

Witzenberg Local Economic Development Strategy 2025 - 2030

EXECUTIVE SUMMARY



Adopted by Council on 30 July 2025

Foreword by the Municipal Manager

It is with great pride and anticipation that I present our municipality's new Local Economic Development (LED) Strategy. This document aims to represent not only a blueprint for sustainable economic growth in Witzenberg, but also a shared vision for inclusive development, job creation, and improved livelihoods for all our residents.

In an era of rapid change and ever-growing economic challenges, it is essential that we align our local strengths with emerging opportunities. I believe this strategy aim to reflect the needs and aspirations of our community, stakeholders, and business sector, and sets clear, actionable priorities to stimulate and sustain local economic growth.

We are committed to fostering an enabling environment where innovation, investment, and entrepreneurship can thrive. As we implement this strategy, we call upon all partners—public, private, and civil society—to work collaboratively with us to realize its goals.

Together, we can build a resilient and prosperous future for our municipality.



David Nasson

Municipal Manager

Witzenberg Municipality

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1. Introduction

LED strategies, as opposed to traditional development policies, empower local communities and generate local dialogue. Citizens, who previously had little or no control over economic activities in their territory, usually adopt a more proactive stance towards their own economic future. This leads to a general improvement in the quality and quantity of jobs because of the involvement of local stakeholders in the economic activity within their territory (Rodriguez-Pose, 2001).

Communities differ in their geographical, political and economic landscapes. Each community will therefore have a unique set of challenges and corresponding strategies to address this uniqueness and create better conditions for economic growth, poverty reduction and employment generation. A successful LED programme is based on basic principles such as the identification and exploitation of a community's natural endowments, the forging of public-private partnerships, and participatory decision-making and social dialogue.

The aim of this project was to develop a comprehensive LED Strategy, which will be a 5-year Strategic Implementation Plan, in order to harness the resources and skills of all stakeholders in a uniform and coherent manner to achieve agreed aims and objectives.

In the 2024/2025 financial year, the draft LED Strategy was extensively reviewed and edited by the Local Economic Development section, in order to ensure alignment of goals, objectives, the Municipal IDP, as well as District, Provincial & National priorities.

The Witzenberg LED Strategy thus builds on a 2018 draft LED Strategy document, as well as on the "Towards an LED Strategy, 2005" report.

Furthermore, through appropriate policies and programmes, the Strategy may serve as a guideline to facilitate multiple benefits like job creation, an economic climate that supports growth, improvement of quality of life and tax base enhancement.

2. Methodology

2.1. *Background*

The Witzenberg LED Strategy was extensively reviewed and edited by the Local Economic Development section, in order to ensure alignment of goals, objectives, current economic priorities and ultimately the final LED strategy with Municipal IDP, as well as District, Provincial & National priorities. Strategy Development is about creating the optimal synergy between the strengths and weaknesses and the external or macro-economic environment. This is called achieving Strategic Fit and is achieved by capitalising on strengths and opportunities and developing weaker areas.

In the development of this local economic strategy, such a process was followed.

2.2. *Data collection & Analysis conducted*

Both quantitative data and qualitative data was gathered to provide a firm foundation for the development of the LED strategy. Data was gathered from primary and secondary data sources. Primary data were retrieved mainly from through engagement with role-player and stakeholders. Secondary data comprised of desktop studies of published literature, official records and reputable & recognised statistics. Once all data was gathered and captured, the responses could be coded for analysis and interpretation. Qualitative data were quantified by counting the frequency of occurrences of particular responses to questions. This allowed for the use of statistical methods to analyse the data. The data was coded by grouping responses according to the predominant themes and trends that emerged from individual responses.

The secondary data was analysed using accepted and recognised theoretical models and tools. Once appropriate dimensions/ measures were identified, suitable variables were selected, information was extracted from the data, trends were identified, performance comparisons were conducted and the results were interpreted.

2.3. *Formulation of the LED strategy*

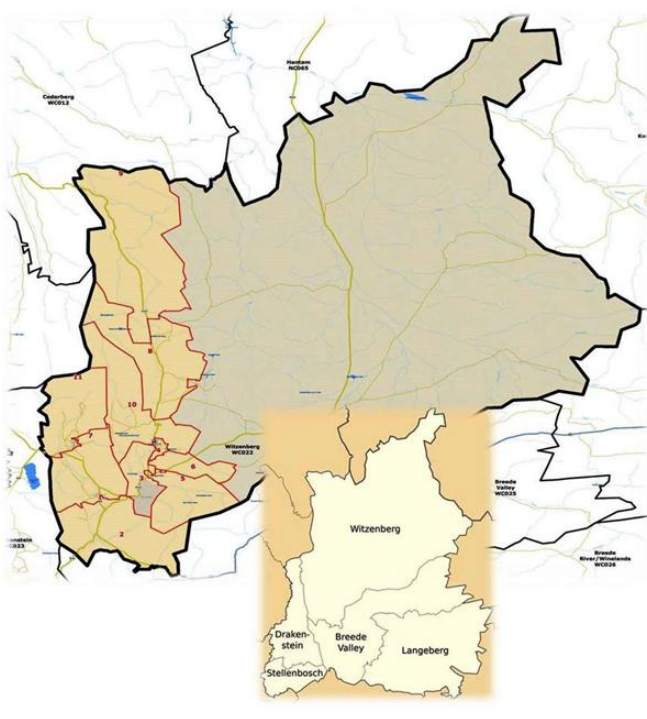
After careful analysis of the data to determine the status quo of the local economy and identify development needs, pressing issues were identified as key focus areas, and unique capabilities and skills were considered. Policies and legislation were also reviewed and considered. The strategy was developed to serve both regional and broader economic growth plans, as well as to be aligned to provincial and national economic growth plans and the applicable policy and legislative frameworks.

Current best practice models in local economic development, both nationally and internationally, were reviewed and considered. The strategy was developed to create optimal “strategic fit” between the area’s unique needs and strengths and the macro-economic environment.

Implementation plans were developed to give practical effect to the theories, models and objectives included in the strategies.

3. Brief Background of Witzenberg Local Municipality

The Witzenberg Local Municipality, a Category B municipality, is situated in the Western Cape Province, and is one of the five local municipalities located within the Cape Winelands District Municipality. The Witzenberg Local Municipality comprises an area of 10,753km² which accounts for approximately 48% of the total district area. The municipality lies about 150km north east of Cape Town, bordering on the Drakenstein Local Municipality in the south west and Breede Valley Local Municipality in the south east.



Major towns situated in the Witzenberg Local Municipality include Ceres, Prince Alfred's Hamlet, Op-die-Berg, Tulbagh and Wolseley, including the rural areas such as the Warm & Koue Bokkeveld, Agter-Witzenberg and the Breërivier area. The scenic attractiveness of the Witzenberg Local Municipality's rural environment is a major resource for the tourism industry. The area has positioned itself as a family tourist

