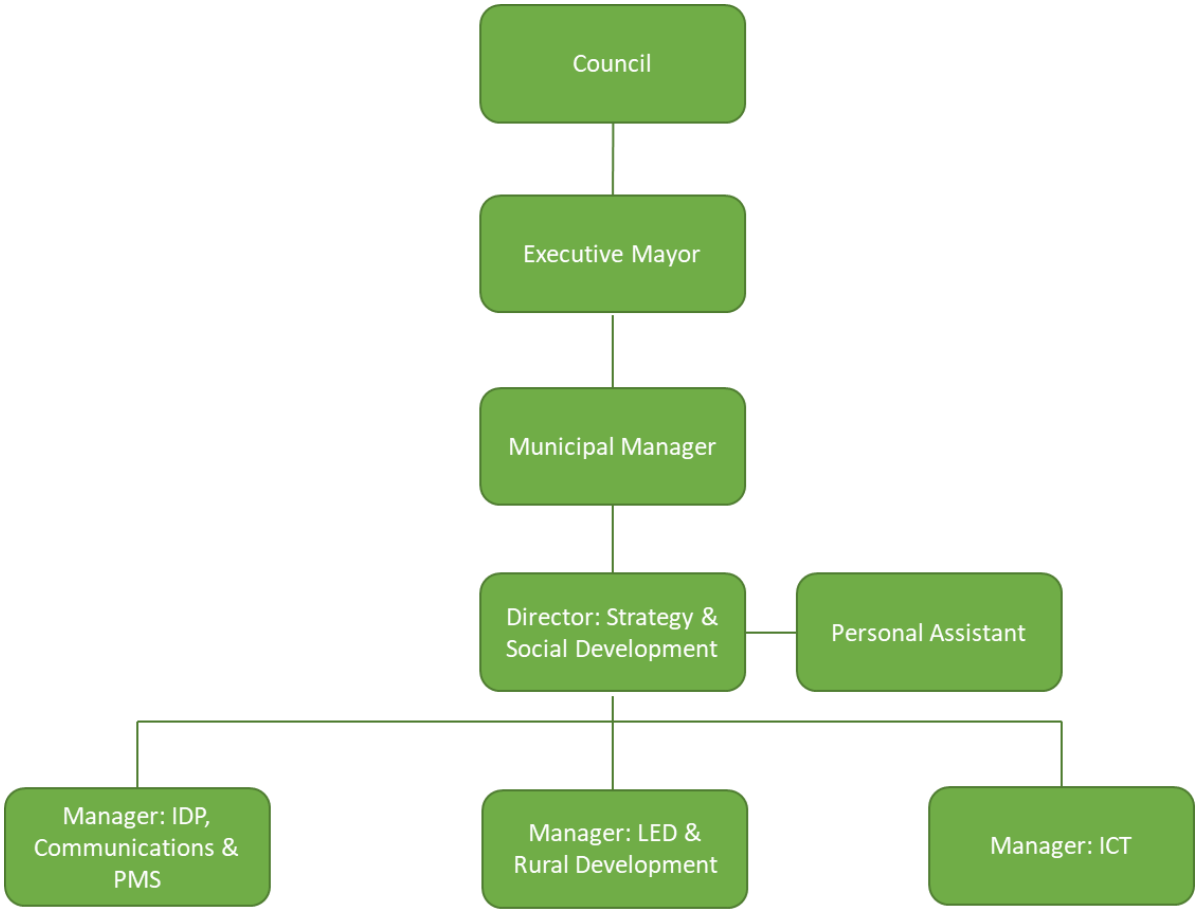
8.1. Introduction

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 Development strategy. The importance of good relationship and partnerships between various stakeholders in the Local Municipality is of utmost importance as this will be the driving factor to implement projects.

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 the following staff positions:

- a Local Economic Development manager (vacant);
- a principal officer;
- a Development officer;

- a Local Economic Development officer; and
- a Tourism officer.

The Local Economic Development unit receives support from Corporate Services and Engineering Services. It is also dependent on other government departments, including the Department of Trade and Industry and the Department of Small Business Development. Strategic objectives of the Local Economic Development unit should include aspects indicated in **Table 22**.

Table 22: Strategic Objectives of the Local Economic Development Unit

Objectives	Business and Development Support	Trade and Investment	Tourism Coordination
Improve the 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; however, such an organisation is essential to ensuring effective economic development and investment attraction and retention. a local economic development forum is an engagement platform that has various strategic objectives and goals. These are indicated in **Table 23**.

Table 23: Local Economic Development Forum (Strategic Objectives and Goals)

Strategic Objectives	Strategic Goals
Mobilise financial resources to implement catalytic projects within the municipal local economic development strategy	Promote sustainable economic development: 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 residents.
Monitor and evaluate the implementation of local economic development catalytic projects	Promote business attraction and retention: implement investment strategies meant to attract

Strategic Objectives	Strategic Goals
	new and retain existing businesses to provide capital investment and employment opportunities for local communities.
Provide advice and recommendations to the Municipal Council on matters regarding local economic development	Promote sound investor relations: develop and implement aggressive programmes for local economic development by communicating consistently with investors and stakeholders. This is done 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 the Municipal Council	

The local economic development forum in the Langeberg Local Municipality should comprise the organisations indicated in **Table 24**.

Table 24: 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	

In addition to the services of a local economic development support unit, local economic development requires the input and assistance of business forums. The Langeberg Local Municipality has both established dedicated and undedicated business forums. The status of the business forums is indicated in **Table 25**.

Table 25: 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 benefits 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 by both the public and private sectors, inclusive of business forums, communities, and local businesses. Concerning the public sector, relevant personnel must 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 a bottom-up approach and it be driven by local stakeholders. As with the Service Delivery and Budget Implementation Plan, it is essential to set reasonable timeframes and keep monthly/weekly records to effectively evaluate the progress of necessary actions.

Section Eight: Monitoring and Evaluation Framework

The Service Delivery and Budget Implementation Plan is a management, implementation and monitoring tool designed for implanting the municipality's service delivery outcomes as outlined in the Integrated Development Plan and budget.

It is an annually adopted document for each month of revenue collected and is broken down by source and operational and capital expenditure 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 and to as facilitate the accomplishment of the Council's other strategic goals, 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 regard to:

- implementation actions to be followed to successfully carry out a project; and
- evaluation of the overall performance of the Economic Development Manager and the Economic Development Department as a whole.

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

- a Local Economic Development Strategy based on the economic reality and potential of the greater Langeberg municipal area;
- alignment with the Integrated Development Plan and Service Delivery and Budget Implementation Plan and ensuring that these plans conform to the budget;
- municipal and individual scorecards and staff accountability;
- performance management processes and systems;
- the Langeberg Local Municipality to implement performance management to support, track and improve implementation; and
- the Langeberg Local Municipality to link performance management to specific local economic development project and programme management 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 sectors, especially in terms of the projects and programmes identified. The vision identified should assist in guiding the strategic implementation of projects and ensuring that sustainable economic growth and employment creation are achieved.

Paramount in any form of economic development is the provision of optimal and effective basic services. These services should be enhanced to a level that meets the current status quo; only thereafter can consideration of future economic development occur. Once approved, projects should be implemented 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 be incorporated into the performance management system of the Langeberg Local Municipality. This will ensure:

- accountability; and
- responsibility.

Both concerning the implementation of the Local Economic Development Strategy and its programmes and will mitigate any potential conflict.

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