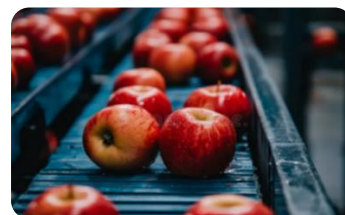


Witzenberg

Local Economic Development Strategy

2025 - 2030



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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List of acronyms and abbreviations

AIDS	Acquired Immune Deficiency Syndrome
B & B	Bed and Breakfast
BFAP	Bureau for Food and Agriculture Policy
CBD	Central Business District
COGTA	Cooperative Governance Trading Affairs
CWD	Cape Winelands District
CWDM	Cape Winelands District Municipality
CDW	Community Development Workers
DAFF	Department of Agriculture, Forestry and Fisheries
DBSA	Development Bank of South Africa
DEADP	Department of Environmental Affairs and Planning
DEDAT	Department of Economic Development and Tourism
DPLG	Department of Provincial and Local Government
dti	Department of Trade and Industry
DM	District Municipality
e	Estimate
e.g.	Exempli gratia (for example)
FET	Further Education and Training
FPL	Food Poverty Line
GBH	Grievous Bodily Harm
GDP	Gross Domestic Product
GDPR	Gross Domestic Product for a Region
GDS	Gross Domestic Savings
GGP	Gross Geographic Product
GNI	Gross National Income
GNP	Gross National Product
GVA	Gross Value Added
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
i.e.	Id est (that is)
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IDC	Industrial Development Corporation
ILO	International Labour Organisation
IPP	Independent Power Producer
JAN	January
KZN	Kwa Zulu Natal
LBPL	Lower Bound Poverty Line
LED	Local Economic Development
LM	Local Municipality
LTA	Local Tourism Agency
LQ	Location Quotient
MERO	Municipal Economic Review and Outlook
MLL	Minimum Living Level

MTB	Mountain Bike
N/A	Not Applicable
n.e.c	Not elsewhere classified
NDP	National Development Plan
NDT	National Department of Tourism
NRTS	National Rural Tourism Strategy
NTSS	National Tourism Sector Strategy
P	Product/ Place/ Promotion/ Price/ People
p.a.	Per annum
PRO	Producer Responsibility Organisation
PERO	Provincial Economic Review and Outlook
PPP	Private Public Partnership
Pty Ltd	Proprietary Limited
R	Rand
RLED	Regional Local Economic Development
RSA	Republic of South Africa
SA	South Africa
SAMPI	South African Multidimensional Poverty Index
SAT	South African Tourism
SMART	Specific, Measurable, Agreed, Realistic and Timed
SMME	Small, Medium and/ or Micro Enterprise
SEDFA	Small Enterprise Development Finance Agency
SOP	Standard Operating Procedure
StatsSA	Statistics South Africa
Std	Standard
UBPL	Upper Bound Poverty Line
UK	United Kingdom
US	United States
USA	United States of America
USP	Unique Selling Proposition
VFR	Value for money
VIC	Visitor Information Centres
vs	Versus
WC	Western Cape
WESGRO	Western Cape Investment and Trade Promotion Agency

1. Introduction

Local Economic Development (LED) encompasses all economic activities by stakeholders within a defined geographical region, working together in partnership to create economic development (Meyer, 2014). LED is an approach towards economic development which supports local collaborations, thereby achieving sustainable economic growth and development and bringing economic benefits for all residents in a local municipal area (COGTA, 2016; Swinburn et al, 2006). The partners collaborate to harness local resources, encourage investments and stimulate local commercial activities, particularly that of micro, small and medium-sized enterprises. These local commercial activities lead to gains in job creation, business development and, ultimately, quality of life for citizens (CARILED, 2017).

LED means more than just economic growth. It is concerned with **promoting participation** and **local dialogue** and **connecting people** and their **resources** for **better employment** and a **higher quality of life** for both men and women.

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.

A consultant, HS Business Solutions, was initially appointed in 2018 by Cape Winelands District Municipality, to develop a Local Economic development Strategy for Witzenberg Municipality. This developed Strategy was not adopted and thus remained in draft format.

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.

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. Approach

Each community differs in terms of strengths and capabilities, and each also faces unique challenges. An appropriate local economic development strategy should therefore find the optimal balance to capitalise on strengths and address development needs.

A simple approach to understanding the complexity of strategic thinking involves finding the answers to three questions:

- Where are we now? Where do we want to go? How do we get there?

Developing a strategy involves an analysis of the current situation, a clear vision of the desired outcomes and then developing a roadmap to move from the status quo to the desired future state, through considering macro-economic factors and unique internal strengths and weaknesses.

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

Both quantitative data and qualitative data was gathered to provide a firm foundation for the development of the LED strategy. Quantitative data is information about quantities; that is, information that can be measured and written down with numbers. Qualitative data is a categorical measurement expressed not in terms of numbers, but rather by means of a natural language description.

Data was gathered from primary and secondary data sources. Primary data is information which is sourced directly from respondents and was not previously published. This allows for the experiences and perceptions of respondents to be captured directly. Secondary data refers to all sources of data that are already published, such as previous research reports, academic and journal articles, and published statistics. "Secondary" therefore means that the data was obtained from previously published research, and not that it is of lesser importance.

2.2.1. Primary data

Primary data, through engagement with role-player and stakeholders, was gathered during 2018& 2024 through administering questionnaires, consultation sessions and input workshops. The questionnaires were carefully designed, observing the guidelines for constructing proper questionnaires, avoiding negative statements and avoiding leading the respondents. The questionnaires were compiled using recognised and accepted standards and approved by the project management team before they were administered.

The questionnaires were administered through semi-structured interviews, either individually or in group settings during stakeholder workshops. The process was therefore participatory, and stakeholders were involved in both workshop-level and individual-level engagement.

The following stakeholder groups were included:

- Business stakeholders invited to workshop sessions by the Municipality and who attended the workshops in 2018& 2024. The 2024 workshops were done by using the “world café” method where individuals were grouped at random together and rotated around tables with specific themes. This allowed for specific input with a diverse group of people, in order that inputs could be made objectively.
- Important stakeholders, identified by the municipality, who agreed to participate were engaged individually.

2.2.2. Secondary data

Secondary data comprised of a desktop study of published literature, official records, academic papers and peer-reviewed articles. A literature search was conducted to source applicable theoretical information and relevant published documents, including peer-reviewed articles. The literature was reviewed in order to integrate available data and highlight important trends and themes.

Secondary data was sourced from sources such as StatsSA and other reputable and established sources. The Municipality also shared previous research studies and other internal documents. The latest statistical data were utilised to reflect the current socio-economic status.

Statistics South Africa is responsible for conducting a nation-wide statistical survey every ten (10) years. The previous census was in 2022. The MERO (Municipal Economic Review & Outlook) 2024 & the SEP (Socio-Economic Profile) 2024 for Witzenberg Municipality was extensively utilised for secondary data.

2.3. *Analysis of data*

Analysis is a critical element of all planning processes. The success of development planning depends on the quality of analysis of all the elements contributing to development (DBSA, 2001). Economic strategy cannot be made haphazardly and has to be evidence-based. Economic trends provide important information that describes the health and vitality of the surrounding community and region. This information is useful for business operators and investors make informed decisions regarding development in the community.

2.3.1. *Analysis of primary data*

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.

2.3.2. *Analysis of secondary data*

The secondary data was analysed using accepted and recognised theoretical models, resources 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. The report frequently displays statistical data graphically in order to communicate results clearly and simply.

2.4 *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. Structure of the report

This report is structured to provide a practical and understandable review of the current status of the regional and local economy and propose practical implementation steps that are rooted in solid theoretical and academic principles.

Each section is discussed against the backdrop of regional, provincial and national targets as well as the regulatory framework.

3.1 Contents of the report

The preliminary chapters of the report explain basic principles of economics, economic growth and economic development. The background offers an understanding of why certain factors are important and explains their relevance to economic growth. These preliminary chapters provide insight into accepted and recognised models for economic development and explain how and why they are important. It should serve as a key to understanding the analyses and recommendations contained in this report.

The regulatory framework provides a guideline to the relevant legislation and policies that guide and impact on local economic development, as well as the targets set out on local, provincial and national level.

Each section provides a brief explanation of the aspect under evaluation and stipulates how and why it is relevant to local economic development. The region's progress against targets is discussed and the most pressing issues identified.

The report then considers the engines of growth and results of the analyses and makes recommendations that are aligned to recognised economic development principles.

The implementation plan of the Strategy is then finally elaborated upon, indicating the approach, the strategic vision, the goals, objectives, programmes and projects.

4. Economics, Economic Growth and Economic Development

Roux (2014) defines Economics as “the study of the way in which human beings employ scarce resources to satisfy their many needs” (Roux, 2014:4). Therefore, economics is about dividing available resources to satisfy a variety of needs. The demands on government spending must be prioritised, and economics is thus about making choices. Economic analysis is aimed at determining how well an economic system is functioning.

There are four economic factors of production (Roux, 2014:2):

- Human Capital (Labour)
- Entrepreneurship
- Capital
- Natural Resources

Human Capital (Labour) refers to the physical and mental ability, and the well-being of the local population of an area. This can also be referred to as human capital.

Entrepreneurship refers to the efforts of those who run businesses in the private sector, be it formal or informal. Entrepreneurship is very important for putting labour, natural resources and capital to productive use. The under-performance of the South African economy over the past two decades can partially be attributed to a lack of entrepreneurship (Roux, 2014:3).

Capital refers to investment in physical assets, such as factories, machinery and infrastructure that assist in the production of goods and services.

Natural resources refer to resources that are naturally available in an area. These may include mineral deposits, water and agricultural land.

The four factors of production are the “ingredients” required to develop the local economy.

4.1 Economic Growth versus Economic Development

Economic *growth* occurs by an increase in Gross Domestic Product (GDP) or Gross National Product (GNP). Therefore, economic growth means an increase in real per capita income. GDP per person is associated with the levels of poverty, and an increase in per capita income translates to lower levels of poverty.

Economic *development*, however, includes more than the limited objective of increased average income to include higher employment rates, improving the business climate, social development and infrastructure

development. Economic *development* can be defined as economic growth plus improvement in human welfare as well as social and structural transformation.

Improvement in quality of life includes economic growth and improvement in human welfare. Economic growth can occur without economic development, but development without growth is unlikely. Economic growth is therefore a prerequisite for economic development.

Economic Development includes more than just economic growth and is measured in terms of:

- Life expectancy
- Educational attainment
- GDP per capita or GNP per capita

It is argued that to attain economic development, there must not only be growth in aggregate output, but also equitable distribution thereof (Nnadozie, 2003: 66). In some instances, economic growth can even exacerbate income inequalities and therefore may have adverse effects on certain vulnerable groups (Kuznets, 1955; Kanbur, 1997). While it is important for an increase in income to be equitably distributed, growth must first occur, because there must be resources to distribute before consideration can be given to how this distribution will take place (Dollar & Kraay, 2000).

Through creating employment and a nurturing economic climate, job creation and inequality can be addressed.

5. The principles of Local Economic Development

Local Economic Development (LED) has gained widespread acceptance across the world as a locality-based response to the challenges posed by globalisation, devolution and local-level opportunities and crises (Glasmeier, 2000). The South African national government recognises local government as key agents for change, and therefore specifically tasked them to respond to the developmental needs faced in their localities, with a specific focus on the poorest members of society (RSA, 1998).

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.

LED is defined by Zaaijer and Sara (1993) as “essentially a process in which local government and/or community-based groups manage their existing resources and enter into partnership arrangements with the private sector, or with each other, to create new jobs and stimulate economic activity in an economic area.” The involvement of local stakeholders in the process of developing their own territory is a prerequisite for sustainable growth. Creating a forum for social dialogue and participatory decision-making helps to build trust, encourages innovation and promotes the creation of social networks and activities, fostering social cohesion and decreasing the risk of conflict.

As a programme, LED is intended to maximise the economic potential of all municipal localities throughout the country, and to enhance the resilience of the macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development.

LED has a dual nature in that both pro-growth and pro-poor interventions should occur in harmony to achieve inclusive economic development. LED is therefore characterised by both growth-orientation and welfarist orientation, also known as pro-poor, interventions (Rogerson, 2003).

The goals of LED tend to revolve around a set of common issues of job creation, empowerment, the pursuit of economic growth, community development, the restoration of economic vitality and diversification in areas subject to recession. Additionally, it involves establishing the locality as a vibrant, sustainable economic entity, often within a global context (World Bank, 2001).

Direct applications of LED include issues of service delivery, public works, shelter provision, livelihood support, urban agriculture, and affirmative procurement.

LED is a means to achieve the effective mobilisation of local resources by encouraging investments with the highest rate of socio-economic return. Partnerships between private, public and non-profit stakeholders become crucial for a sustainable development process, allowing the convergence in investment programming between the different local role players, while supporting the legitimacy and sustainability of the development process.

6. Regulatory Framework

6.1 Introduction

The Constitution of the Republic of South Africa (1996) determines how government works. There are three spheres of government: National government, Provincial government and Local (Municipal) government. These spheres are distinctive, interrelated and interdependent. The 3 spheres are indicated below:



Various sections of legislation and policy form the foundation for LED in South Africa. Local Economic Development is prioritised by various National, Provincial and Local legislation, policies and strategies which provide a legal framework and guidelines for the implementation of LED.

The overarching role of local government is to create a platform and environment to engage stakeholders in implementing strategies and programmes. There is clear implication given by the Constitution (1996) and the National Framework for Local Economic Development that municipalities have a key role in creating a conducive environment for investment through provision of infrastructure and quality services, rather than by developing programmes and attempting to create jobs directly.

The following statutes are important for LED and must be adhered to.

6.2 National Level

6.2.1 The Constitution (1996)

The Constitution is the most supreme law of South Africa and sets out the rights and duties of its citizens. The Constitution defines the structures of government as well as their relationships with each other. Anything in contrast with the Constitution is unlawful and must be changed or set aside.

6.2.2 The White Paper on Local Government (1998)

The White Paper on Local Government has been described as a “mini Constitution for local government.” It sets “the basis for a new developmental local government system, which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent

quality of life and meet the social, economic and material needs of communities in a holistic way” (WPLG, 1998).

6.2.3 National Spatial Development Framework (2006)

The NSDP was developed to reform apartheid spatial relations and implementing spatial priorities in a manner that aligns with the Constitution. The NSDF sets out principles that enables and promotes Local Economic Development.

6.2.4 The Municipal Structures and Municipal Systems Acts (1998)(2000)

The Municipal Structures Act sets out the types and categories of Municipalities to be established as well as the functions and powers they possess. The Municipal Systems Act sets out a framework to guide a municipality’s performance through the development of a performance management system.

6.2.5 National Framework for Local Economic Development (2018-2028)

The 2018-2028 revised LED Framework sets out an expanded vision for LED which identifies with high levels of certainty what needs to be done in order to move towards a more successful form of LED, which is underpinned by the need to advance and deepen our understanding of LED and its function in national, regional development, and growth in South Africa. The framework is anchored on six Core Policy Pillars that will influence the design, development and implementation of LED:

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

6.2.6 Spatial Planning and Land Use Management Act (2013)

The Spatial Planning and Land Use Management Act provides a single national framework for spatial planning and land use management in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in this field. SPLUMA applies to the governance of how land is used. Municipalities will exclusively be responsible for processing and dealing with land use applications.

6.2.7 Comprehensive Rural Development Programme (CRDP) 2009

The main purpose of the programme is on agricultural transformation and land reform as pillars of rural development, alongside infrastructure provision such as housing, energy, sanitation, schools, clinics, boreholes and water reticulation system in rural areas. It creates a platform for rural people to be effectively involved in their development.