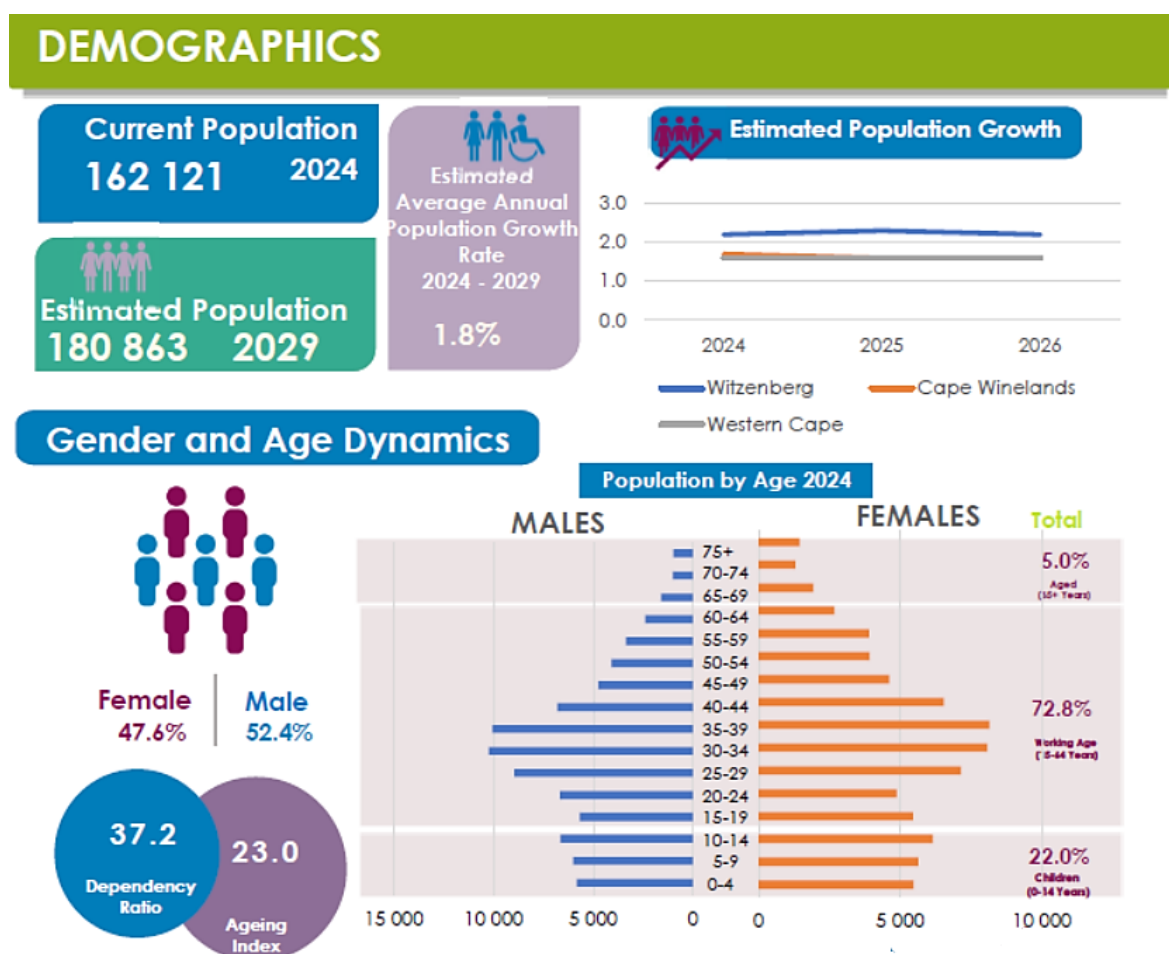
destination as well as an adventure tourism hub, and offers a number of outdoor activities such as hiking, abseiling, freshwater fishing and mountain bike trails, together with historical and heritage tours.

Major international export companies that produce agro-processed fruit (packaging and canning) are located in the Witzenberg region. The main economic sectors and main contributors to the total GDP are wholesale & retail, finance, insurance, real estate and business, manufacturing and agriculture, forestry and fishing. Witzenberg contributed 13.5% (R9.137 billion) to the Cape Winelands District Municipality GDPR of R 68.249 billion in 2023. (MERO 2024/2025 WC).

4. Socio-Economic profile of Witzenberg Municipality

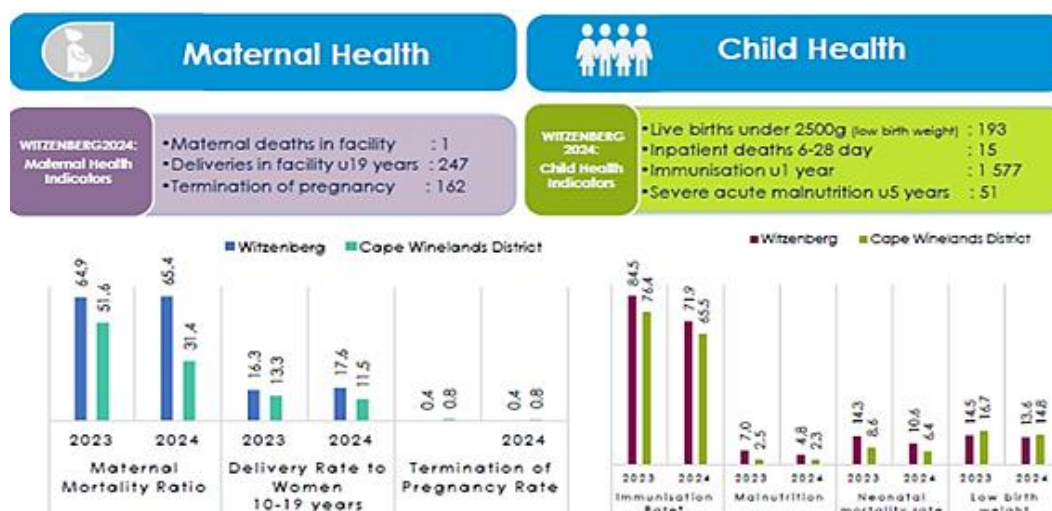
This section will provide a brief overview of the demographics in Witzenberg Municipal Area.

4.1. Snapshot of demographical information of Witzenberg Municipal area

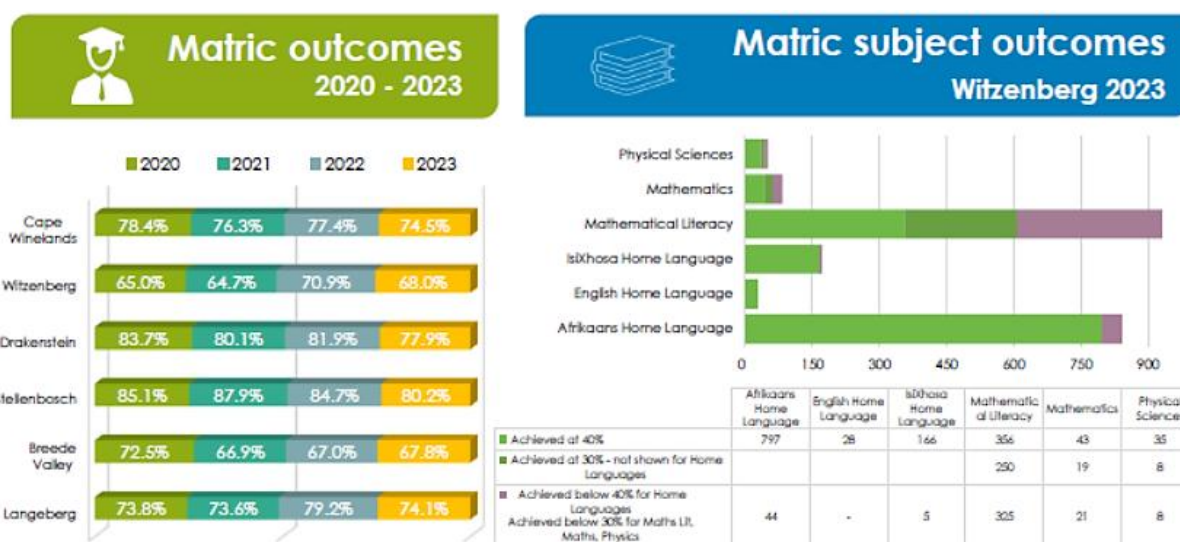


Executive Summary of the Witzenberg Local Economic Development Strategy 2025-2030