6.2.8 National Development Plan (NDP)

The NDP aims to address key challenges and develop the capabilities required for the South African economy to grow and raise the living standards for all, particularly the poor (NDP, 2012). The following important objectives are highlighted by the 2030 Vision of the NDP (2012):

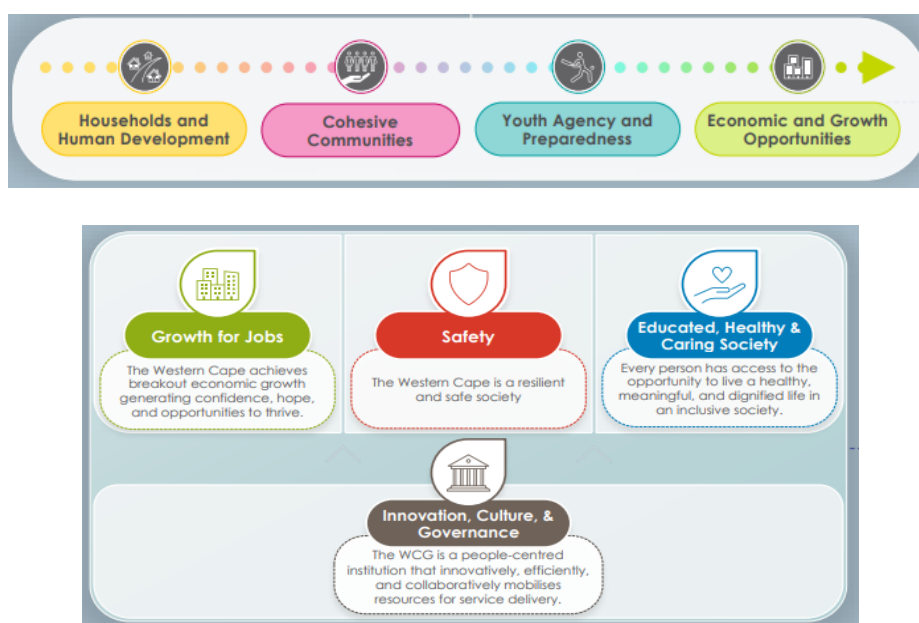
- Access to high-quality basic services that enable people to be well-nourished, healthy and increasingly skilled;
- Rural economies are to be supported by agriculture, tourism and agro-processing (and where possible also mining and fisheries);
- Better integration of rural areas through land reform, job creation and poverty alleviation.

6.3 Provincial Level

6.3.1 Western Cape Provincial Strategic Plan (2025-2030)

The PSP defines the overarching priorities and strategic direction for the WCG, providing a framework for integrated and coordinated action across departments. It establishes high-level outcomes and priorities to achieve shared, resident centric development, guiding departmental and portfolio-level planning.

The Plan encompass the following:



6.3.2 Provincial Spatial Development Framework (WCPSPDF) (2014)

This Framework is a forward planning document that indicates the long-term growth and development path of the municipality. It also co-ordinates the spatial implications of all the strategic sector plans of the municipality. It gives physical effect to the vision and goals of the IDP of the municipality and it informs land use management.

It identifies and spatially locates available resources as well as existing and planned infrastructural provision. Additionally, it spatially identifies where the key economic sectors will be best placed given their requirements.

6.3.3 Western Cape Growth for Jobs strategy 2035

The Growth for Jobs Strategy sets out a comprehensive, challenging and ambitious goal for the Western Cape to be a R1-trillion inclusive economy in real terms and growing at between 4% and 6% per annum by 2035. This will be achieved through enabling a competitive business environment in which growth is driven through businesses exploiting opportunities. There are 7 priority focus areas of the strategy:

- Priority Focus Area 1: Driving growth through investment
- Priority Focus Area 2: Building exports and domestic markets
- Priority Focus Area 3: Energy Resilience and transitioning towards net zero carbon
- Priority Focus Area 4: Securing our water future
- Priority Focus Area 5: Partnering for Technology and Innovation
- Priority Focus Area 6: Connecting through infrastructure and digitalisation
- Priority Focus Area 7: Improving learners, entrepreneurs and aspirant job seekers

6.3.4 Western Cape Infrastructure Framework (2050)

The WCIF 2050 guides the Western Cape Department of Infrastructure's (DOI) vision, project pipeline, and budget. It ensures that all infrastructure projects are aligned with the Western Cape Government's (WCG) economic growth masterplan and the Growth For Jobs (G4J) strategy.

6.4 *District level*

6.4.1 *Cape Winelands Regional Socio-Economic Development Strategy 2019/2020*

Below is a table that lists the goals, top priorities and drivers of the Cape Winelands Regional Socio-Economic Strategy:

GOALS	PRIORITIES	DRIVERS
OVERARCHING PRIORITY: Build and Strengthen Partnerships and Collaboration <i>Driver 1:</i> <i>Mobilising Resources for Social, Economic and Rural Development in the Cape Winelands District</i>		
Goal 2: Working towards building Safe, Healthy, Active and Productive Communities Together	Priority 2: Productive Communities	<i>Driver 2: Building Resilient Families and Communities</i> <i>Driver 3: Healthy Communities</i> <i>Driver 4: Investment in Skills and Employability</i>

		<i>Driver 5: Promoting and Building Inclusiveness</i>
Goal 1: Growing and Thriving Entrepreneurship and Innovation	Priority 3: Increased Business Growth through facilitating Inclusive Economies	<i>Driver 6: Support for Small Business Driver 7: Support Sector Development Driver 8: Promoting Innovation and Diversification</i>
Goal 3: Facilitating Investment Attraction, Retention and Opportunities	Priority 4: Competing in the Global Market	<i>Driver 9: Facilitating Investment Attraction Driver 10: Business Retention and Expansion for higher growth sectors</i>
Goal 4: Environmental Protection that promotes Sustainable Development and Economic Growth	Priority 5: Inclusive Economic Growth	<i>Driver 11: Uplifting Rural Places, Economy and People</i>
Goal 5: Promoting Culture, Diversity and Vibrant Places	Priority 5: Inclusive Economic Growth	<i>Driver12: Tourism Planning and Management Driver 13: Championing Tourism Growth, Product Development and Innovation Driver 14: Invest in Tourism Skills and Development Driver 15: Effective Destination Marketing Driver 16: Promote Inclusive Tourism</i>

6.5 Local government level

6.5.1 By-laws

By-laws are passed by the municipalities' councils to come into effect and are created to regulate the affairs and the services the municipality provides in its area of jurisdiction. By-laws regulate public order, public amenities or properties of the municipality, and ensure that the municipal area is safe and orderly.

6.5.2 Policies of the Municipality

The Constitution stipulates certain service provision standards. To achieve these standards, municipal policies are developed and implemented. Local government has the legislative and executive power to develop and implement policies.

6.5.2.1 Integrated Development Plan (IDP)

Local Municipal objectives are outlined in an Integrated Development Plan (IDP) which is reviewed annually. An IDP acts as a tool to measure performance and track progress in order to enable municipalities to remain on track to reach their goals. Witzenberg Local Municipality's IDP was reviewed in 2023 in order to ensure its relevance for strategic planning.

Witzenberg Local Municipality's Vision for 2022 – 2027 is to be "A municipality that cares for its community, creating growth and opportunities." The Municipality's mission includes promoting social and economic development. The following four (4) Key Performance Areas (KPA's) underpin Witzenberg's Mission:

- Essential Services:
 - Sustainable provision and maintenance of basic infrastructure
 - Provide for the needs of informal settlements through improved services
- Governance:
 - Support Institutional transformation and development
 - Ensure financial viability
 - Maintain and strengthen relations with international and intergovernmental partners
- Communal Services:
 - Provide and maintain facilities that make citizens feel at home
- Socio-Economic Support Services:
 - Support the poor and vulnerable through programmes and policy
 - Create an enabling environment to attract investment and to support the local economy

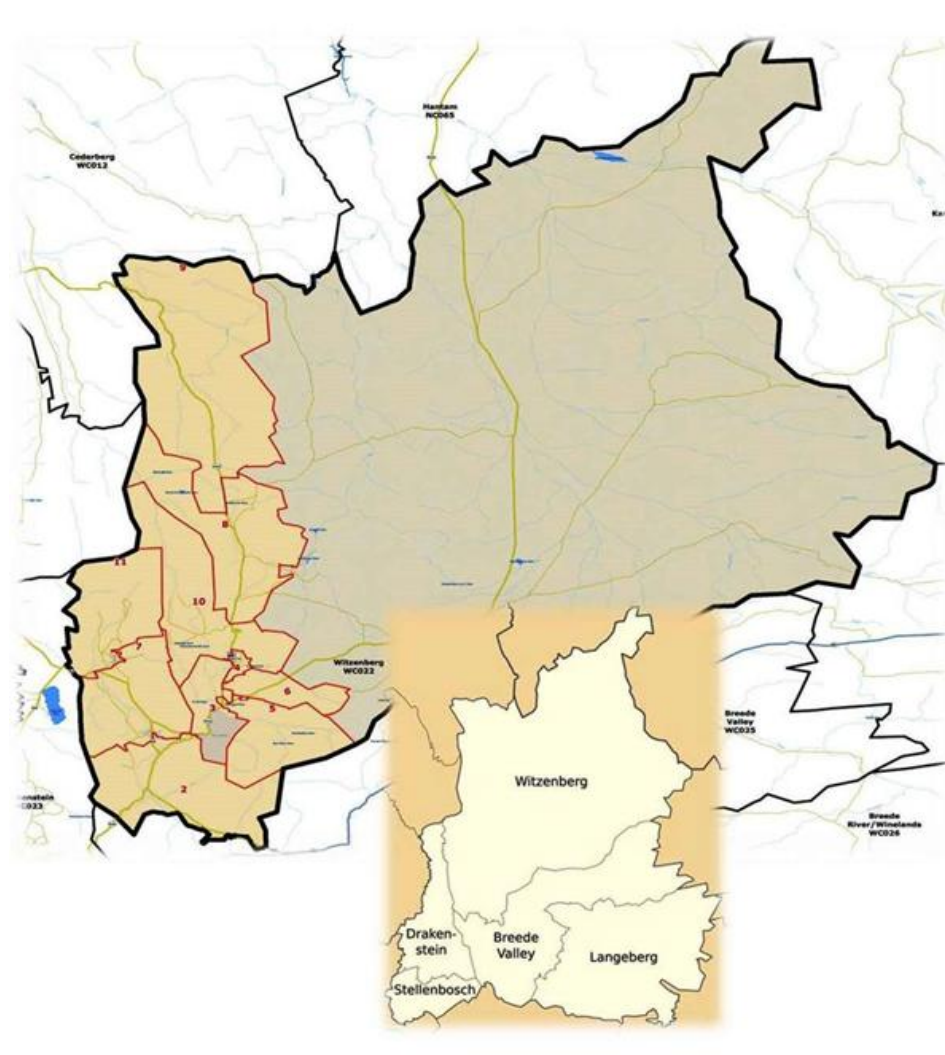
Witzenberg Municipality's Strategic Objectives:

- ✓ Sustainable provision and maintenance of basic infrastructure
- ✓ Create an enabling environment to attract investment and support local economy
- ✓ Provide for the needs of informal settlements
- ✓ Support Institutional Transformation and Development.
- ✓ Provide and maintain facilities that make citizens feel at home.
- ✓ Support the poor and vulnerable through programmes and policy
- ✓ Support institutional transformation and development.
- ✓ Create an enabling environment to attract investment and support local economy.
- ✓ Support the poor and vulnerable through programmes and policy
- ✓ Ensure financial viability
- ✓ Maintain and strengthen relations with international and inter-governmental partners as well as the local community through the creation of participative structures.

7 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 northeast of Cape Town, bordering on the Drakenstein Local Municipality in the southwest and Breede Valley Local Municipality in the southeast.

Below is a map of the Witzenberg Municipal area.



(source: www.westerncape.gov.za)

It is a landlocked area to the north of the Drakenstein and Breede Valley Local Municipalities. The Witzenberg Local Municipality include the rural areas of Ceres Valley, Koue Bokkeveld, Agter-Witzenberg and the northern part of Breede Valley (Het Land van Waveren).

Major towns situated in the Witzenberg Local Municipality include Ceres, Prince Alfred's Hamlet, Op-die-Berg, Tulbagh and Wolseley.

The area is located in the fertile and scenic Breede Valley and is surrounded by three mountain ranges, the Obiqua mountains to the west, the Winterhoek mountain range to the north and the Witzenberg mountains to the east. The mountains often receive significant winter snowfall. The area is renowned for producing export quality deciduous fruit, vegetables and wine products. Other agronomical products produced in the area include olives, grains and meat products (beef and pork).

The mountains and valley create an area that is scenic as well as fertile and ideally suited for the production of deciduous fruit, making the area an important role player in the provincial agricultural economy. A large portion of the total provincial deciduous fruit is produced in the Witzenberg Local municipal area, which is then exported to the European Union, Asia and the USA amongst others. Agriculture is the dominant source of employment in the 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 town of Ceres, making the town the agro-processing centre of the Witzenberg Local Municipality.

The Witzenberg Local Municipality, with a population of 162121 as at 2024, has the second smallest population of all the municipalities in the Cape Winelands District Municipality.

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 GDP of R 68.249 billion in 2023. (MERO 2024/2025 WC).

7.1 Profile of Main Towns:

The Witzenberg Local Municipal area includes the following towns:

7.1.1 Ceres, Warm & Koue Bokkeveld, Agter Witzenberg

The largest town and administrative centre in the Witzenberg Municipal area is Ceres. Ceres is a well-known producer of deciduous fruit. The town is home to big agricultural & agro-processing industry roleplayers. The CBD of Ceres is mostly comprised of retail outlets and services sector businesses that service the local community and agricultural sector. Tourists visit the area to pick cherries in the summer months and enjoy the snow during winter. The small town of Op-Die-Berg is situated on the outskirts of Ceres. The Ceres Chamber of Commerce was established by a group of local businessmen in 1936, and changed its name to the Ceres Business Initiative in 2005.

7.1.2 Op-die-Berg

Op-die-Berg is a settlement located north of Ceres in the Koue Bokkeveld region and service mainly the surrounding agricultural sector. The town is located on the R303 to Citrusdal and consist of churches, 2 schools, a supermarket, a restaurant, a police station and interesting rock art sites. There is also a specialist retailer to service the agricultural sector in this rural community.

7.1.3 Tulbagh

Tulbagh is a historical town with the CBD offering a concentration of heritage sites, museums, restaurants and art galleries. The town also offers a variety of wedding venues and is growing in popularity as a weekend getaway destination. Tulbagh is a large producer of peaches, apricots, prunes and citrus fruit. Some of the fruit is exported as well as dried or canned.

7.1.4 Wolseley

Wolseley is a small rural town situated at the foot of Mitchells pass. The town services the surrounding residential area and surrounding farms. The CBD is comprised of retail outlets and businesses supplying the agricultural sector.

7.1.5 Prince Alfred Hamlet

Prince Alfred Hamlet is situated just outside Ceres. The CBD comprises of light industry that services the agricultural sector and construction industry and includes a few retail outlets. The Town Hall was built in 1926 and boasts architecture from that time.

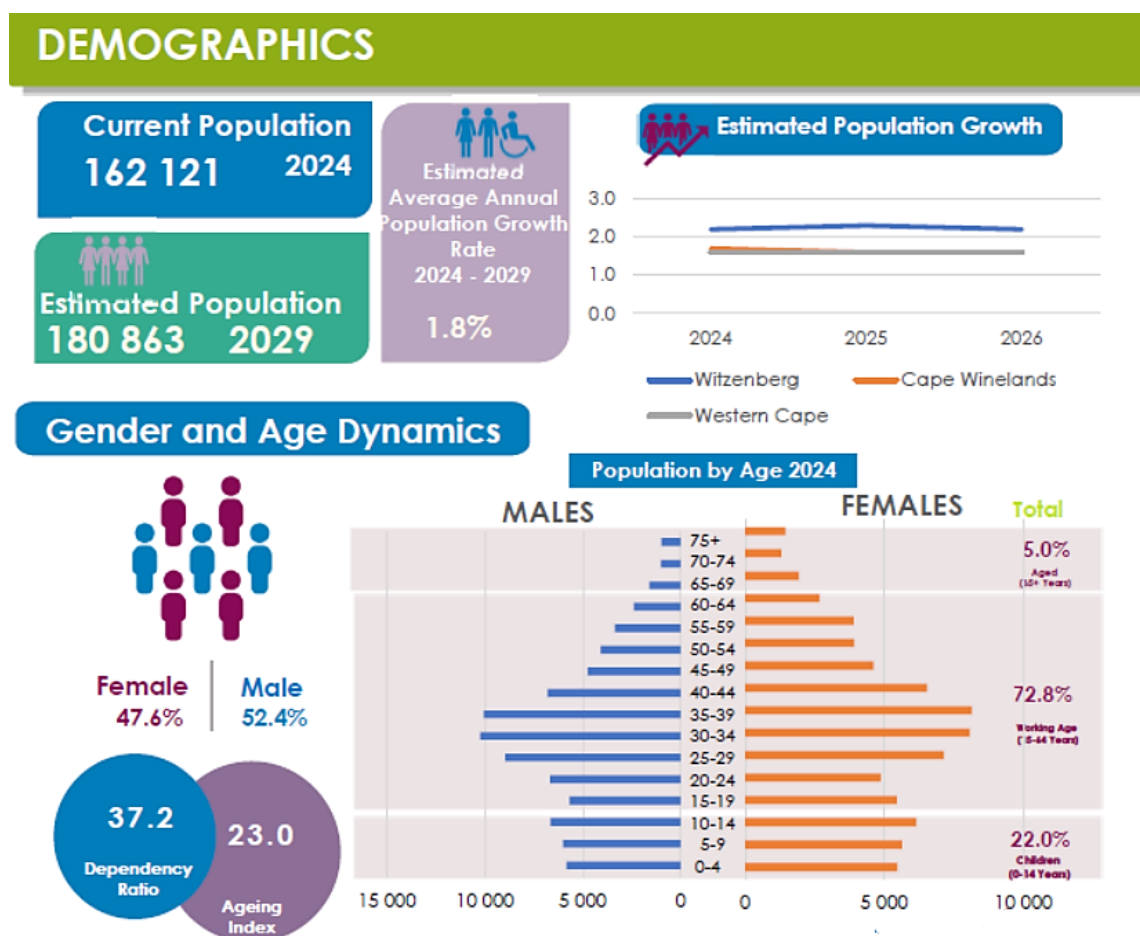
Human Capital

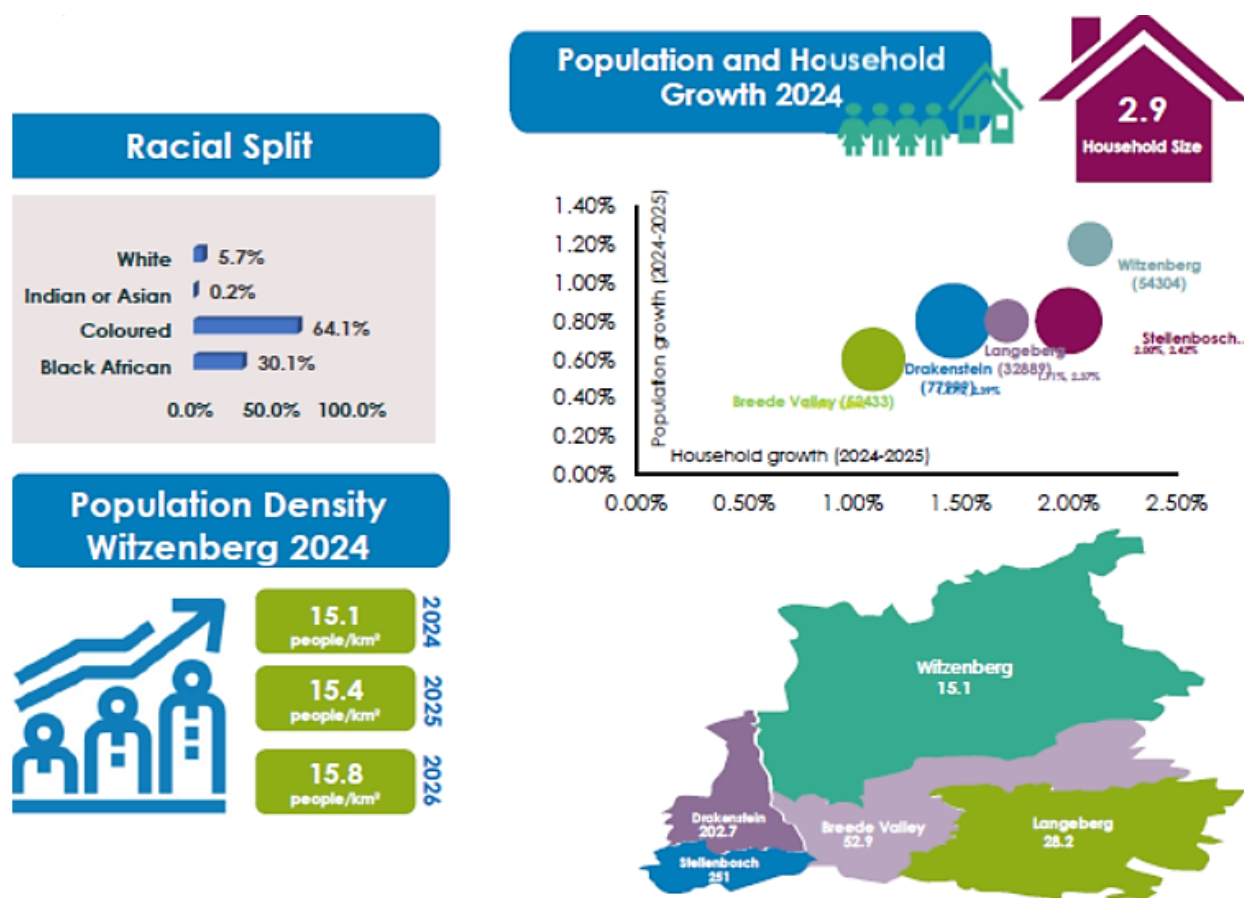
This section of the report deals with the demographic and social profile of Witzenberg Local Municipality. The people of the municipality are both the purpose of LED and a contributing factor to LED. This section therefore considers the factors that impact on the individuals who live in Witzenberg. This includes their health, skills/ educational levels, poverty, living conditions and safety.

8. Demographic profile of Witzenberg Municipality

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

Snapshot of demographical information of Witzenberg Municipal Area:





(Source: Witzenberg Municipality SEP 2024)

8.1 Population size and growth

Population growth is useful for planning purposes in terms of projecting the needs of the population. Strong population growth indicates inward migration, which is indicative of job opportunities resulting from economic growth. Inversely, below average population growth indicates outward migration, which may be due to very slow or negative economic growth resulting in reduced job opportunities.

As of 2024, 15.1 per cent of the Cape Winelands' population resides in the Witzenberg municipal area. The population totals 162121 persons in 2024 and is estimated to be 180863 persons by 2029. This equates to an estimated average annual growth rate of 1.8 per cent for the period, above the expected district growth. This demographic trend holds significant socio-economic implications for the region, influencing resource allocation, infrastructure development, and overall economic planning in the Cape Winelands area.

The aggregate sex ratio (SR), denoting the number of males per 100 females within the population, reveals a male majority in the Witzenberg municipal area, standing at 52.4 per cent for males and 47.6 per cent for females as of 2023. This translates to a sex ratio of 110.5 males per females. Such a male-majority ratio can impact social dynamics, potentially affecting family structures, employment and community development.

Witzenberg municipal area exhibits the lowest population density within the Cape Winelands District, standing at 15.1 persons per square kilometre. This positioning within the district's hierarchy of population density suggests specific socio-economic and spatial characteristics unique to Witzenberg. The lower population density implies a dispersed settlement pattern, potentially correlating with rural or less densely developed areas. The strategic significance of this information lies in its utility for municipal planning and resource allocation.

(Source: Witzenberg Municipality SEP 2024)

8.2 Age cohort and household size

The average household size in 2024 is 2.9. In 2024 the largest population growth was recorded in both the working age 15 - 64 category at 72.8 per cent and those reliant on them, encompassing children (22.0 per cent) and senior citizens (5.0 per cent). This results into an improved dependency ratio of 37.2 per cent in 2024. The diminishing dependency ratio holds economic advantages, indicating a diminished burden on social systems and municipal services. This implies a smaller proportion of the Witzenberg populace is non-working, thereby alleviating pressure on governmental support and the working demographic in sustaining the non-working segment of the population.

Contributing factors to the trend of a constant average household size include, but are not limited to, lower fertility rates, ageing population, divorce, cultural patterns surrounding intergenerational co residence, as well as socio-economic factors that shape trends in employment, education, and housing markets.

(Source: Witzenberg Municipality SEP 2024)

8.3 Human development

Human development is measured in terms of three dimensions of human development, namely:

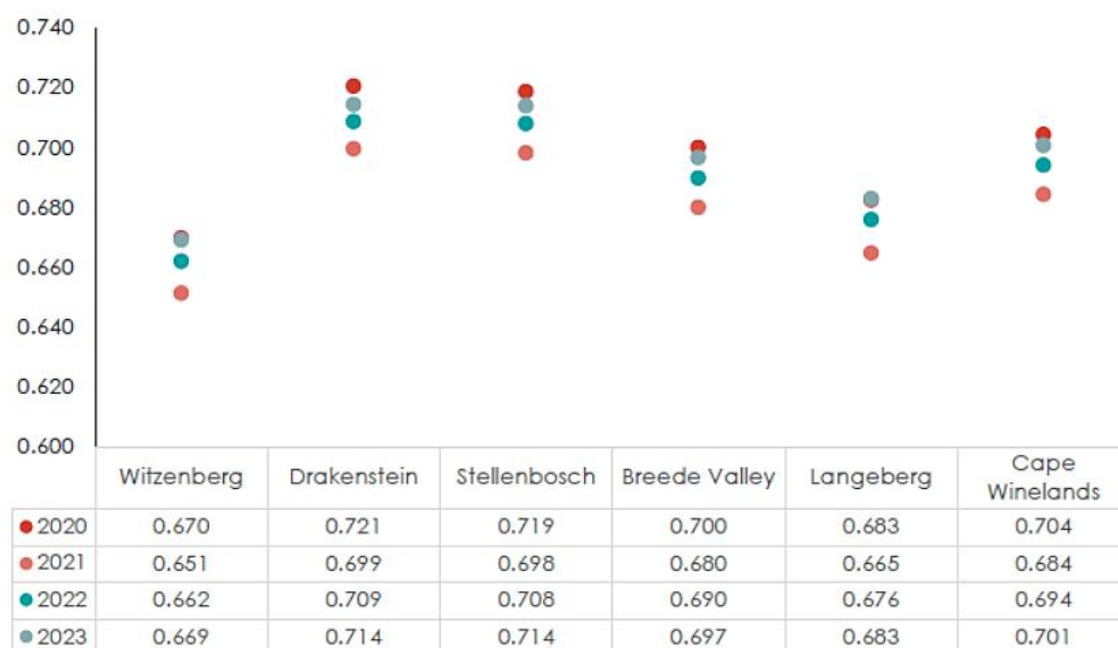
- living a long and healthy life (expressed as life expectancy);
- being educated (measured in terms of adult literacy rates and gross enrolment); and
- having a decent standard of living (in terms of income or purchasing power).

Human Development Index (HDI) scores can be classified as follows:

- Very high: 0.8 or above
- High: above 0.7
- Medium: 0.55 to 0.69
- Low: below 0.54

The graph below depicts the HDI in relation to the District & Municipalities

HDI PER MUNICIPAL AREA, Cape Winelands District, 2020 – 2023

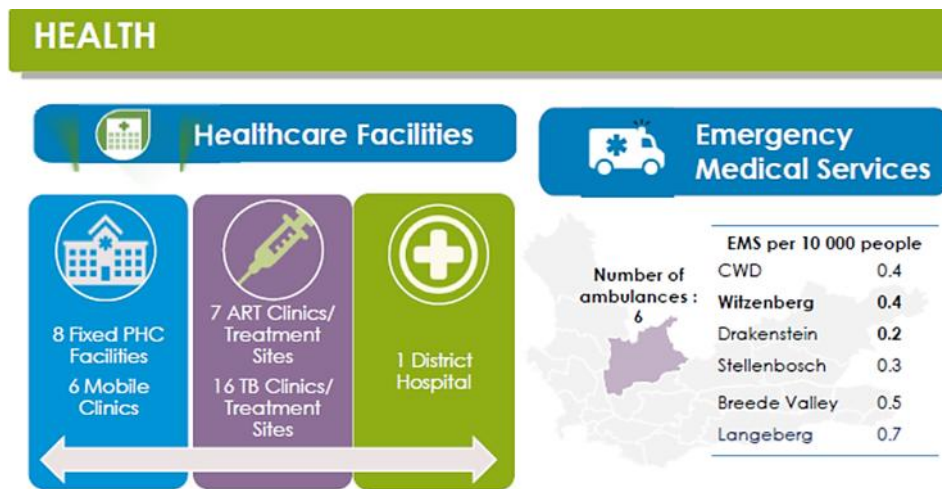


Source: S&P Global, 2023

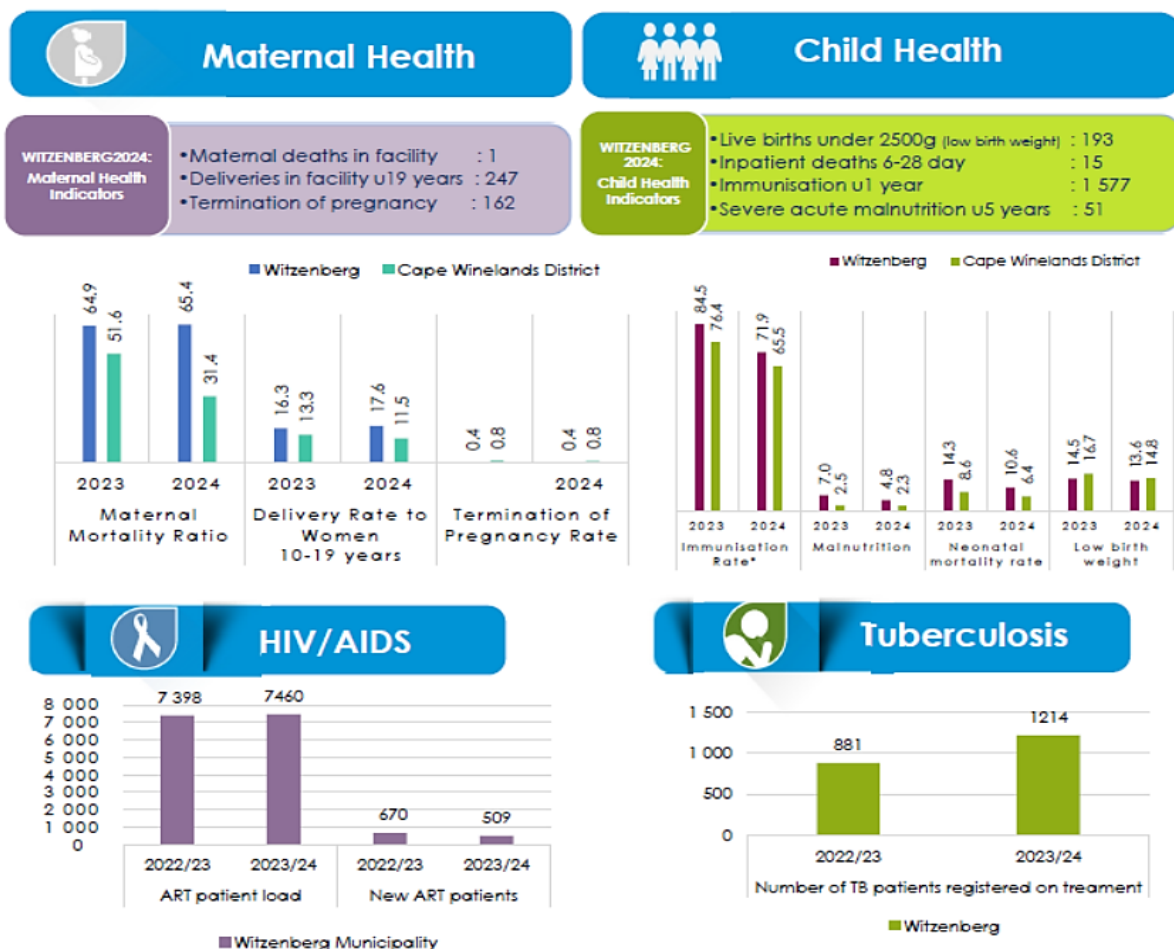
Witzenberg registered a comparatively lower standard of living with an HDI of 0.669 in 2023, possibly due to challenges related to its low-skilled agriculture sector. Witzenberg Municipality also recorded the lowest HDI growth in the Cape Winelands District in 2023.