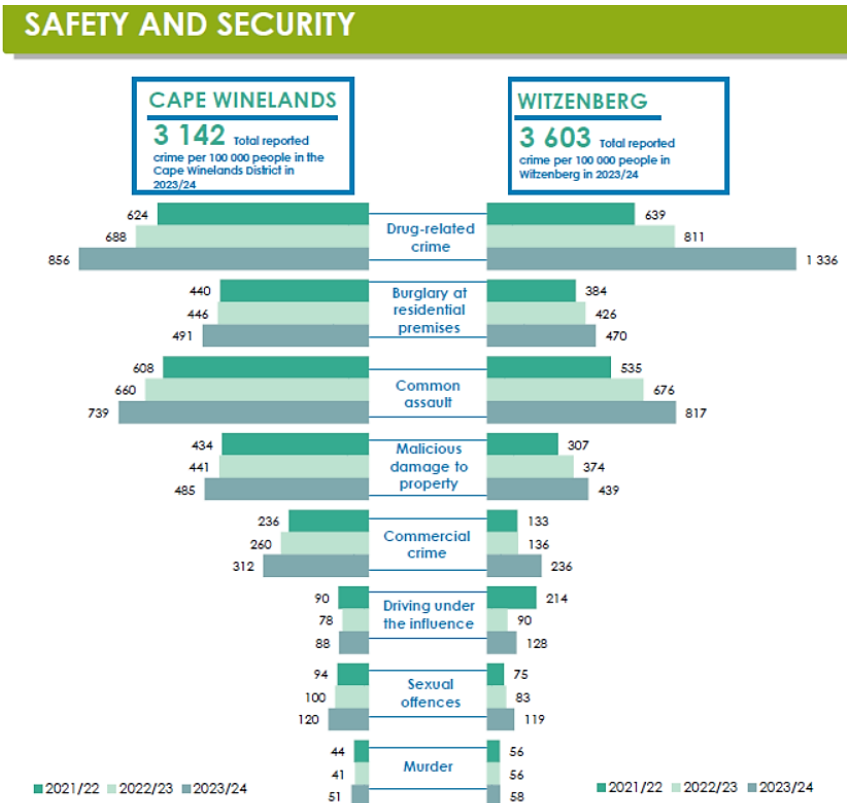
The Witzenberg population is estimated at 162 121 for 2024. The Municipal population is forecasted to grow by 1.8 per cent between 2024 -2029, above the expected district growth. The average household size is 2.9 in 2024.



A decline in neonatal mortality is promising, aligning with District and provincial rates. The teenage pregnancy rate is alarming.



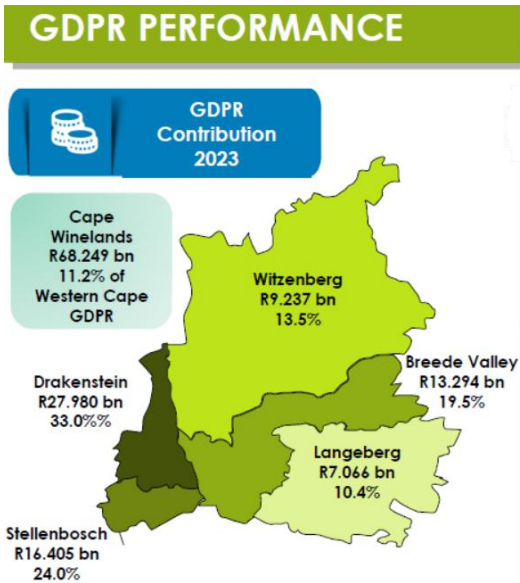
Witzenberg's matric pass rate improved from 64.7 per cent in 2021 to 70.9 per cent in 2022 however, decreased to 68.0 per cent in 2023.



Almost all of the above mentioned statistics indicated an increase in crime from 2021 until 2024. Drug-related crime and common assault is alarming. (Source: SEP LG 2024)

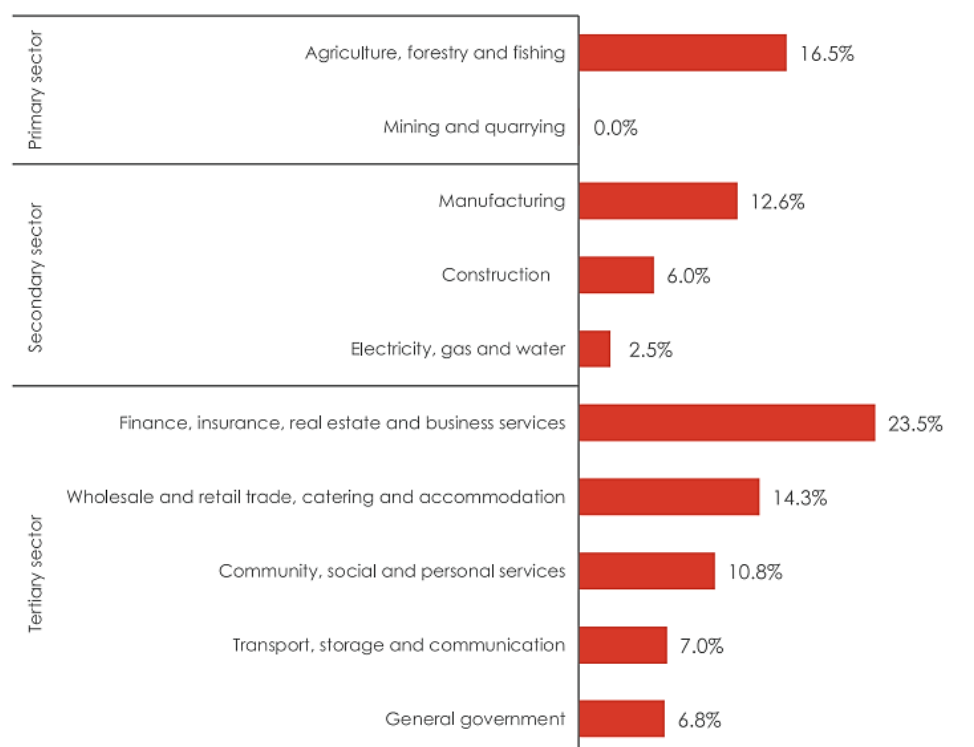
4.2. Snapshot of economic information of Witzenberg Municipal area

Gross Domestic Product of Witzenberg (GDP)



With a contribution of R9.237 billion in 2023, the Witzenberg economy is the second smallest in the Cape Winelands District, after Langeberg.

GDPR SECTORAL CONTRIBUTIONS IN CONSTANT 2015 PRICES, Witzenberg, 2023

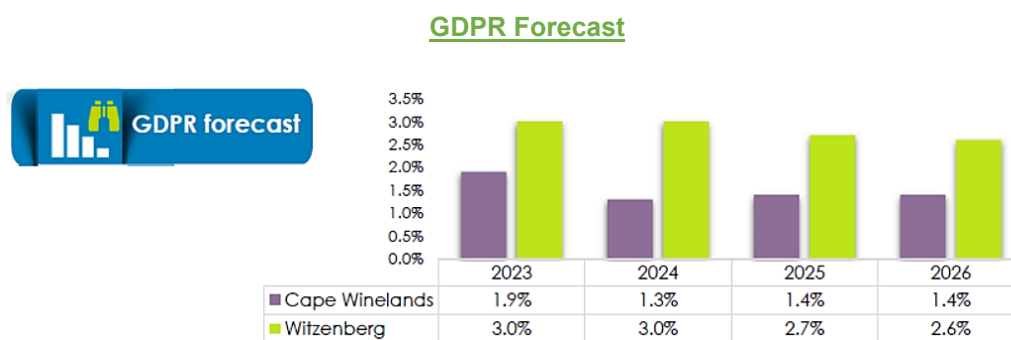


Source: Quantec, 2024

The economy is diverse, with significant contributions from both the tertiary and secondary sectors, underpinned by a strong agricultural base. The tertiary sector is the largest contributor, with finance, insurance, real estate, and business services accounting for 23.5 per cent of GDP, followed by wholesale and retail trade, catering, and accommodation at 14.3 per cent, community, social, and personal services at 10.8 per cent, and transport, storage, and communication services at 7.0 per cent. The secondary sector, contributing 21.1 per cent to GDP, is driven by manufacturing (12.6 per cent), followed by construction (6.0 per cent) and electricity, gas, and water (2.5 per cent). The primary sector, dominated by agriculture, forestry, and fishing, contributes 16.5 per cent. (Source: 2024-2025 MERO CWD)