8.4 Health

Below is a snapshot of health-related matters in Witzenberg Municipality.



There is a comprehensive healthcare system in the Witzenberg area, but coverage of 0.4 ambulances per 10,000 people needs attention.



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

(Source: Witzenberg Municipality SEP 2024)

8.5 Education

Having an education expands the range of options open to an individual, thereby creating opportunities to live a fulfilling life. Education satisfies the basic human need for knowledge and skills.

Important indicators of the education and skills provision in a population include literacy rate, teacher-pupil ratio, classroom-pupil ratio and the extent of training received by individuals. Low educational levels mean that the productivity of labour is lower than what it could be.

In the Witzenberg municipal area, learner enrolment witnessed an increase from 18 705 in 2020 to 19 282 in 2023. Learner retention, a key metric reflecting continued participation in the schooling system, has shown a positive trend in Witzenberg. The retention rate increased from 69.5 per cent in 2022 to 76.3 per cent in 2023. This upward trajectory signifies improved efficiency and quality within the schooling system.

The Witzenberg municipal area exhibits a favourable learner-teacher ratio, standing at 27, 8 in 2023, below the prescribed upper limits of 35:1-40:1. This lower ratio suggests the potential for higher-quality learning experiences and more personalized teaching, contributing to improved educational outcomes. These statistics are however not applicable to each school in Witzenberg, especially the Model B Schools, where intervention is needed.

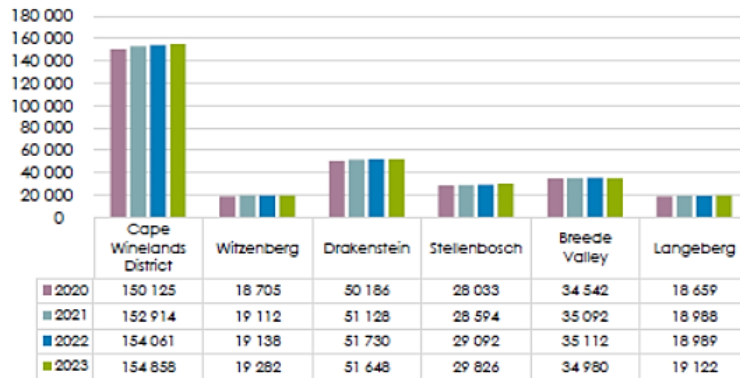
Although there is a positive trend in learner retention, Witzenberg's matric pass rate improved from 64.7 per cent in 2021 to 70.9 per cent in 2022 however, decreased to 68.0 per cent in 2023. This necessitates focused intervention strategies to maintain and improve matric pass rates in the municipal area.

See below statistics for learner enrolment and learner retention.

EDUCATION



Learner enrolment 2020 - 2023



Educational facilities 2023

53

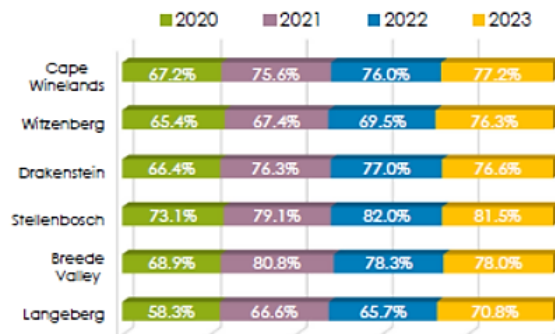
Number of
schools

84.9%

Proportion
of no-fee
schools

Number of
schools with
libraries
17


Learner retention 2020 - 2023

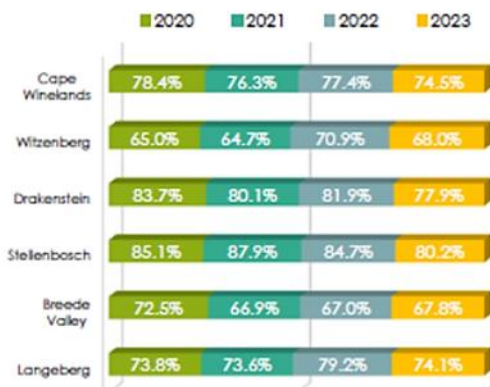


Learner-teacher ratio 2020 - 2023

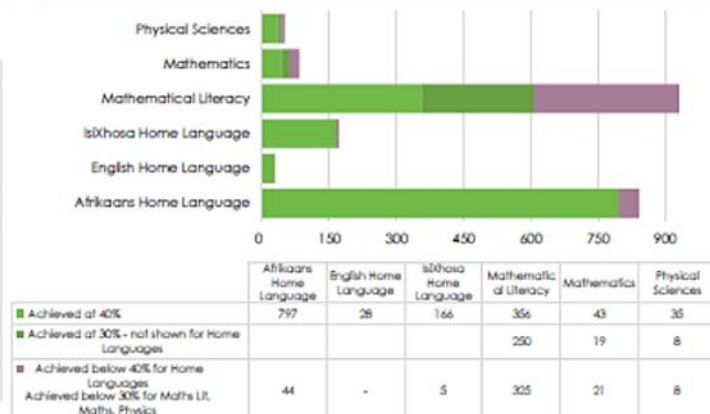
	2020	2021	2022	2023
Cape Winelands District	27.8	28.0	27.8	27.1
Witzenberg	27.8	28.6	29.0	27.8
Drakenstein	27.7	28.0	27.6	26.7
Stellenbosch	26.8	27.2	26.7	26.3
Breede Valley	28.3	28.0	27.8	27.5
Langeberg	28.4	28.4	27.7	27.4



Matric outcomes 2020 - 2023



Matric subject outcomes Witzenberg 2023

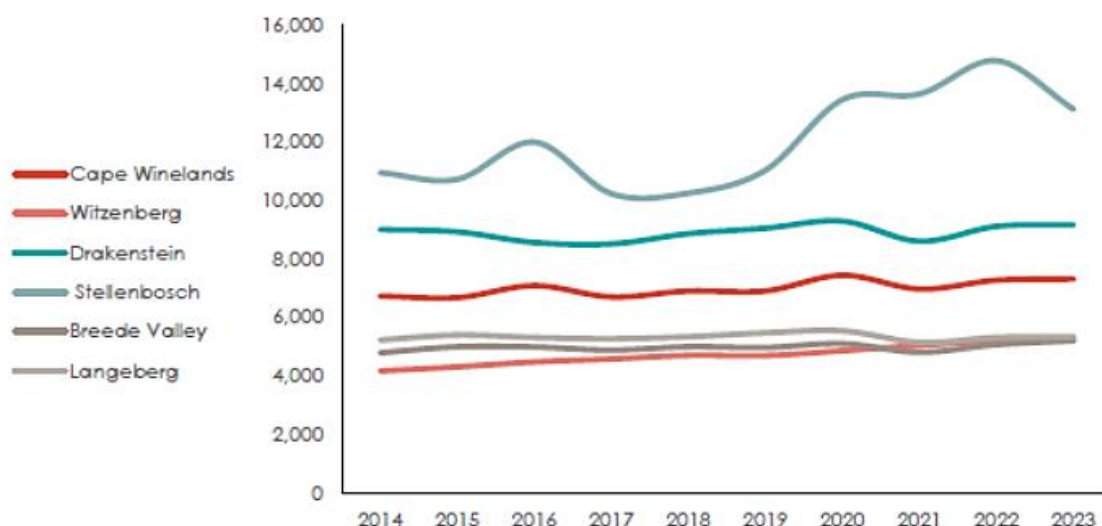


(Source: Witzenberg Municipality SEP 2024)

8.6 Income

Household income is one of the most important determinants of social welfare in a region. The ability of the population to meet their basic needs such as food, clothing, shelter and basic amenities is largely determined by the level of income of households. Median income, however, focuses on the most prevalent income levels, making it a better indicator of the income levels

MEDIAN INCOME PER MUNICIPALITY (IN CONSTANT PRICES), Cape Winelands District, 2014 – 2023



Source: Neil, 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

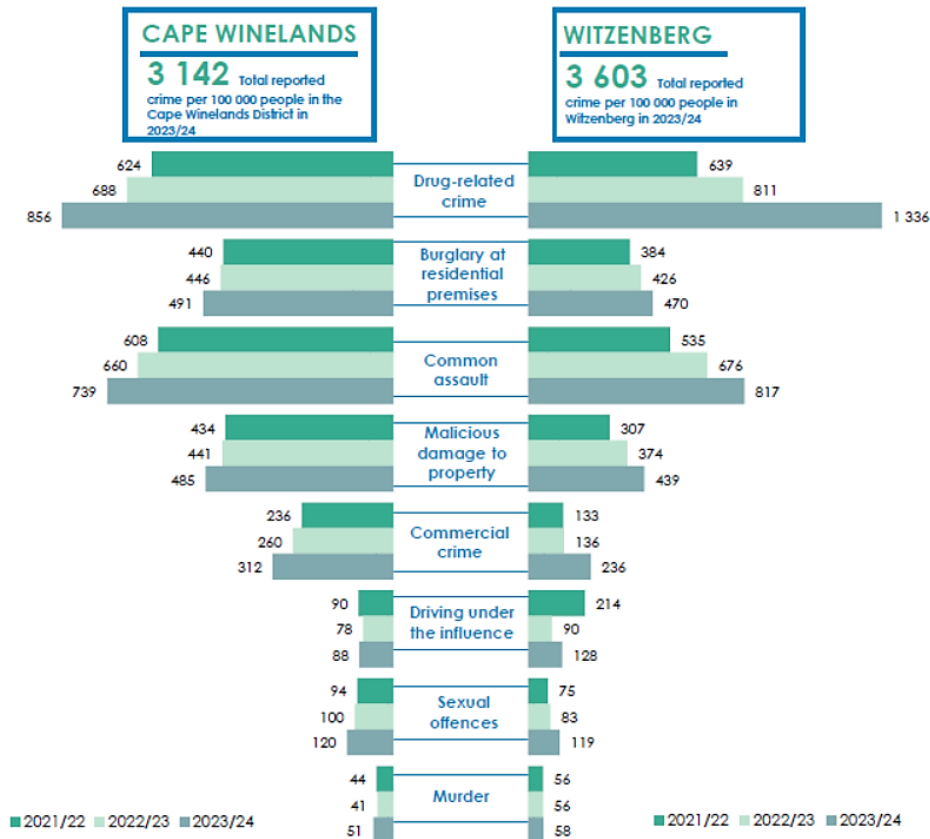
The median income slightly increased in Witzenberg between 2014 to 2023. Witzenberg had a median income of R5 248 in 2023, respectively, indicating moderate income levels. Witzenberg are primarily agricultural, which may contribute to lower median incomes compared to more urbanised regions.

8.7 Safety and Security

Freedom and the security of persons is a basic right included in the Constitution of South Africa. The safety and security of citizens impacts not only on their quality of life, but also affects tourism, business and investment.

The graphs below indicate the statistics for safety and security in the Witzenberg Municipal area, in relation to the Cape Winelands District.

SAFETY AND SECURITY



Almost all of the above mentioned statistics indicated an increase in crime from 2021 until 2024. Drug-related crime and common assault is alarming. The observed crime has the following impacts: impaired driving causing accidents, socio-economic implications that lead to a higher demand for law enforcement & social services, increased costs to property owners, enhanced corporate security measures. Community safety measures and strategies to lessen the impact on the local economy and residents is needed.

(Source: Witzenberg Municipality SEP 2024)

Economic Profile

This section contains an analysis of the structure of the local economy and includes the factors that impact on the growth and trends of the local economy.



9 Economic Profile: Witzenberg Local Municipality

An appropriate local economic strategy should be developed from evidence-based analysis to reveal the current economic landscape within the municipal area. The objective of the economic overview is to: identify local economic strengths and weaknesses, identify strategic opportunities and priorities for strategic investments & examine how regional, social and economic strengths may be linked together to create unique competitive advantages.

The factors of production (natural resources, labour, capital and entrepreneurship) enable an economy to meet demand for goods and services. Therefore, if the supply of these production factors increases, the production of goods and services should also increase. The pillars on which Witzenberg's local economy stands, is land, water, skilled labour force and provision of electricity. Currently, the region has a shortage on electricity provision, which hampers economic growth and employment creation.


Economic growth is measured in terms of an increase in Gross Domestic Product (GDP), referred to as the GDP growth rate. GDP can be defined as the monetary value of all the finished goods and services produced within a country's borders during a specific time period. GDP is measured in real terms, which means that an adjustment for inflation is made to enable comparing one year's GDP with another's.

This section will provide a brief overview of the global economy, South African economy, the Western Cape economy, the District's economy and the Witzenberg Municipal Area economy.

9.1 Global economy brief

The post-pandemic era has been characterised by volatile economic conditions, heightened geopolitical tensions and uncertainty. Individuals, businesses and governments are navigating a expanded period of exceedingly high lending and inflation rates, restrained economic activity, exposure to high sovereign debt and debt service costs, and major geopolitical changes across the globe. Conflicts across parts of Africa, Europe and the Middle East have aggravated these already-trying conditions.

In spite of the above mentioned the global economy is showing signs of potential growth:

 **The United States (US) has begun easing interest rates, with major central banks around the world expected to follow suit.** In addition, the recent USA elections in November 2024 ushering the Republican Party into power are likely to have significant consequences for the South African (SA) economy. Potential impacts include volatility in exchange rates, changes in trade and investment flows, fluctuations in global commodity prices, shifts in global risk appetite, adjustments in interest rates, and possible alterations to United States foreign policy that could affect SA's geopolitical standing and international relations.

✚ **China's economic performance at the beginning of 2024 was stronger than initially anticipated by market participants.** Going forward, the country's improved economic prospects will be driven by a large economic stimulus announced in September 2024. This stimulus has bolstered growth expectations and provided a positive outlook for global trade and investment flows.

✚ **The easing of global oil prices** will benefit most of the world's economies through immediate cost reductions. Lower prices contribute to production expansions and ease inflationary pressures, providing a boost to economic activity and consumer spending. This trend supports overall economic stability and growth prospects.

✚ **Improved trade outlooks** relative to those originally anticipated at the start of the year have emerged across several exporting countries. This positive shift is driven by easing supply chain disruptions post-COVID-19, renewed demand for commodities, and enhanced trade agreements. These factors are fostering a more favourable environment for international trade and economic cooperation.

✚ **Increased trade volumes are expected as economies stabilise, and exporters can gain greater access to international markets.** For South Africa, this could bolster export performance in mining, agriculture and some manufacturing sectors (iron and steel, and automotive industries). This will enhance foreign exchange earnings and support overall economic growth, underscoring the importance of trade relationships and South Africa's ability to leverage global market opportunities.

✚ **These developments offer grounds for a measured economic optimism in the second half of 2024.** This contrasts with the pessimism that marked the year's outset. Despite the ongoing challenges, such as conflict in the Middle East and Ukraine, the evidence increasingly suggests that the global economy is relatively resilient and capable of navigating these obstacles. This shift in perspective underscores a cautious yet growing confidence in our collective resilience and adaptability.

(Source: MERO 2024/2025 CWDM)

9.2 South African economy brief

South Africa's economy has been muted over the past decade, with GDP increasing by an average of only 0.7% over the ten-year period. Several structural constraints on the supply side of the economy, such as infrastructure bottlenecks, a weak business environment, and low productivity have impeded economic growth. Electricity supply shortages have particularly constrained South Africa's growth for several years. Rolling scheduled power cuts (load shedding) started in 2007 and intensified in 2022-2023. While sporadic and short-lived power cuts have occurred in 2025, the reliability and availability of power supply have improved substantially since late March 2024. The improvements in electricity supply have been attributed to a better management of the national power utility Eskom and high-level political support from the President and the Minister of Electricity. The opening of the electricity market to private power generation has further encouraged investment in the sector.