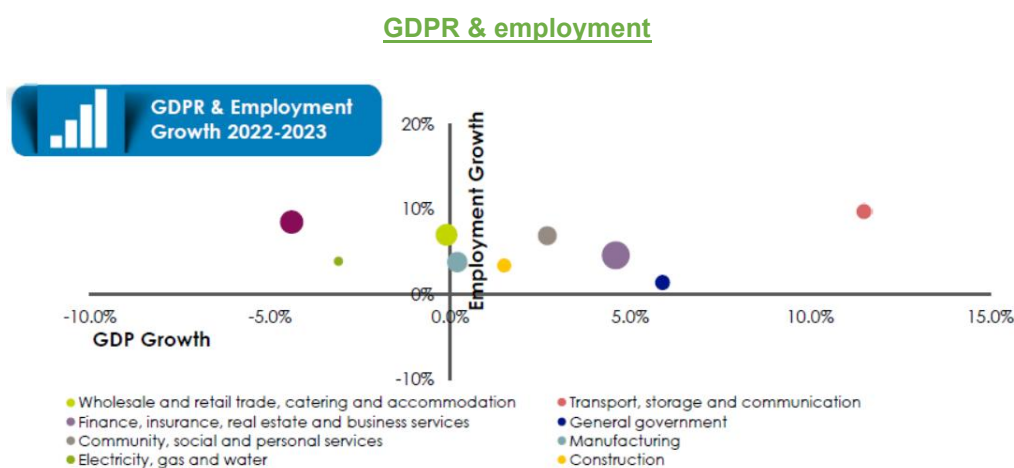
Witzenberg's economy grew by 1.7 % in GDP in 2023, with contributions from a broad range of sectors. (Source: 2024-2025 MERO CWD)

Executive Summary of the Witzenberg Local Economic Development Strategy 2025-2030



The Witzenberg GDP is forecasted to grow by 2.7 & 2.6% respectively for 2025 & 2026, which is higher than the Cape Winelands District average of 1.4%.

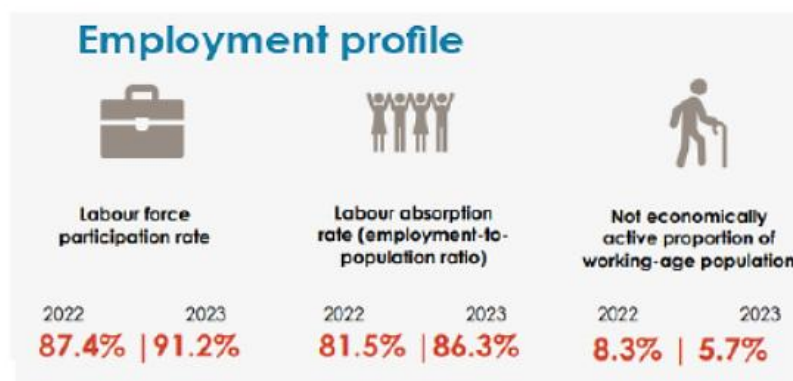
(Source: SEP LG 2024)

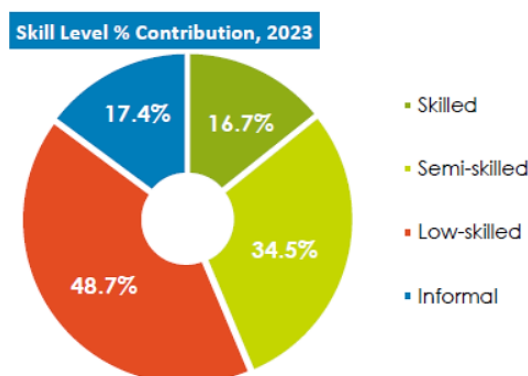


While sectors such as finance, insurance, real estate, and business services contribute significantly to GDP, they provide relatively few jobs, with most of the employment concentrated in the agriculture sector.

(Source: SEP LG 2024)

Employment





Agriculture, including the growing of pome fruits, stone fruits, and mixed farming, remains the key driver of employment.

The majority of labour in Witzenberg Municipal area comprise of low-skilled workers, deriving mainly from the agricultural sector. In particular, the agriculture sector absorbs a significant number of workers, reflecting the area's dependence on agricultural activities. Low-skilled (48.7 per cent) and semi-skilled (34.5 per cent) workers in agriculture and manufacturing sectors form a major part of the local workforce, while skilled workers make up 16.7 per cent of the employed population. (Source: 2024 SEP: Witzenberg Municipality)

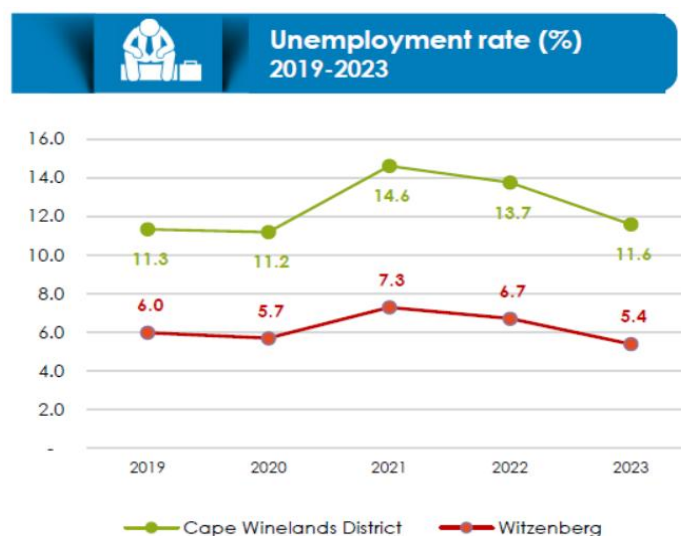
TOP FIVE SECTORS FOR JOB CREATION AND JOB LOSSES, Witzenberg, 2022-2023

Total Job Gains		1 325	Total Job Losses	-1 112
(SS) Processing and preserving of fruit and vegetables	477	(PS) Growing of pome fruits and stone fruits	- 709	
(PS) Mixed farming	367	(PS) Growing of other tree and bush fruits and nuts	- 160	
(PS) Support activities for animal production	304	(TS) Retail sale in non-specialised stores with food, beverages or tobacco predominating	- 86	
(PS) Growing of vegetables and melons, roots and tubers	112	(TS) Packaging activities	- 80	
(PS) Support activities for crop production	66	(PS) Growing of grapes	- 76	

Source: Nell, A & Visagie, J. *Spatial Tax Panel 2014 – 2023 (dataset)*. Version 3. National Treasury Cities Support Programme and Human Sciences Research Council (producer and distributor), 2024

Between 2022 and 2023, the change in FTE (Full-Time Equivalent) jobs indicates that certain sectors are rebounding and creating jobs, while others are still experiencing job losses. A total of 1 325 jobs were created, with the majority in the primary sector, including mixed farming (367 jobs) and support activities for animal production, totalling 674 jobs. The secondary sector also saw an increase, with 477 jobs added in the processing and preserving of fruit and vegetables. Conversely, job losses were prominent in the growing of pome fruits and stone fruits (-709 jobs), the growing of other tree and bush fruits and nuts (-160 jobs), and retail sales (-86 jobs). (Source: 2024 SEP: Witzenberg Municipality)