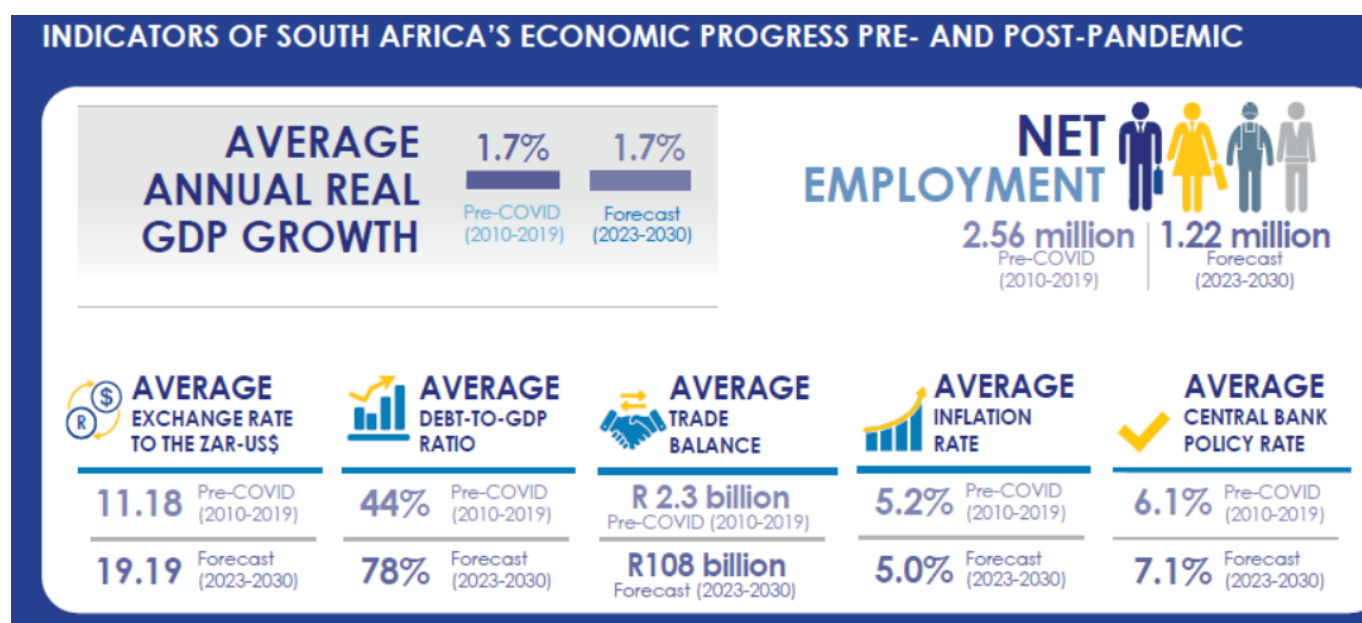
Despite a substantial improvement in electricity supply, South Africa's economy expanded by only 0.6% in 2024, compared with 0.7% in 2023. Growth was mainly underpinned by financial services while output in six of the ten sectors contracted. Severe weather conditions caused the weakest performance of the agricultural sector in nearly three decades. Inflation averaged 4.4% in 2024.

(Source: worldbank.org)

Key economic indicators are currently in motion:

- **The Rand has appreciated against major currencies thanks to international and domestic factors.** A firmer Rand has eased inflationary pressures and made imports relatively cheaper, though exports might lose some price competitiveness.
- **The South African Reserve Bank (SARB) has reduced interest rates, signalling the potential for further decreases.** Lower interest rates are likely to make borrowing more affordable, thereby stimulating consumer spending and investment.
- **South Africa recorded a modest increase in GDP. GDP grew by 0.4 per cent in 2024Q2 up from a decline in GDP of 0.1 per cent in 2024Q1.** Forecasts pit GDP growth at just shy of 1 per cent by the end of 2024, and between the 1.5 and 2 per cent mark for 2025.
- **A significant reduction in load shedding has eased pressures on economic activity.** Whilst the current end to loadshedding is no guarantee of future performance by Eskom, the confidence instilled by Eskom's recent performance has boosted certainty on the power outlook in SA.
- **The labour market continues to face constraints as the unemployment rate rose from 32.9 per cent 2024Q1 to 33.5 per cent by the end of 2024Q2.**

- **South Africa is set to become one of the countries with the highest electricity costs, should the National Energy Regulator of South Africa (NERSA) approve Eskom's proposed 30 per cent hike.** This substantial hike could significantly raise operating expenses, negatively impacting business operations and reducing disposable income for consumers.
- **While fiscal consolidation efforts persist, government debt still hovers at an untenable level.** Almost 20 cents from every R1 collected by the government goes back into servicing its debt, crowding out expenditures sorely needed by the economy.
- **South Africa is vulnerable to changes in global economic conditions due to several factors.** Geopolitical factors such as the outcome of the United States elections and the ongoing conflicts across parts of the Middle East and Europe have a direct impact on South Africa's economy given South Africa's trade and investment ties with the involved countries. Furthermore, local monetary policy is heavily influenced by global interest rate conditions and the positions taken by central banks in the United States, UK and EU. Together these external factors can affect the valuation of the Rand and influence investor confidence.
- **South Africa faces significant climate change risks that threaten agriculture, infrastructure, and economic stability.** Severe weather events, like heatwaves and flooding, are projected to cause major damage by 2050 and 2100. Heatwaves could cost R2 billion in agricultural losses, while flooding may result in R14 billion in damages.



(Source: MERO 2024/2025 CWDm)

9.3 Western Cape economy brief

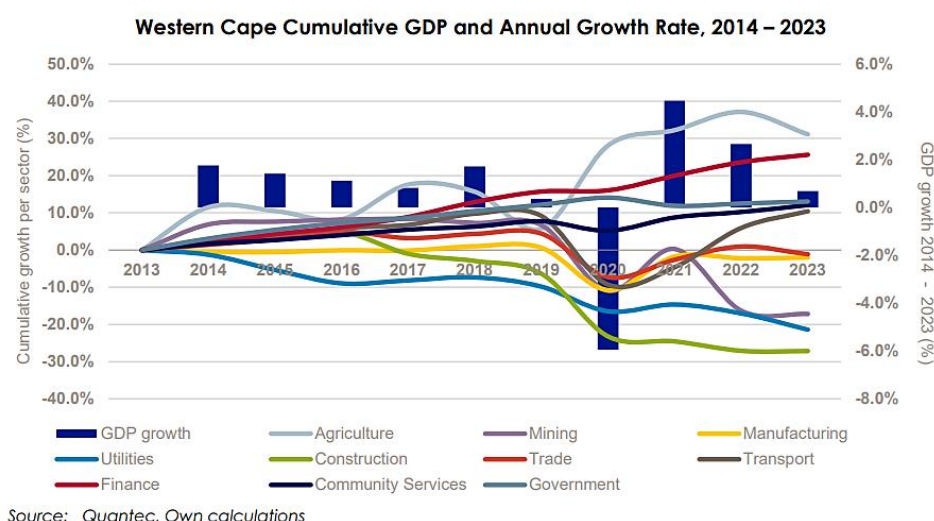


The Western Cape economy can be defined as a service-orientated economy, underpinned by a promising Finance and Information Technology (IT) services industry. The Province has become an attractive destination of choice, with its outdoor lifestyle, flourishing tourism industry, variety in food and restaurants and well-maintained infrastructure. For 2023, the Western Cape retained its contribution to the national Gross Domestic Product (GDP) of 14.2 per cent.

In 2023, the Western Cape's economy expanded by 0.6 per cent, with forecasts suggesting real economic growth of closer to 1 per cent by 2024. Sectors such as tourism, renewable energy, and business process outsourcing offer further growth opportunities. Growth in the Western Cape was enabled by:

- ❖ **Slight improvement in the most recent RMB/BER Business Confidence Index (BCI).** This indicates improvements in the operating environment within the country in the wake of the GNU, and subsequent local and global economic conditions.
- ❖ **A robust small, micro and medium-sized enterprises (SMMEs) environment.** The Small Enterprise Development Agency (Seda) reports that the Western Cape ranks as the third major contributor to hosting SMMEs in the country (with 11.6 % of such businesses, or +300 000 SMMEs being Western Cape based). The Western Cape is 3rd behind Gauteng (37.5 %) and Kwazulu-Natal at 14.1 per cent.
- ❖ **Total exports reached R202.1 billion in 2023, marking remarkable year-on-year growth of 8.7 per cent.** The presence of an oil refinery in Cape Town and the country's only gas-to-liquid (GTL) refinery in Mossel Bay support the province's relatively high share of exports of mineral fuels and mineral oils. The export of fresh fruit, textiles and clothing, along with other agriculture products also contribute significantly to export earnings.

- ❖ **Wesgro committed to 14 investment projects, totalling R7.8 billion in value in 2023/24.** These projects led to the creation of 3 913 jobs, surpassing the investment target. Additionally, 157 trade declarations were signed, amounting to R6.8 billion in value and resulting in 4 948 new jobs.
- ❖ **The tourism industry experienced a robust rebound during the 2023/24 period.** International arrivals at Cape Town International Airport surpassed 200 000 between January and February 2024, increasing by 20 per cent compared to the previous year.
- ❖ **Relatively low unemployment levels, with the Western Cape recording the lowest unemployment rate in 2023.** The most recent Quarterly Labour Force Survey (QLFS) indicated that, although the Western Cape's unemployment rate rose between Q1 and Q2 of 2024 from 21.4 per cent to 22.2 per cent, this number is still well below the South African average unemployment rate (33.5 per cent).

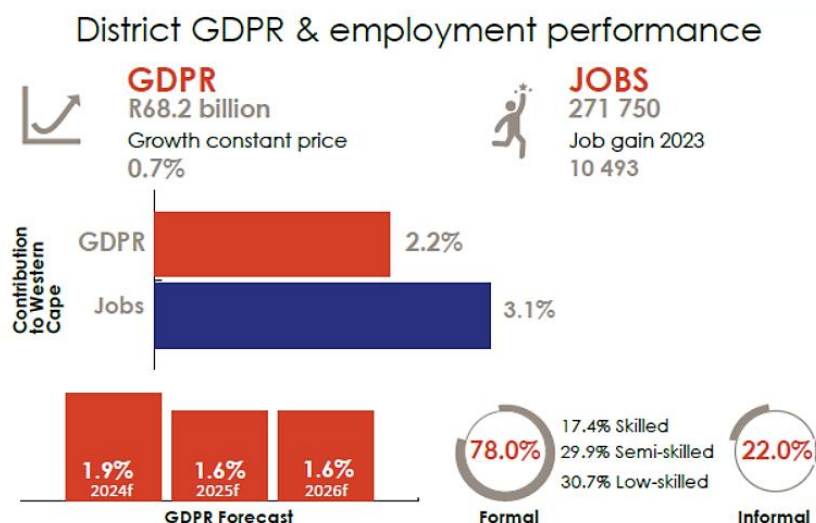
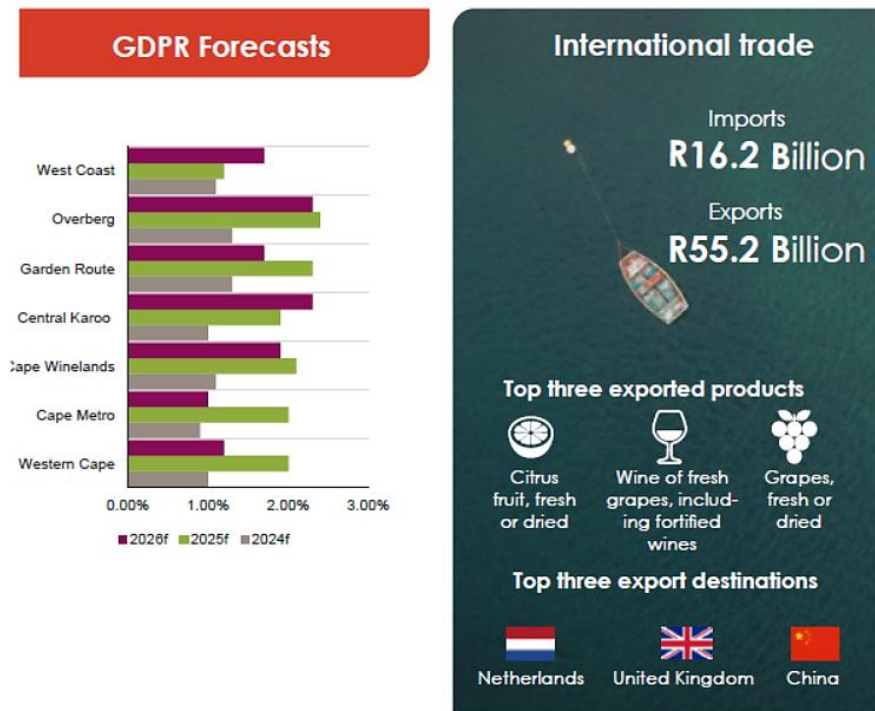


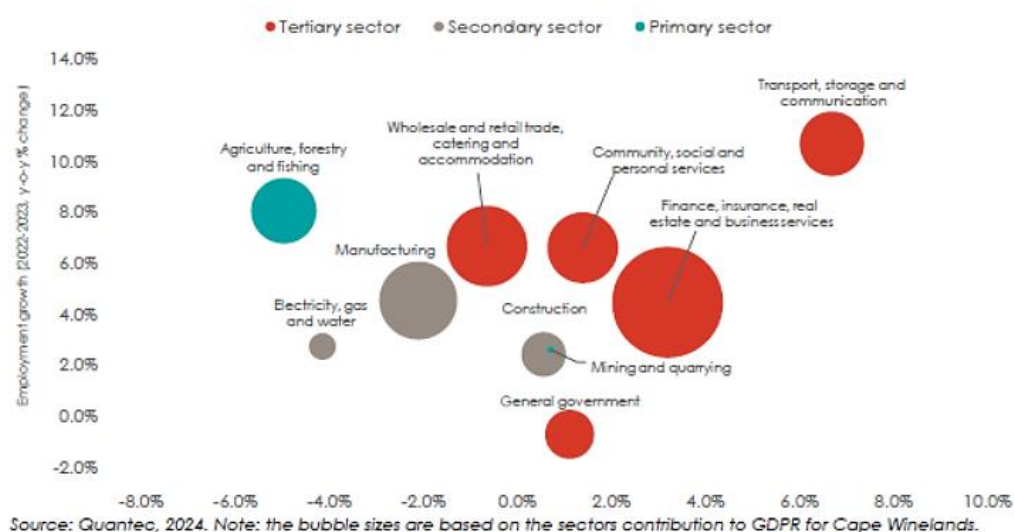
The Western Cape economy expanded by an estimated 0.7 per cent in 2023, of which the Finance sector (0.6 percentage points) made the largest contribution, followed by the Transport sector (0.5 percentage points) and Community Services sector (0.2 percentage points). These sectors' relatively large contribution to growth in 2023 was due to a combination of the relative size of the sectors (Finance 33.5 per cent, Transport 11.2 per cent and Community Services 11.8 per cent) and their positive growth in 2023, (Finance 1.6 per cent; Transport 4.2 per cent and Community Services 1.7 per cent). The Trade sector made a negative contribution to growth (-0.3 per cent) due to a 2.1 per cent contraction, which can be linked to the contraction in consumer spending patterns. Persistently high inflation and interest rates have pushed up the cost of living and increased debt repayments prompting consumers to adjust their spending habits due to reduced disposable income.

(Source: Pero, WC, 2024)

9.4 Cape Winelands District Municipality economy brief

The GDP of a region is called the GDPR. The gross domestic product of a region (GDPR) is used to measure the size of a region's economy. Below is a snapshot of CWDM's economy.



GDPR²³ AND EMPLOYMENT PERFORMANCE PER SECTOR, Cape Winelands District, 2023

An analysis of the sectoral contributions to employment and GDPR growth shows that the transport, storage, and communication sector was the best-performing sector in the CWD in 2023. The sector's GDPR grew by 6.7 per cent, the highest of all the sectors. It also posted double digit employment growth (10.7 per cent year-on-year). Significant expansion in the transport sector can be attributed to a continued recovery of international tourism and trade, which supported airport, port and freight revenue as well as substantial infrastructure investments. The upgrade of transport networks and expansion in 5G population coverage has also provided green shoots of growth.

The finance sector, the largest contributor to the CWD's GDPR (28.3 per cent) demonstrated significant economic and employment growth of 3.2 per cent and 4.5 per cent respectively. This sector's robust performance is driven by the position of Witzenberg, Breede Valley and Langeberg municipalities as financial and tech hubs. The increase in employment within the finance sector not only highlights its expanding capacity but also reflects the broader upskilling of the workforce. In particular, Stellenbosch is well-known for its technological advancements and educational facilities, drawing in top talent and investment. This vibrant environment promotes ongoing expansion and solidifies the finance sector as a key driver in the region's economic framework.

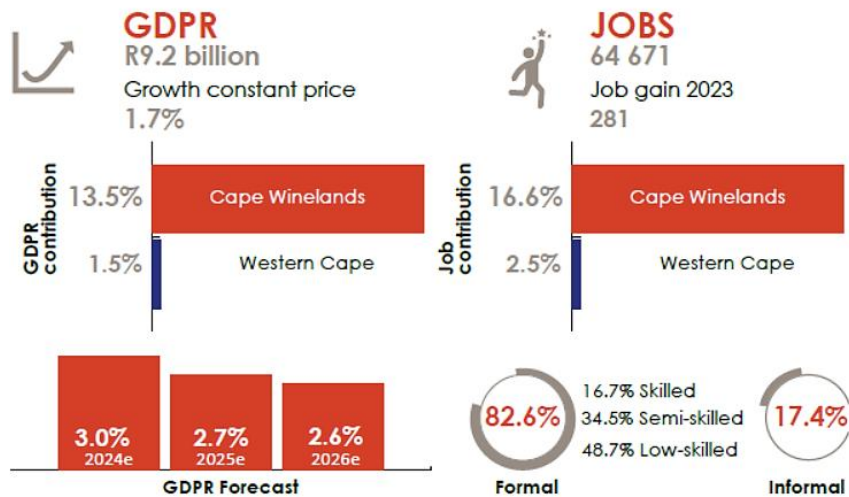
However, the agriculture, forestry and fishing sector recorded a decline in GDPR, despite creating the most jobs in the District. In 2023, the sector recorded a contraction of 5.0 per cent, adversely affected by severe weather events, particularly storms and flooding. These natural disasters caused extensive damage to crops, livestock, and agricultural infrastructure, leading to decreased production and income losses. The financial burden of recovery efforts further strained the sector. (Source: Pero, WC, 2024)

9.5 Witzenberg economy brief

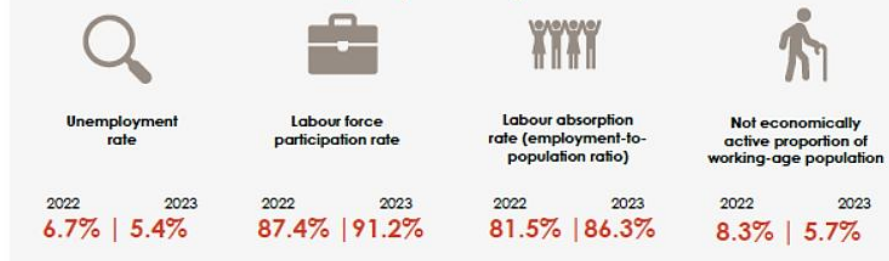
9.5.1 GDP (Gross Domestic Product)

Below is a snapshot of the Witzenberg economy:

Municipal GDP & employment performance

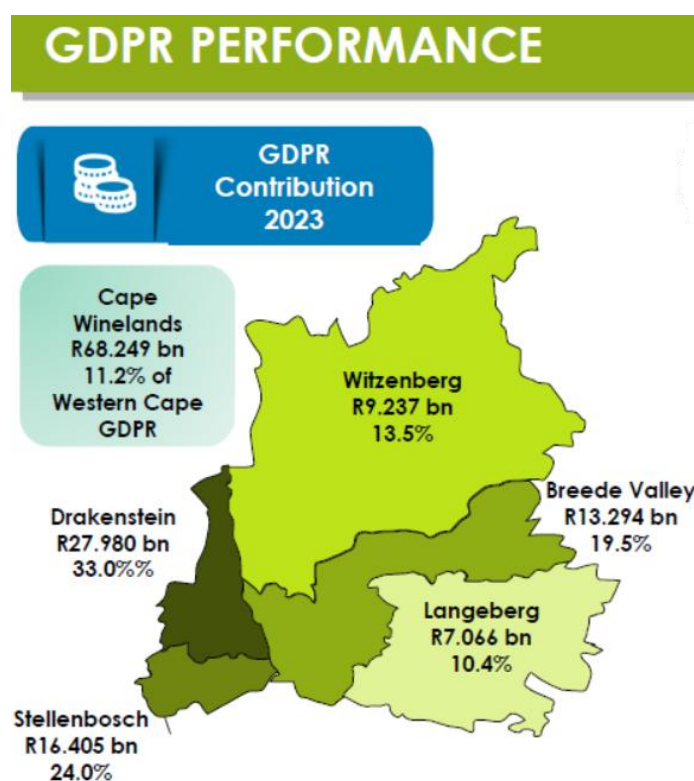


Employment profile



TOP FIVE JOBS

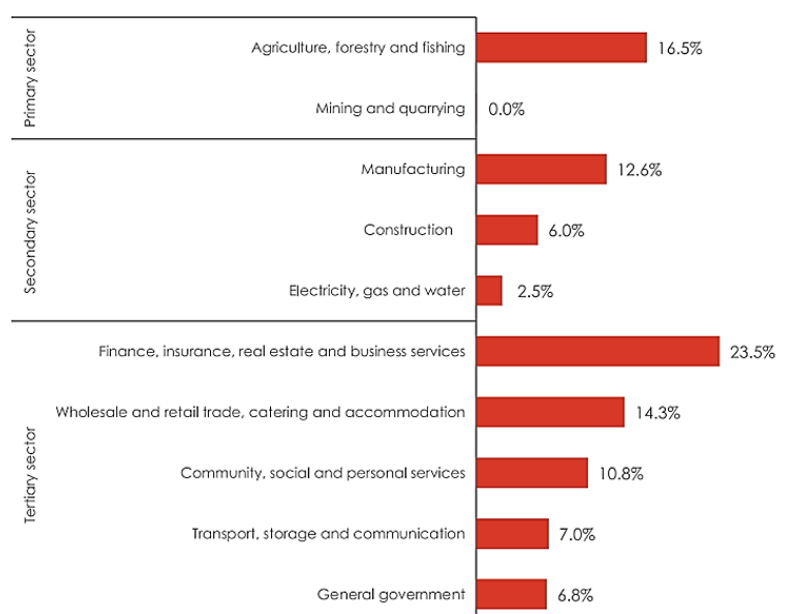




With a contribution of R9.237 billion in 2023, the Witzenberg economy is the second smallest in the Cape Winelands District, after Langeberg.

Below is a graph depicting the GDPR Sectoral contributions in 2015:

GDPR SECTORAL CONTRIBUTIONS IN CONSTANT 2015 PRICES, Witzenberg, 2023

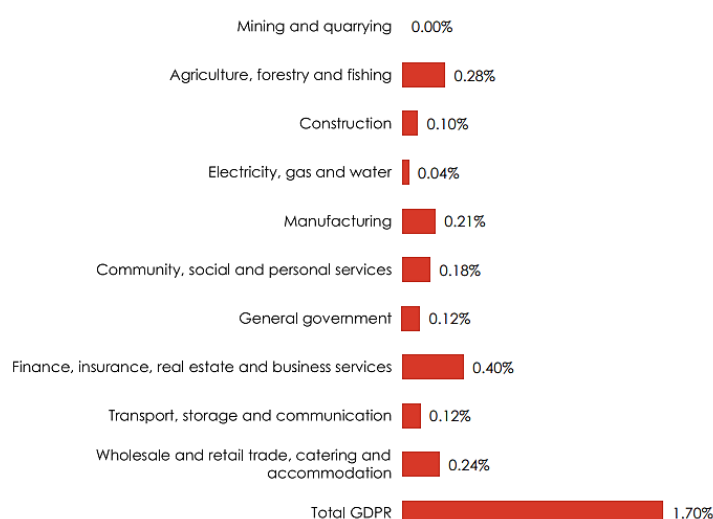


Source: Quantec, 2024

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. Below is a graph indicating the sectoral contribution to GDP growth:

SECTORAL CONTRIBUTION TO GDP GROWTH (PERCENTAGE POINTS), Witzenberg, 2023



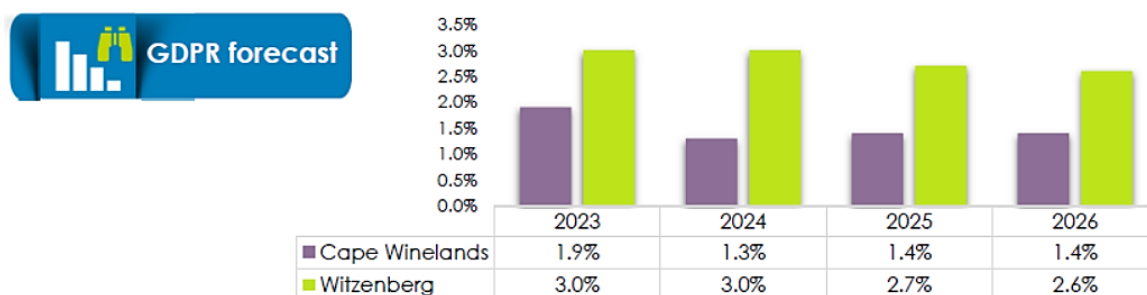
Source: Quantec, 2024

The finance, insurance, real estate, and business services sector was the largest contributor, adding 0.4 percentage points. The financial sector is primarily driven by business services.

This was followed by wholesale and retail trade, catering, and accommodation, which contributed 0.2 percentage points (wholesale & tourism contribution was paramount). Manufacturing also made a notable contribution, adding 0.2 percentage points (being centred on preserving fruit and vegetables, as well as on winemaking), while transport, storage, and communication contributed 0.1 percentage points. Community, social, and personal services added 0.2 percentage points, and general government contributed 0.1 percentage points. Agriculture, forestry, and fishing contributed 0.3 percentage points to overall GDP growth. The construction sector added 0.1 percentage points, and electricity, gas, and water contributed 0.04 percentage points. Mining and quarrying had little impact on GDP growth, contributing

0.0 percentage points. These diverse sectoral contributions highlight Witzenberg's relatively balanced economy, with services, manufacturing, and agriculture all playing dynamic roles in driving growth. The limited contribution from the mining and energy sectors are areas for potential future development.

Below is a graph depicting the GDP forecast for Witzenberg, in comparison with Cape Winelands:

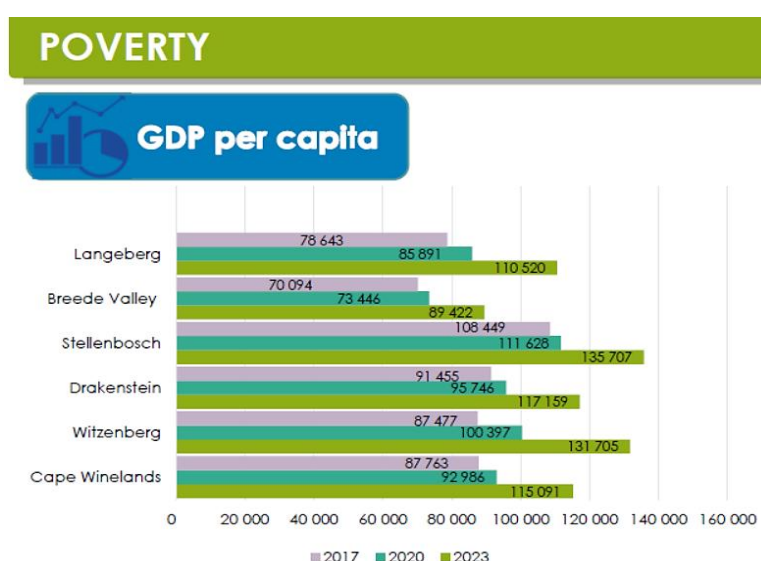


The Witzenberg GDP is forecasted to grow by 2.7 & 2.6% respectively for 2025 & 2026, which is higher than the Cape Winelands District average of 1.4%. (Source: 2024-2025 MERO CWD)

9.5.2 GDP per capita (per person)

Per capita GDP is a measure of the total output of a country that takes gross domestic product (GDP) and divides it by the number of people in the country. GDP per person is associated with the levels of poverty, and an increase in per capita income translates to lower levels of poverty.

The real economic growth rate (GDP), has to exceed the population growth rate in order to yield an increase in per person (per capita) GDP. An increase in real GDP per capita, is experienced if the real economic growth rate exceeds the population growth rate.



An upturn in GDP per capita occurs only when economic growth surpasses population growth. Witzenberg's GDP per capita, standing at R131 705 in 2023 (current prices), positions the municipal area's GDP per capita above the Cape Winelands District of R115 091. This discrepancy underscores the need for targeted strategies to foster economic growth that outpaces demographic trends, thereby enhancing individual economic contributions within the municipal area. (Source: 2024-2025 MERO CWD)

9.5.3 Equality of the economy

The equality of an economy is measured using the Gini Coefficient. The Gini Coefficient is a statistical measure of distribution used to gauge income inequality in an area. It ranges between 0 and 1, with 0 representing completely equal distribution of income; this means that in an area where everyone earns the same, the Gini coefficient would be 0. The more unequal the distribution of income, the higher the Gini coefficient will be. The target according to the NDP is to reduce South Africa's Gini coefficient to 0.6 by 2030.

The Gini coefficient per area can be displayed as follows:

Below is a graph of the Gini coefficient, which indicated that income inequality has improved from 2020 until 2023.

INCOME INEQUALITY MEASURED BY THE GINI INDEX, Cape Winelands District, 2020–2023

Geography	2020	2021	2022	2023
Cape Winelands District	0.616	0.603	0.587	0.588
Witzenberg	0.608	0.596	0.580	0.582
Drakenstein	0.608	0.594	0.578	0.579
Stellenbosch	0.630	0.617	0.602	0.602
Breede Valley	0.611	0.598	0.583	0.585
Langeberg	0.610	0.599	0.584	0.586

Source: S&P Global data, 2024

Within the District, Witzenberg demonstrated consistent improvement, with its Gini coefficient improving from 0.608 in 2020 to 0.582 in 2023. Overall, the consistent decline in the Gini coefficients across all municipalities suggests that efforts to reduce income disparities have been effective during this period, leading to a more equitable distribution of income.