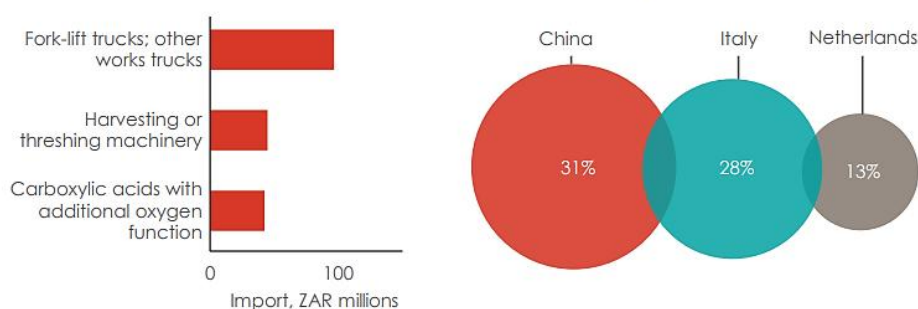
Unemployment



The unemployment rate decreased between 2022 (13.7%) and 2023 (11.6%). Witzenberg's unemployment rate is much lower than the Cape Winelands District average. (2024 SEP LG).

Witzenberg Trade Profile

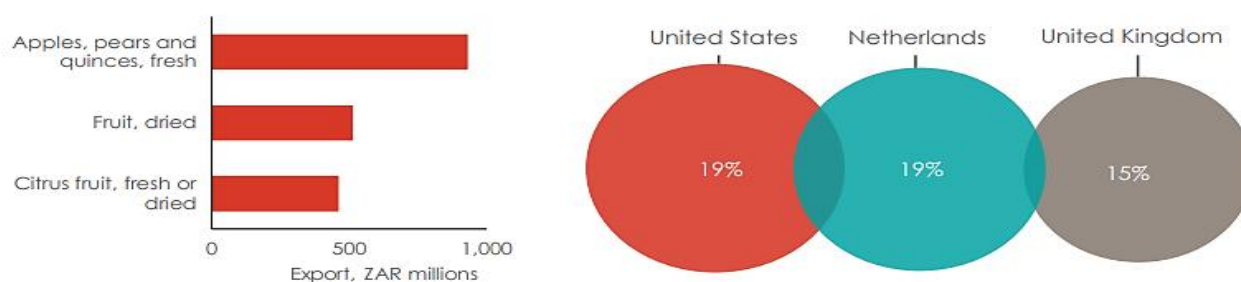
TOP 3 IMPORT PRODUCTS AND TOP 3 IMPORT DESTINATION, Witzenberg, 2023



Source: Quantec, 2024

The growth in imports is primarily for processed (manufactured) products. A surge in global demand for high-quality agricultural products boosted local production. Witzenberg is a key player in the provincial agricultural economy, producing a substantial portion of the Province's deciduous fruit. In 2023, the top three imports were forklift trucks (R96.6 million), harvesting or threshing machinery (R44.8 million), and carboxylic acids (R42.5 million). China was the leading import partner, with imports totalling R372.5 million. (Source: SEP LG 2024)

TOP 3 EXPORT PRODUCTS AND TOP 3 EXPORT DESTINATION, Witzenberg, 2023



Source: Quantec, 2024

Of the R2.8 billion in exports, the top three exported products were apples, pears, and quinces (R930.5 million), dried fruit (R514.1 million), and citrus fruit (R462.1 million).

The United States emerged as the leading export market for Witzenberg, with exports totalling R538.3 million, primarily consisting of citrus fruit, dried fruit, and fruit juices. The Netherlands followed closely, with exports amounting to R535.2 million, including apples, pears, quinces, citrus fruit, apricots, cherries, and peaches. The United Kingdom was another significant export destination.

5. Stakeholder feedback

Several stakeholder sessions and individual engagements were conducted to gain the inputs of the local business community in the development of this strategy. The 1st workshop was conducted in 2018 (for a Draft LED Strategy) and the 2nd and 3rd workshop in November/December 2024. The purpose of the workshops was to gather perceptions, needs, challenges and solutions from business stakeholders regarding local economic development in Witzenberg Municipal area.

The summary of inputs of stakeholders are drafted in the comprehensive Strategy.

Themes where inputs were provided were:

- Skills development
- Unemployment
- Service delivery
- Cooperation between local Government and the Community
- Investment
- Agriculture sector

- Tourism
- Innovation& opportunities
- Infrastructure
- Business development
- Funding/operational needs
- Governance
- Contractor development/ contractor work
- Informal sector
- Procurement
- Business support service communication
- Access to markets
- Red Tape
- Labour
- Energy
- Safety
- Land
- Business Retention
- Accommodation & tourism facilities
- Tourism visibility
- Township tourism
- Tourism opportunities
- Tourism awareness

6. Witzenberg SWOT analysis

A SWOT analysis defines the strengths, weaknesses, opportunities and threats.

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ The Agriculture, forestry and Fishing sector being one of the biggest Sectoral employment contributors in the Cape Winelands District ✓ Well maintained road transport infrastructure and economic corridor ✓ Strong domestic tourism market ✓ Organised and globally competitive wine and deciduous fruit sectors ✓ Research and development capacity well developed in the agriculture sector (ex. production techniques and new cultivars) ✓ Pro-poor policies (e.g. indigent; procurement) ✓ Good dialogue with business and agricultural sectors ✓ Good water quality & natural environment ✓ Effective international relations ✓ IGR structures and forums ✓ Budget control ✓ Good governance and good IGR ✓ Meeting constitutional obligations ✓ Community engagements ✓ Good twinning agreements with Belgium, CBI & Tourism ✓ Thriving tourism attractions ✓ Good visible Law Enforcement ✓ Several Clean Audits 	<ul style="list-style-type: none"> ✓ Financial limitations ✓ Inadequate storm water systems in some areas ✓ Old asbestos water and sanitation networks ✓ Resealing and maintenance of roads ✓ Ageing infrastructure ✓ Centralisation/town management ✓ High water losses ✓ Lack of integration policies, silo operations ✓ Vulnerable IT (integration) ✓ The growing divide between rich and poor ✓ Under-utilised government buildings and land ✓ Not enough producers of products ✓ Land for small scale farmers

Opportunities	Threats
<ul style="list-style-type: none"> ✓ Tourism potential ✓ IGR and cooperation on transversal programmes ✓ EPWP for poverty reduction ✓ Close working relationship with big business to enhance economic development ✓ Pine forest ✓ Recycling and composting ✓ Renewable energy ✓ Available natural resources to stimulate economic growth ✓ Development of GIS (Geographic Information system) ✓ Good communication and branding ✓ Expand international relationships ✓ Upgrade of infrastructure ✓ LED pilot projects ✓ Land audit ✓ Koekedouw Dam ✓ Rural wards – funding possibilities ✓ Improvement of client services ✓ Sourcing local labour ✓ Training facilities ✓ Capacitating local contractors ✓ Natural beauty ✓ Outdoor tourism potential ✓ Business networking 	<ul style="list-style-type: none"> ✓ Dependence on the agricultural sector ✓ Increase in unemployment ✓ High number of jobs in the agricultural sector at risk due to drought ✓ Declining number of job opportunities for low-skilled workers ✓ Seasonal agriculture-based labour shrinks revenue base ✓ Political volatility (fragile coalitions) ✓ Unemployment rate of semi-skilled post matric youth ✓ Increasing TB and HIV/Aids prevalence ✓ Vandalism, theft of municipal assets and property ✓ Legacy of decrepit infrastructure and insufficient infrastructure replacement programme ✓ Uncontrolled habitation in informal settlements ✓ Insufficient revenue base/lack of economic growth ✓ Farm eviction ✓ Service delivery in informal settlements ✓ Social ills (HIV, TB, crime, substance) ✓ Outside money flow due to foreigners ✓ Migration / influx control impact on infrastructure and law enforcement ✓ Land availability ✓ NERSA legislation – non-compliance / compliance ✓ ESKOM / load shedding – incapacity to increase for demand from municipality

7. Implementation Plan for LED Strategy

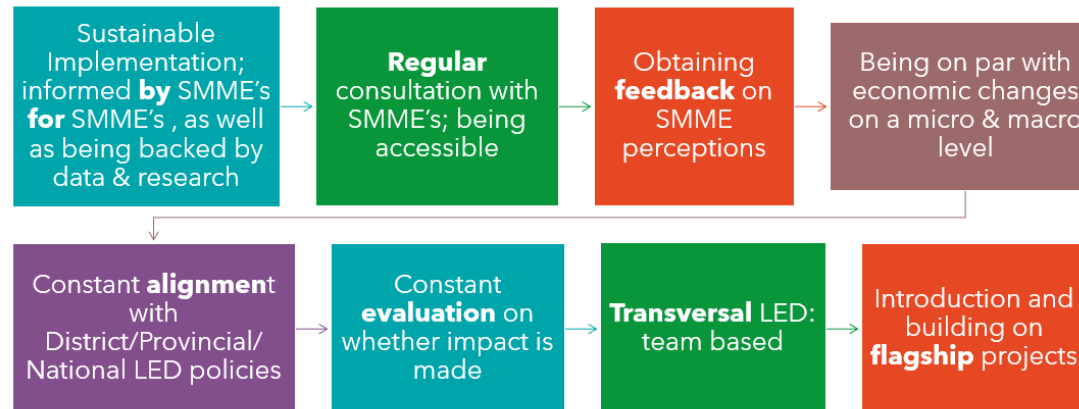
Below is the Implementation Plan for the LED Strategy. The Plan consist of 4 goals, each with set objectives, programmes, projects and identified possible external partners that can assist with required resources needed to achieve desirable outcomes. Although the LED unit will be the main driver of the Strategy, the implementation is cross-cutting across various Municipal Departments. This means that transversal LED principles will apply where LED is executed by multi stakeholders internally & externally.

The focus will be on:

- Sustainable implementation, focusing on projects that has the potential for greater collaborative impact and long-lasting fruit. Project design needs to be informed by entrepreneurial need, statistics, research and changing economic patterns
- Regular consultation with SMME's in order to identify needs, provide information, create opportunities for networking and to build a strong partnership to stimulate the local economy on a micro and macro level
- Obtaining feedback from SMME's in order to determine the perception of initiatives and whether it address the needs or opportunity
- Being on par with the ever-changing micro and macro-economic landscape
- Alignment with all spheres of Government (District, Provincial, National) LED policies and priorities
- Evaluation of implementation to assess the impact of initiatives and to improve future interventions
- Transversal approach to be followed regarding implementation. LED initiatives are to be implemented by various Municipal Departments in collaboration with business, civil society and Government Institutions.
- Flagship projects will be introduced and build upon, in order to maximise collaborative impact

Executive Summary of the Witzenberg Local Economic Development Strategy 2025-2030

The approach:



Vision:

A Municipality that cares for its community, creating growth and opportunities.

Goals:

To create economic growth through:

- Goal 1: Facilitating the growth of SMMEs
- Goal 2: Creating an enabling environment to attract new businesses and for businesses to prosper
- Goal 3: Supporting the informal sector
- Goal 4: Support and retain existing business

Executive Summary of the Witzenberg Local Economic Development Strategy 2025-2030

Goal 1: Facilitate the growth of SMMEs			
Objectives	Programmes	Projects	Possible external partners & additional Municipal Divisions
Growing SMME capacity through programmes	<ul style="list-style-type: none"> - Small Business readiness support 	<ul style="list-style-type: none"> - SEDFA (Small Enterprise Development Finance Agency) support - Contractor business & administration development and support - Tax compliance workshops - Supply chain process workshops - Targeted business capacity building in financial management, marketing, digital skills & business plan development - COIDA workshops - Online entrepreneurship academy - Youth entrepreneurship development - International business capacity building missions - CBI Entrepreneurship programme 	<ul style="list-style-type: none"> - SEDFA - Dept. Public Works - SARS - WC Dept. of Local Government - Supply chain division - National Dept. of Small Business - WC Dept. of Economic Development & Tourism (DEDAT), Tertiary Institutions - Department Labour - DEDAT, Start-Up Tribe - IPP's (Independent Power Producers), Youth organisations - NYDA - Exchange International - CBI

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	<ul style="list-style-type: none"> - Mentorship support programme 	<ul style="list-style-type: none"> - Municipal Mentorship incubator project 	<ul style="list-style-type: none"> - Business Chamber - Service provider
Support SMME businesses through linking with opportunities	<ul style="list-style-type: none"> - Entrance to markets - Emerging farmer support 	<ul style="list-style-type: none"> - SMME database - Linkage with funding opportunities - SMME email network - Supply chain database registration assistance - SMME Expo's - Supplier & funding registration Days - Witzenberg Vocal for Locals & buy local campaigns (showcasing local entrepreneurs& market days) - Assistance with entity registrations - Linkage with Government support programmes 	<ul style="list-style-type: none"> - DEDAT - Cape Winelands District Municipality - E-centres - Emerging business forums - Provincial Treasury, SEDFA (Small Enterprise Development Finance Agency), SARS - Local Tourism Agency/ Witzenberg Tourism - Dept. Rural Development - Dept Agriculture

Executive Summary of the Witzenberg Local Economic Development Strategy 2025-2030

	<ul style="list-style-type: none"> - Marketing Plan for LED 	<ul style="list-style-type: none"> - Assist with identifying potentially suitable agricultural land - Utilisation of effective marketing channels 	<ul style="list-style-type: none"> - Town planning/ Legal division - Social media, newspapers, Radio
To provide SMME opportunities in new developments	<ul style="list-style-type: none"> - Business rezoning - SMME infrastructure programme - Wastepreneur programme 	<ul style="list-style-type: none"> - Expedite business rezoning applications - Rezone & service vacant municipal land earmarked for economic development purposes - Construction of SMME Business Hubs - Waste entrepreneurship & recycling development 	<ul style="list-style-type: none"> - RSEP (Regional Socio-Economic Programmes) - Town Planning, Technical Dept, DEDAT - JOBS Fund/IDC, DEDAT - Recycling industry role players (PRO's, waste collectors, recycling companies) - Waste division

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Goal 2: Creating an enabling environment to attract new businesses and for businesses to prosper			
Objectives	Programmes	Projects	Possible external partners & additional Municipal Divisions
To make suitable municipal land available for development	<ul style="list-style-type: none"> - Review& maintain Land audit - Property disposal - Review Service Master Plans - Agriculture growth patterns intelligence 	<ul style="list-style-type: none"> - Implement Projects as per approved budget - Update Policy for the Management of Business Property for LED purposes with its aim of capacitating Previous Disadvantaged Communities - Fast track municipal land applications for LED Development and LED related community projects - Identifying & linking with funding sources to service municipal land - Identifying suitable Government-owned land - Annual review - Collate & disseminate economic data on an annual basis 	<ul style="list-style-type: none"> - GIS Service provider - Legal Services division - DEDAT, Department Rural Development - Department Public Works - Technical Department - WC Dept. of Agriculture - DEDAT

Executive Summary of the Witzenberg Local Economic Development Strategy 2025-2030