(Source: 2024-2025 MERO CWD)

9.5.4 International trade

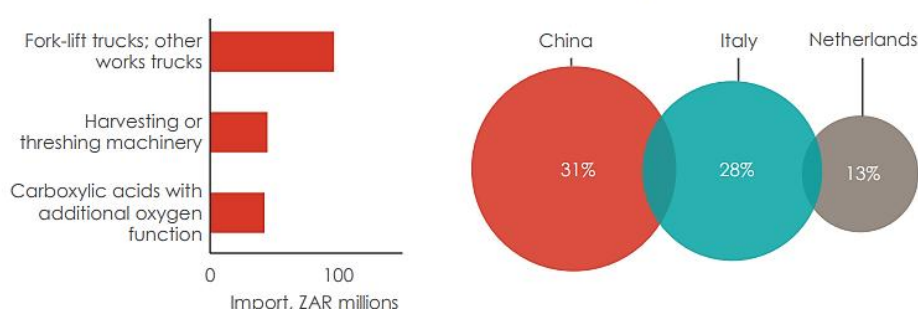
TRADE BALANCE, Witzenberg, 2018-2023



Source: Quantec, 2024

In 2023, the Witzenberg recorded a strong trade surplus of R2.4 billion, after registering total exports of R2.8 billion and imports of R372.5 million. Witzenberg has had a positive trade balance for years due to its internationally competitive agriculture to agri-processing value chain. Since 2020 the value chain has grown substantially, with agriculture exports growing from R1.5 billion to R 2.2 billion, a 42.5 % increase. The growth has been driven by investment in modern farming technologies, and improved transportation and storage facilities. Below is the Top 3 import products and imported destinations:

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



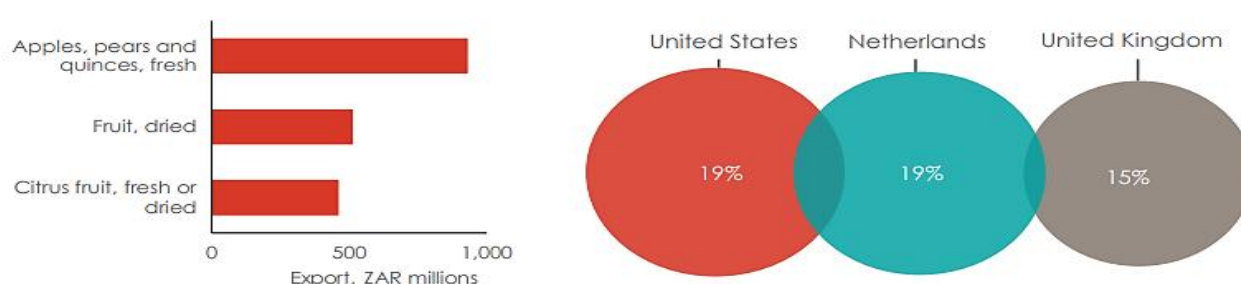
Source: Quantec, 2024

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). These imports highlight the municipal area's focus on enhancing its agricultural and industrial capabilities. Forklift trucks are essential for material handling and logistics within agricultural and industrial operations. Harvesting or threshing machinery is crucial for improving the

efficiency and productivity of the agricultural sector. Carboxylic acids, which have applications in the production of pharmaceuticals, plastics, and food additives, indicate the municipal area's engagement in diverse industrial activities. (Source: SEP LG 2024)

China was the leading import partner, with imports totalling R372.5 million. The primary products imported from China included forklift trucks, fruit juices, and various types of cases such as trunks, suitcases, vanity cases, and school cases. Italy followed with imports valued at R116.8 million, mainly comprising carboxylic acids, dishwashing machines, and plastic caps, stoppers, lids, and other closures. The Netherlands was another significant import partner, with imports amounting to R102.8 million, including harvesting or threshing machinery, onions, shallots, garlic, leeks, and other alliaceus vegetables, as well as iron and steel sanitary ware and parts. These import partnerships reflect Witzenberg's strategic efforts to support its agricultural and industrial sectors through the acquisition of essential machinery and diverse products. Below is a graph indicating the Top 3 products and export destinations for Witzenberg:

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

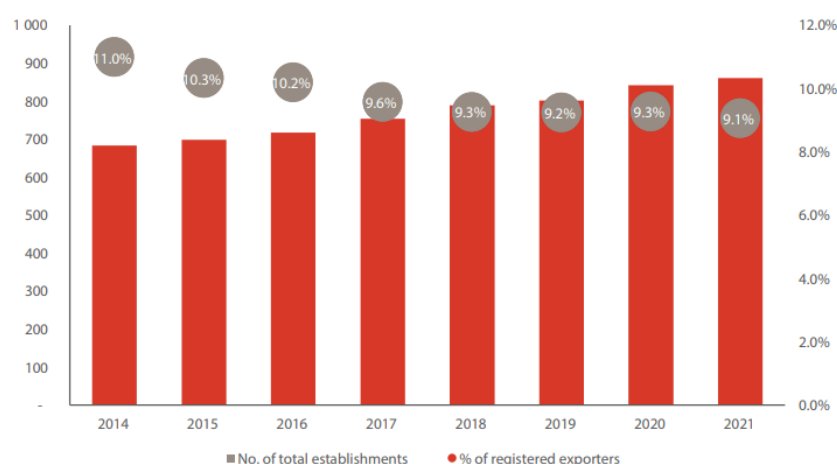


Source: Quantec, 2024

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). These top exports, all in the agricultural sector, underscore the significant role that agriculture plays in the municipality's economy. Witzenberg is a key player in the provincial agricultural economy, producing a substantial portion of the Province's deciduous fruit.

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, with exports valued at R414.0 million, mainly comprising dried fruit, apples, pears, quinces, apricots, cherries, and peaches. Witzenberg's high-quality produce, exported to the EU, Asia, India, and the USA, reflects its longstanding expertise in fruit farming. Below is a table indicating the registered exporters in Witzenberg.

REGISTERED EXPORTERS, Witzenberg, 2014 - 2021



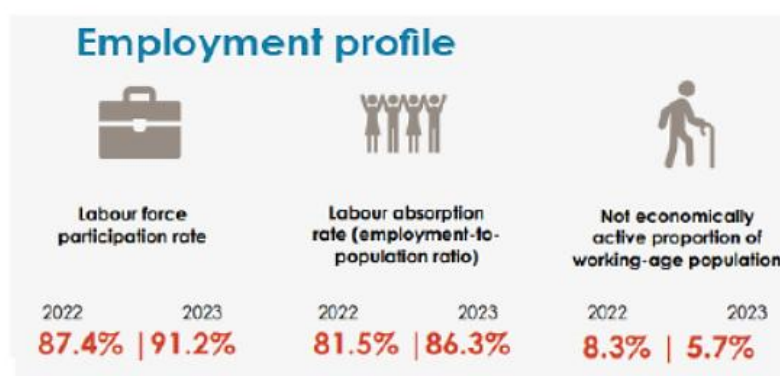
Source: Nell, A & Visagie, J. Spatial Tax Panel 2014 – 2023 (dataset). Version 3. National Treasury Cities Support Programme and Human Sciences Research Council (producer and distributor), 2024

In 2021, there were 78 registered exporters in Witzenberg, with no change from the previous year. However, the proportion of registered exporters declined by 0.2 per cent only because of the increase in the number of total establishments. This suggests that export growth in the municipal area is driven by a limited number of firms, highlighting the need to develop more export-oriented businesses.

(Source: MERO 2024/2025 Cape Winelands District)

9.5.5 Employment

Employment enables people to be productive factors of production. Employment creation is thus central to economic growth and enabling economic development. Below is a summary of Witzenberg's employment profile.



Labour force participation & labour force absorption has increased from 2022 to 2023, indicating an increase in job creation and demonstrating resilience.

Agriculture, including the growing of pome fruits, stone fruits, and mixed farming, remains the key driver of employment. However, this sector faces ongoing challenges, such as climate risks and vulnerability to market fluctuations. The presence of manufacturing and processing sectors also highlights the importance of secondary industries, although their contribution to job creation is more limited compared to agriculture. Public administration, particularly at the local and national government levels, plays a crucial role in employment.

Below are the Top 10 sectors of employment by number of Full-time equivalent jobs.

TOP 10 SECTORS BY NUMBER OF FTE JOBS, Witzenberg, 2023

Occupation	No. of FTE jobs	Main Sector
Growing of pome fruits and stone fruits	14 613	Primary
Mixed farming	9 632	Primary
Processing and preserving of fruit and vegetables	3 875	Secondary
Growing of other tree and bush fruits and nuts	1 834	Primary
Growing of vegetables and melons, roots and tubers	1 702	Primary
General public administration at Local Government level	1 125	Tertiary
Growing of grapes	642	Primary
General public administration at National Government level	378	Tertiary
Plant propagation	358	Primary
Public order and safety activities at National Government level	356	Tertiary

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

In Witzenberg, FTE jobs are concentrated in the agriculture sector. There are over 14 000 jobs in the growing of pome fruits and stone fruits, 9 632 jobs in mixed farming, and 3 875 FTE jobs in the processing and preserving of fruits and vegetables. Other key agricultural activities include the growing of other tree and bush fruits and nuts (1 834 jobs) and the growing of vegetables, melons, roots, and tubers (1 702 jobs). Public administration also plays a significant role in employment, with 1 125 jobs in local government and 378 jobs in national government.

(Source: 2024 SEP: Witzenberg Municipality)

Below are the Top 5 sectors for job creation and job losses:

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

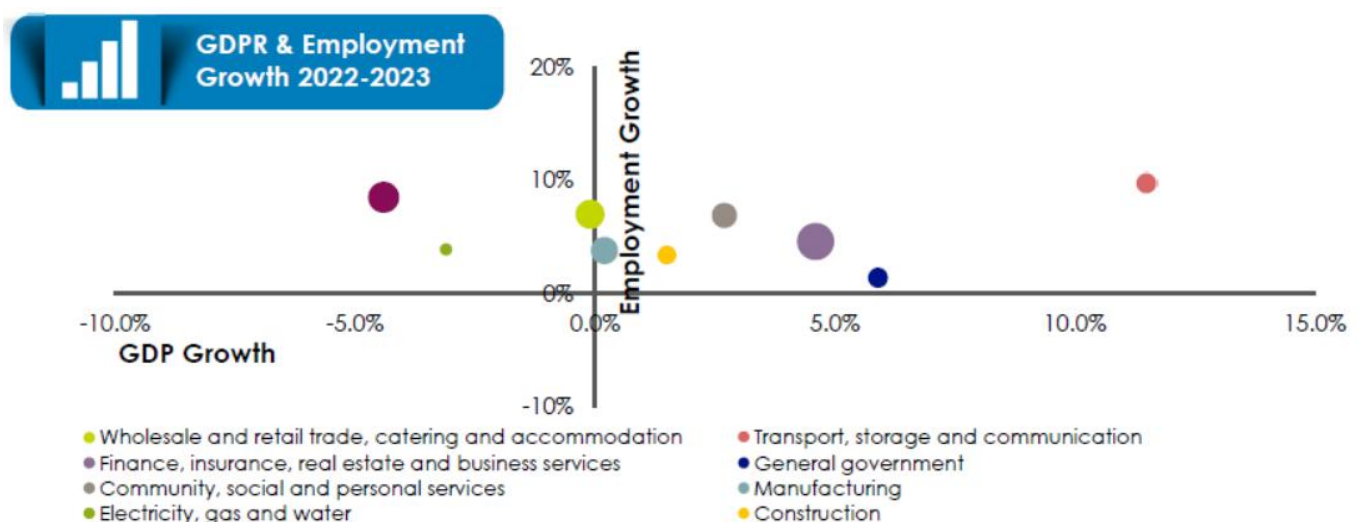
Total Job Gains	1 325	Total Job Losses	-1 112
(SS) Processing and preserving of fruit and vegetables	477	(PS) Growing of pome fruits and stone fruits	- 709
(PS) Mixed farming	367	(PS) Growing of other tree and bush fruits and nuts	- 160
(PS) Support activities for animal production	304	(TS) Retail sale 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 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).

Farmers have faced several challenges in recent years, including load shedding, which impacts irrigation systems and cold rooms, port congestion delaying time-sensitive crops, and climate change, which has brought anomalies such as irregular rainfall, hail, and fires. (Source: 2024 SEP: Witzenberg Municipality)

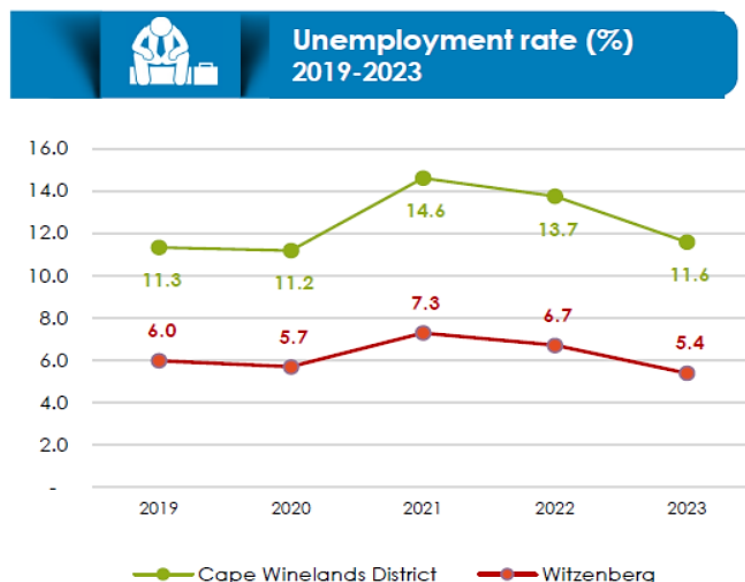
Below is the relation between GDP & employment:



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. For instance, the finance and business services sector grew by 4.6 per cent in GDP and 4.6 per cent in employment, yet it accounted for just 24 per cent of the total GDP and a small proportion of total jobs. To achieve balanced and sustainable growth, Witzenberg must focus on increasing the productivity and resilience of its agricultural sector while also fostering growth in higher-value sectors like finance and manufacturing. By addressing these challenges and leveraging the strengths of both primary and secondary industries, Witzenberg can create a more diversified and robust economy that supports long-term job creation and inclusive growth. (Source: 2024 SEP: Witzenberg Municipality)

9.5.6 Unemployment

Below is a graph indicating the unemployment rate from 2019 until 2023.



The unemployment rate decreased between 2021 (14.6%) and 2023 (13.7%). Witzenberg's unemployment rate is much lower than the Cape Winelands District average.

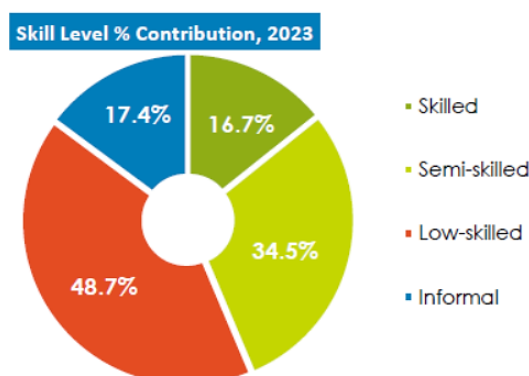
Unemployment has been on an upward trajectory between 2020 & 2021 and was largely driven by job losses because of the drought, Covid, loadshedding and economic recession over this period. Unfortunately, most job losses affected low skilled and informal workers who are more vulnerable to living in poverty during times of economic decline. (Source: 2024 SEP: Witzenberg Municipality)

9.5.7 Skills levels

Most workers in the Witzenberg area are low-skilled, followed by semi-skilled and lastly skilled.

The construction sector was a particularly significant source of semi-skilled employment. Skilled workers were more prevalent in the tertiary sector. Employment in the finance sector also largely comprised skilled workers. Low-skilled workers contributed the most to employment in the agriculture and the community services sector.

Below is a chart indicating the skill level contribution in 2023.



From the graph it is evident that most of the labour in Witzenberg Municipal area comprise of low-skilled workers, deriving mainly from the agricultural sector. The municipal area accounted for a notable share of employment, providing a substantial number of jobs through the primary and secondary sectors. 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)

9.5.8 Entrepreneurship

The businesses in an area constitute the fourth factor of production, namely Entrepreneurship. Entrepreneurship refers to the efforts of those who run businesses in the private sector, be it formal or informal. Entrepreneurship is essential for putting labour, natural resources and capital to productive use, and is thus the driving force behind the first three factors of production.

9.5.9 Formal Businesses

The formal business sector in Witzenberg encompass a wide range of businesses such as general dealers, supermarkets, banks, financial services, hair dressing, bakeries, motor vehicle and auto-motive repair trade, tourism related businesses, as well as the bigger industry role players like agro-processing plants, fruit & vegetable packing sheds & cooling warehouses, manufacturing plants etc.

Conceptually, formal (or informal) enterprises are distinguished by registered (or unregistered), organized (or unorganized), and regulated (or unregulated) enterprises. Employment size is a major criterion to define these enterprises. In contrast, registered and unregistered small-scale enterprises are uniquely defined by size of capital investments.

9.5.10 The informal sector

The informal sector is characterised by small-scale, labour intensive, largely unregulated and unregistered businesses (Wilson, Whiteman & Tormin, 2001). These businesses typically engage in low-technology manufacturing or the provision of services. Informal sector entrepreneurs do not pay taxes, do not have the required trading licenses and are not included in government schemes (Haan, Coad & Lardinois, 1998). The informal sector can therefore be defined as “the total value of economic activity that is not captured in official statistics and which constitutes the value added by various participants to the value of economic transactions” (Roux, 2014). Informal employment is important in the municipal area, since it contributes critically to job creation. The lack of availability of affordable trading space for informal businesses is a constraining factor for growth. (MERO,2021).

During the COVID-19 pandemic, the municipality implemented a variety of services to support both formal and informal businesses. These included frequent communication on funding opportunities and support, providing permits that enabled businesses to operate during lockdown periods, providing sanitiser toolkits in conjunction with the Department of Economic Development and Tourism, and allowing informal traders to trade with previous financial year permits. The informal sector in Witzenberg Municipal area typically encompass: informal traders, tshisa nyama's, shebeens, mobile shops, cleaning services, hair dressers, internet cafés, car wash , needle work, recycling, textile products, fruit& vegetable stalls and arts & craft traders.