	<ul style="list-style-type: none"> - Strategic infrastructure development 	<ul style="list-style-type: none"> - Agreements with Government Departments for business intelligence - Fast tracking energy provision - Alternative energy investment and initiatives; business solar drive - Developing and maintaining strategic economic corridor infrastructure 	<ul style="list-style-type: none"> - CWDM - ESKOM/ Dept. of Energy - Electricity division - Technical Department - WC Dept of Infrastructure
Maintain & improve governance to ensure effective responsible investment support	<ul style="list-style-type: none"> - Safety& security plan for traders - Performance measurement - Inter-governmental implementation of LED 	<ul style="list-style-type: none"> - Municipal Law enforcement of bylaws - CBD security camera project - Evaluate performance against base benchmarks - Development of SOP's & checklists - Align LED priorities with District, Provincial & National Government programmes and initiatives 	<ul style="list-style-type: none"> - Law Enforcement - Business chamber - CWDM - National Department Trade and Industry - DEDAT

Executive Summary of the Witzenberg Local Economic Development Strategy 2025-2030

		<ul style="list-style-type: none"> - Dialogue with Government Departments & potential investors regarding future rail and air development 	<ul style="list-style-type: none"> - National Dept. of Small Business Development; SEDFA - Ceres Rail Company, Transnet, WESGRO, DEDAT
Attract new business through investor friendly policies & marketing	<ul style="list-style-type: none"> - Development and renewal of Investor friendly policies & initiatives - Adoption & implementation of Spatial Development framework (SDF) 	<ul style="list-style-type: none"> - Review existing incentive policy - Infrastructure Investment policy - Investigate areas with investment potential for improvement - Pre-packaged investment opportunities - Developing investment profile - Investigate Priority focussed areas - Municipal Film permit policy - Incorporate recommendations in forward investment planning - Identify & plan for future industrial land in manufacturing & agro-processing sector 	<ul style="list-style-type: none"> - Finance Department - SALGA - DEDAT; WESGRO - Marketing division - Town Planning division - Agriculture related industry leaders

Executive Summary of the Witzenberg Local Economic Development Strategy 2025-2030

	<ul style="list-style-type: none"> - Internal Red tape reduction - Marketing Plan - Emerging market development 	<ul style="list-style-type: none"> - Evaluate process maps of informal trader permits, business licences and land use applications - Development and review of a Case management system - Marketing drive for investment into the Municipal area - IPP engagement, investment readiness & attraction 	<ul style="list-style-type: none"> - DEDAT; WESGRO - IT Division - Marketing& Communication division - CWDM; Marketing& Communication division - IPP's (Independent Power Producers), Town Planning
Municipal Procurement interventions	<ul style="list-style-type: none"> - Reforming tender specifications 	<ul style="list-style-type: none"> - Inputs in tender specifications to ensure maximum output for utilising local labour & to accommodate local contractors - Development of Local labour policy for tenders - Expedite supply-chain registration process 	<ul style="list-style-type: none"> - WC Provincial Treasury - National Treasury - Supply chain division

Executive Summary of the Witzenberg Local Economic Development Strategy 2025-2030

Stakeholder management	<ul style="list-style-type: none"> - Business liaison & interaction - CBI agreement 	<ul style="list-style-type: none"> - Business Dialogue & engagement - Encouraging formation of local business forums & networking - Inter-Governmental relations - Maintain International relations & explore future international collaboration - Attend quarterly CBI meetings for inputs - Update of CBI agreement 	<ul style="list-style-type: none"> - Emerging/ established Business Forums/ business chambers - Local Tourism Agencies - Witzenberg Recycling Forum - CWDM, DEDAT, National Department of Small Business Development - Essen Gemeente (Belgium), - United Nations (UN), China, Europe - CBI
Skills development	<ul style="list-style-type: none"> - Industry skills development 	<ul style="list-style-type: none"> - Supporting & complimenting agro-processing critical skills development - Apprenticeships with youth & women - Youth skills development 	<ul style="list-style-type: none"> - CBI, Agro-processing sector, agriculture entities - IPP's - Essen Gemeente (Belgium)

Executive Summary of the Witzenberg Local Economic Development Strategy 2025-2030

	<ul style="list-style-type: none"> - Expanded Public Works Programme (EPWP) 	<ul style="list-style-type: none"> - Job readiness training - 4th Industrial Revolution initiatives - Implement EPWP Phase 5 - Training: soft& hard skills - Development of electronic database - Review of EPWP Policy - Unemployment database campaigns 	<ul style="list-style-type: none"> - Department of Labour - Youth Development section - Tertiary Institutions, UN - Department Public Works - CDW's
Goal 3: Support the informal sector			
Objectives	Programmes	Projects	Possible external partners & additional Municipal Divisions
To provide sufficient, well located serviced stands& stalls	<ul style="list-style-type: none"> - Informal traders need analysis - Maintenance of existing stall trader infrastructure 	<ul style="list-style-type: none"> - Update existing stalls audit - Development of informal trader site plan - Exploring & identification of alternative vendor space - Annual maintenance plan for trader infrastructure 	<ul style="list-style-type: none"> - Technical Department

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To implement & regulate informal traders through policies & bylaws	<ul style="list-style-type: none"> - Stalls management and allocation record process - Governance 	<ul style="list-style-type: none"> - Development of SOP's for trader application process - Maintenance of informal trader and business licence register & system - House shop bylaw review - Informal Trader Bylaw 	<ul style="list-style-type: none"> - DEDAT - Town Planning division
Pursue innovative opportunities for informal traders	<ul style="list-style-type: none"> - Informal trader support programme - Informal area economic development programme 	<ul style="list-style-type: none"> - Funding support - Facilitating formation of informal trading platform - Business development support - Economic profiling & mapping - Linkage of traders with value chain of tourism route - Assistance with facilitation of organised markets - Formulating development & support plan for informal area economy - Localising house shops 	<ul style="list-style-type: none"> - CWDM - Informal traders - National Dept. of Small Business, DEDAT - Tourism LTA's - DEADP, DEDAT - CWDM

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Goal 4: Support and retain existing businesses			
Objectives	Programmes	Projects	Possible external partners & additional Municipal Divisions
<ul style="list-style-type: none"> - Retain existing business through competitive tariffs, sustainable service delivery 	<ul style="list-style-type: none"> - 3 Year budget process (MSCOA) - Improving service delivery 	<ul style="list-style-type: none"> - Development of Service Delivery Charter - Incorporate in SDBIP (Service Delivery Budget Implementation Plan) 	<ul style="list-style-type: none"> - Finance Department - Projects & Performance division
<ul style="list-style-type: none"> - Support Tourism in Witzenberg as a growing economy 	<ul style="list-style-type: none"> - Witzenberg Tourism - Tourism development programme 	<ul style="list-style-type: none"> - Memorandum of Agreement (MOA) for funding support - Destination marketing plan - Local Tourism Awareness campaigns - Tourism Route development - Market Platform development for arts & crafts - Town heritage plan development - Town image & entrance enhancement 	<ul style="list-style-type: none"> - Local Tourism Agencies (LTA's) - CWDM - Witzenberg Tourism; Marketing & Communications division - CBI, LTA's, Tourism members

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	<ul style="list-style-type: none"> - Tourism Safety programme - Communication Plan - Public tourism facilities& heritage 	<ul style="list-style-type: none"> - Tourism facilities and accommodation audit - Township tourism development - Tourist safety interventions - Coordinated marketing initiatives - Tourism marketing plan - Upgrading& restoring tourism facilities - PPP (Public Private Partnership) promotion - Utilisation of vacant municipal buildings 	<ul style="list-style-type: none"> - DEDAT, Jobsfund - Law Enforcement, SAPS - Marketing& Communication division - Maintenance division - Legal division
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8 Implementation plan details

Action Plans will be developed from the projects identified in each programme prior to implementation phase. The identified projects will have set deliverables with timelines, budgets, resources required, risk assessment and stakeholders involved and will aim to maximise resources (human & financial) to achieve optimal impact. Alignment with LED priorities will be pursued with Cape Winelands District Municipality, Western Cape Department of Economic Development and Tourism and the National Department of Small Business' in order to tap into existing and future roll-out of LED programmes.

The identified projects will be linked with the IDP in order to ensure funding for each programme. Ongoing application will be made to various Government institutions for grant funding in the case of budget shortfall. Private institutions will be approached for financial and sustainable buy-in.

The implementation of LED projects will mainly be coordinated by the LED unit in the Local Economic Development section. Transversal principles will be applied within the various municipal Departments as to ensure that all resources are efficiently utilised for implementation. Continuous input regarding implementation will be obtained from various Witzenberg LED stakeholders, to ensure that outcomes are relevant, sustainable and have long lasting impact.

9 Monitoring and Evaluation Framework

The LED Implementation Plan will be monitored on a monthly and quarterly basis to ensure that outcomes are achieved, as well as to determine progress. The plan will be evaluated annually to determine to what extent the goals and objectives were met. Remedial interventions will be developed based on the outcomes of the annual evaluation.

A Monitoring & Evaluation framework have been developed for the LED Strategy. The term in the framework table indicates when the outcomes will start to be realised, with the understanding that the initiative will be sustainably implemented during the duration of the Strategy timeline. Short term interventions indicate a timeline of 1-2 years; medium term indicate 2-4 years and long term indicate 5 years or more.

Monitoring and Evaluation framework		
GOALS	OUTCOMES	TERM
1.Facilitate the growth of SMMEs	✓ SMME's capacitated in business development	Short
	✓ Contractors developed& supported	Short
	✓ SMME's tax complaint	Short
	✓ SMME's registered on Municipal, District, Provincial and National supply chain database	Short
	✓ SMME's capacitated in government business regulations	Short
	✓ SMME's trained in targeted skills	Short
	✓ Youth entrepreneurship skills developed	Short
	✓ Entrepreneurs linked with CBI entrepreneurship programme	Short
	✓ SMME's linked with mentorship support	Short
	✓ SMME's capacitated in labour relations	Short
	✓ Online business Training academy established	Short
	✓ SMME's linked with international capacity building	Short
	✓ SMME's registered on SMME database & email network	Short
	✓ SMME's registered on email network & regular distribution of information	Short
	✓ Annual/Bi-annual Supplier& funding registration days established	Short
	✓ Buy local campaigns conducted	Medium

	<ul style="list-style-type: none"> ✓ Emerging farmers linked with government support programmes ✓ Marketing plan for LED established 	<p>Medium</p> <p>Short</p>
	<ul style="list-style-type: none"> ✓ Business rezoning applications significantly fast tracked ✓ Vacant economic potential municipal land rezoned and serviced ✓ SMME Business Hubs constructed in most municipal towns ✓ Waste entrepreneurs integrated into municipal waste programme 	<p>Medium</p> <p>Long</p> <p>Long</p> <p>Medium</p>
2.Creating an enabling environment to attract new businesses and for businesses to prosper	<ul style="list-style-type: none"> ✓ Land audit reviewed ✓ Policy updated for the Management of Business Property for LED purposes with its aim of capacitating Previous Disadvantaged Communities ✓ Municipal land applications significantly fast tracked ✓ Suitable government owned land identified 	<p>Medium</p> <p>Short</p> <p>Short</p> <p>Long</p>
	<ul style="list-style-type: none"> ✓ Agricultural economic data available to the Public ✓ Agreement with Departments in place ✓ Energy provision fast tracked ✓ Alternative energy investment and initiatives in motion ✓ Strategic economic corridor infrastructure maintained 	<p>Short</p> <p>Short</p> <p>Long</p> <p>Long</p> <p>Long</p>

	<ul style="list-style-type: none"> ✓ Municipal Bylaws enforced ✓ Critical points linked with CBD security cameras ✓ Performance measurement conducted ✓ SOP's and checklists developed ✓ Alignment of LED priorities with District, Provincial and National Government conducted ✓ Dialogue with Government Departments & potential investors in motion 	<p>Short</p> <p>Short</p> <p>Short</p> <p>Short</p> <p>Medium</p> <p>Medium</p>
	<ul style="list-style-type: none"> ✓ Incentive Policy reviewed ✓ Infrastructure investment policy reviewed ✓ Areas with investment potential & priority focussed areas investigated ✓ Investment opportunities packaged ✓ Investment profile developed ✓ Municipal film permit policy adopted ✓ SDF recommendations included in forward investment planning ✓ Future Industrial land for manufacturing and agro-processing identified ✓ Process maps of permits, business licences and land use applications evaluated ✓ Marketing drive for investment implemented ✓ Municipality IPP investment ready 	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Short</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>

	✓ Local labour & local contractors in Witzenberg increased in allocated tenders	Short
	✓ Municipal interaction with organised business on quarterly basis	Short
	✓ Inter-governmental relations maintained	Short
	✓ International relations maintained ✓ CBI Agreement signed	Short Short
	✓ Agro-processing critical skills development complimented	Long
	✓ Apprenticeships with youth & women conducted	Medium
	✓ 4 th Industrial revolution initiatives kickstarted	Medium
	✓ EPWP workers trained	Short
3. Supporting the informal sector	✓ Stalls audit updated	Short
	✓ Informal trader site plan developed	Short
	✓ Alternative vendor space identified	Short
	✓ Existing stall trader infrastructure maintained	Short
	✓ SOP's for trader application process developed	Short
	✓ Informal trader and business register maintained	Medium
	✓ Spaza shop bylaw reviewed	Medium
	✓ Informal trader bylaw reviewed	Short
	✓ Funding support provided	Short
	✓ Informal trading platform established	Short
	✓ Economic profile & mapping completed	Medium
	✓ Image of stalls enhanced	Medium

	<ul style="list-style-type: none"> ✓ Traders linked with value chain of tourism route ✓ Assistance provided with organised market facilitation ✓ Development & support plan for informal area economy development completed ✓ House shops localised 	<p>Medium</p> <p>Medium</p> <p>Long</p> <p>Long</p>
4.Support and retain existing businesses	<ul style="list-style-type: none"> ✓ Service delivery charter incorporated in SDBIP ✓ Destination Marketing Plan developed ✓ Tourism Route established ✓ Memorandum of Agreement for funding support in place ✓ Market platform for arts and crafts developed ✓ Town Heritage plan developed ✓ Town image and entrances enhanced ✓ Tourism facilities and accommodation audit completed ✓ Township tourism development established ✓ Tourism safety interventions kickstarted ✓ Public Tourism facilities upgraded and restored ✓ Vacant municipal buildings utilised 	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Short</p> <p>Medium</p> <p>Long</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Short</p> <p>Medium</p> <p>Long</p>

10. Conclusion

Witzenberg Municipality strive to create an enabling environment that attracts diversified private sector investment and fosters growth and development of existing and new businesses.

The Witzenberg Local Economic Development Strategy therefore aims to provide a workable implementation plan that will assist the Municipality, in collaboration with its public, private and government stakeholders and communities, to build on existing local economic development efforts. Alignment with District, Provincial and National LED priorities aim to facilitate financial and programme support to identified LED initiatives. Stakeholders were also engaged to identify challenges and areas where the Municipality could facilitate growth and development in business; which would in effect address social problems and promote the sustainable use of natural resources.

It is ultimately only through cooperation between all stakeholders, that the Witzenberg Local Economic Development Strategy can be successfully implemented, while maximising collaborative impact.

11. References

Please refer to the comprehensive Witzenberg Local Economic Development Strategy 2025 – 2030 document for the list of references.