In South Africa, the informal sector is not confined to any particular sector of the population (Roux, 2014). Flea markets, street vendors, housewives who work from home, hawkers, sewing and backyard mechanics are but some examples of informal businesses. Although the informal sector is unregulated and does not pay taxes, it does contribute to economic activity by producing goods and creating employment (a means of livelihood). The informal sector contributes to poverty alleviation by creating a livelihood for the poor, creating employment and producing goods and services for the local community.

Informal businesses included in the CWDM informal sector survey (2008), which is the only study of informal traders till date in the District, showed an almost equal split between male and female ownership. In addition, the age groups were also evenly distributed. The qualifications of informal business owners varied from individuals with a primary school education to some who enrolled in tertiary studies.

The majority of informal traders were active in the retail trade, followed by taxis. Turnover varied from less than R 150 000 per annum to over a million rand per annum (in which case the businesses were supposed to have been registered for VAT). The number of persons employed per business also varied, but the concerning fact is that by virtue of being informal, no income tax, UIF or COIDA was being deducted or paid over for these employees.

Government incentives are useful tools for growing enterprises, and can motivate businesses to register with SARS (tax clearance is usually required to qualify for government grants). During the informal sector survey (CWDM, 2008), most businesses (74%) indicated that they were unaware of government incentives. Business forums can be utilised as communication channels to share information regarding incentives with small businesses, including those in the informal sector.

The type of business entity (i.e. sole trader, partnership, company or co-operative) has no impact on the prosperity and growth of the business. It also has no impact on the eligibility for funding of a business. Factors that do have an impact on the eligibility for funding are the statutory registrations, or legally compulsory registrations, such as registering for income tax and registering with the Department of Labour as an employer in order to deduct and pay over UIF.

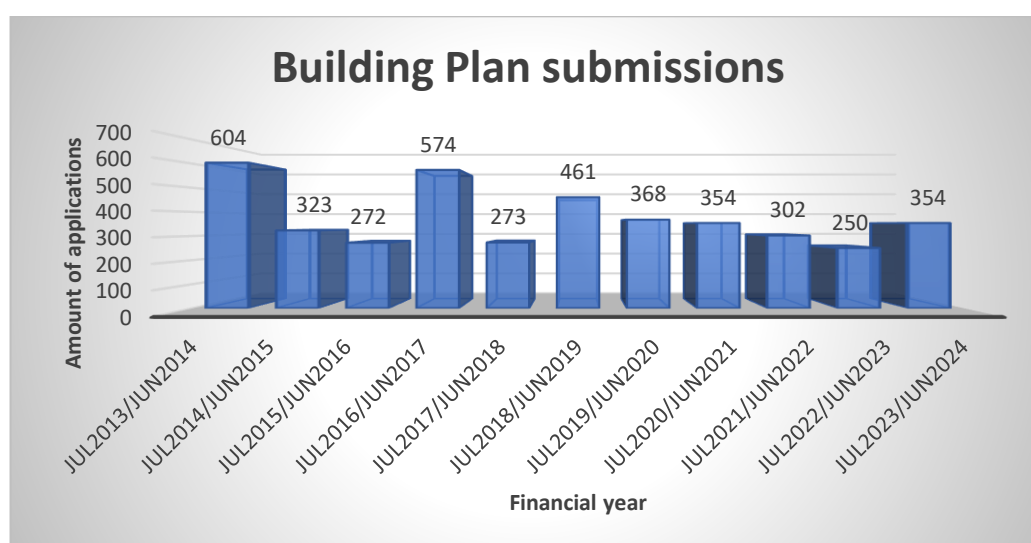
10. Investment (Capital)

Capital formation (investment) is the third factor of economic production. Countries, regions and cities benefit from attracting investment (capital formation in the area) by the private sector as it enhances the economic base of the area and promotes economic development

10.1 Investment trends in Witzenberg Local Municipal area

Growth in the number of building plans passed and completed is indicative of a growing economy, both in that building is a response to growth in demand as well as a stimulant of further growth. Building plans passed and completed also indicate an increase in the revenue base of the municipality and has spatial development planning implications. Building plan application statistics are also a fair indication of investment trends within the Municipal area. Current big developments currently include shopping centres, malls and alternative energy plants. See below statistics for building plan applications from Witzenberg Municipality Town Planning & Building control division.

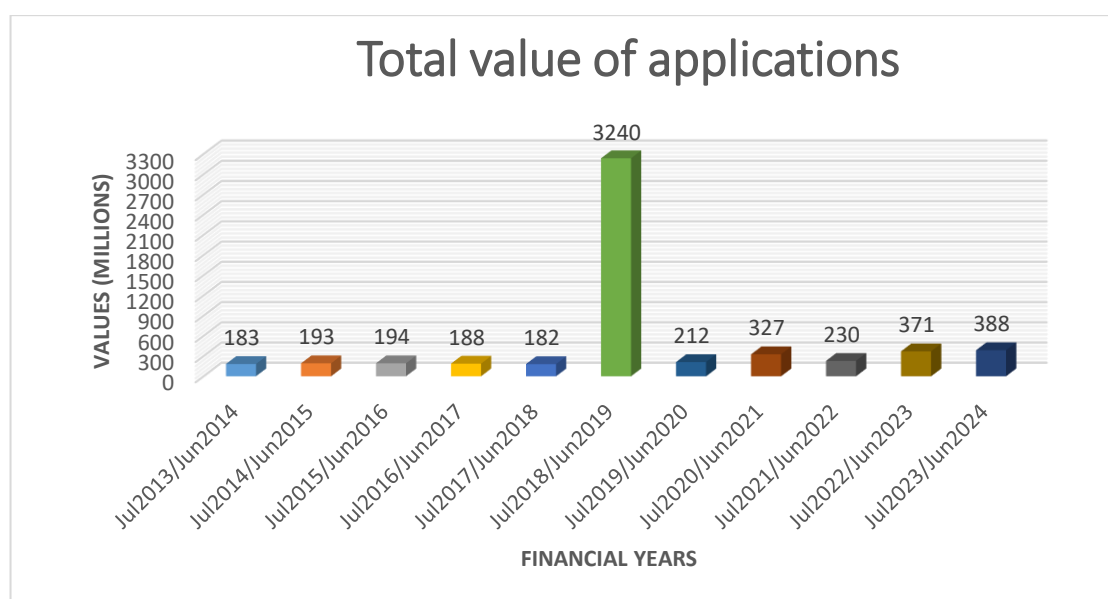
Building plan submissions 2013/2014- 2023/2024



(Source: Witzenberg Municipality)

The amount of building plan submissions has almost halved in 10 financial years, since 2013/2014, when compared to 2023/2024. It has gradually lowered from 461 in 2018/2019 financial year till 250 on 2022/2023 financial year, increasing slightly to 354 in 2023/2024. This could be due the economic aftermath of the Covid 19 pandemic, straining new developments.

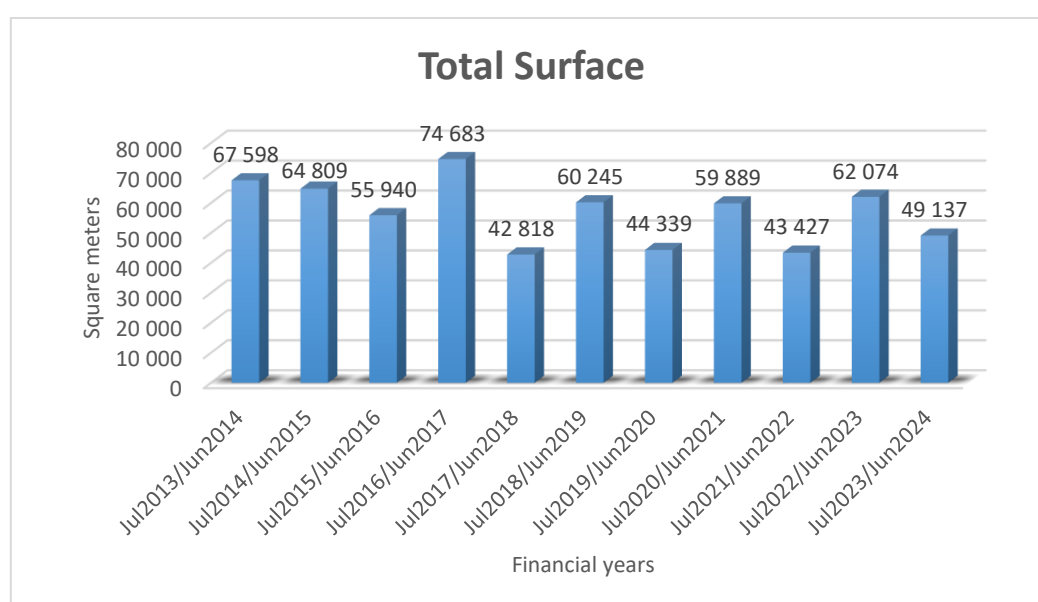
Value of applications, 2013/2014 - 2023/2024



(Source: Witzenberg Municipality)

From the above graphs the value of building plan applications has generally increased since the 2013/2014 financial year. However, the approximate value for building development has increased, even with the amount of building applications decreasing over time. In 2018/2019, the approximate value significantly increased, which was mainly due to the development of the Paardekraal East Windfarm.

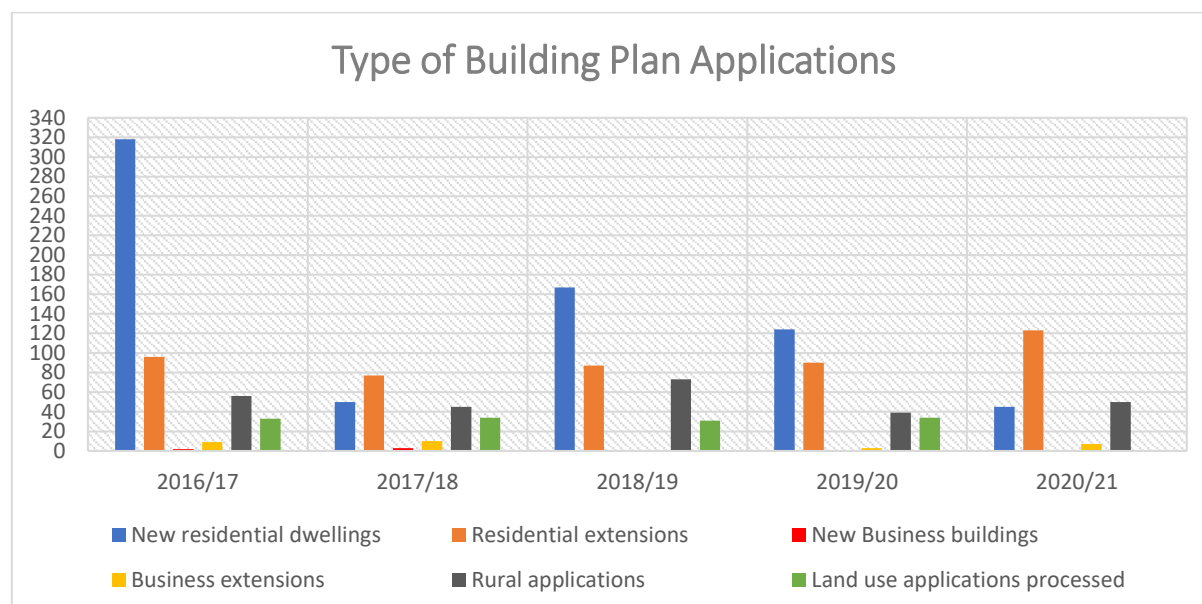
Total surface per square meter 2013/2014- 2023/2024



(Source: Witzenberg Municipality)

The extent of building plan applications (as indicated in total surface per square meter) has gradually decreased in scope. The highest value was reached in the 2016/2017 financial year. Thereafter, a pattern is noticed of decrease and increase every 2 financial years.

Building Plan application types 2016/2017- 2020/2021



(Source: Witzenberg Municipality)

New residential dwelling applications was by far the majority of all building plan applications (from 2016 until 2021). These applications have decreased overall since 2016/2017.

Business extensions building applications showed sluggish growth from 2018/2019, but increased slightly again in 2020/2021. Residential extensions was the 2nd most applications received. The applications appeared sluggish over the period, with an increase in 2020/2021. Rural applications peaked in 2018/2019 but decelerated in 2019/2020.

New business building plans applications were very low during the period, indicating a possible slow growth in new business building/office space investment. Land-use applications showed a stable pattern during the period (2020/2021 land use applications data was not available at date of provision of information). The COVID-19 pandemic likely affected business confidence to invest in new infrastructure, but the lack of developable land in the Witzenberg municipal area is also seen as a deterrent to business growth and expansion.

10.2 Growth potential

According to Witzenberg Municipality Spatial Development framework 2020, Ceres and Prince Alfred Hamlet are regarded as having the best growth potential of settlements in Witzenberg.

Settlement growth potential and socio-economic needs:

		SOCIO-ECONOMIC NEEDS				
		VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
GROWTH POTENTIAL	VERY LOW					
	LOW			Op-die-berg Tulbagh Wolseley		
	MEDIUM			Prince Alfred Hamlet	Ceres	
	HIGH					
	VERY HIGH					

The highest socio-economic need is also in Ceres. Based on growth potential, following Provincial policy, Ceres is the primary focus in Witzenberg Municipality for accommodating new growth. The following sections sets out the conceptual proposals for each settlement in Witzenberg's future growth, as well as the spatial framework for future priorities.

Below is a summary of growth potential per town in Witzenberg Municipal area:

Ceres

Ceres remains the most significant settlement in Witzenberg Municipality with the most diverse infrastructure, land use, and range of community facilities. Ceres is expected to retain and grow its share of some half of the urban population in Witzenberg Municipality. The key focus area for accommodating future development – both housing, industrial activity, and associated uses – over the planning period is the area between Ceres, Bella Vista, Vredebes, and Nduli. Except for this area, urban edge changes are not deemed necessary given the extent of land development on areas included within the urban edge and anticipated population growth.

The expansion of the Ceres plan is indicated below:

PLAN ELEMENT	EXPLANATION
Current Urban Edge	The 2012 MSDP urban edge is largely retained as it is expected that anticipated growth over the planning period can be accommodated within this urban edge.
Urban Edge Change	The area south of Bella Vista and the Schoonvlei Industrial Area and north of Vredebes is proposed for inclusion within the urban edge. This provides for a larger area accommodating future growth (both housing, industrial activity, and associated uses). It is proposed that the detailed delineation of this edge be confirmed as part of more detailed planning to be undertaken for the area.
Settlement Business and Community Core	Ceres CBD remain the primary settlement centre, with secondary centres envisaged in Bella Vista and Nduli. Tertiary centres can occur at major cross routes, specifically in the area between Ceres, Bella Vista, and Nduli planned for future development.
Green Areas to be retained	Major nature areas to be retained occur to the west of town and along river corridors.
Peri urban farming opportunity areas	The area east of Bella Vista and north and south of Vredebes/ Nduli should be explored for peri urban farming, also providing opportunity for emerging farmers and subsistence farming as supported by national and provincial policy.
Densification Areas	In addition to the identified strategic infill and mixed use human settlement sites, the areas zoned for business, general residential and community land uses allow for densification through mechanisms such as additional dwellings and should be encouraged strategically along activity routes and in settlement centres.
Strategic Sites	Strategic sites are those previously enabled for previous development (through the 2012 MSDP) for the expansion of industry or housing. It also includes key land within the area between Ceres, Bella Vista, Vredebes, and Nduli earmarked for more detailed planning and accommodating major future growth.
Activity Routes	Activity routes carry the most significant movement of vehicles and people and should be prioritised for the intensification of economic opportunity, NMT improvements, and landscaping. The R303 and R46 are the most significant routes, with the opportunity to establish new activity routes linking communities and activity in the area between Ceres, Bella Vista, Vredebes, and Nduli. R303 and R46 are currently prioritised for NMT improvements.
New road linkages and structuring routes	The most critical new routes are envisaged in the area between Ceres, Bella Vista, Vredebes, and Nduli. These routes should integrate the area with surrounding opportunity and enable maximum exposure of the area for settlement and economic development.
Historic Core	The historic core of Ceres town should be the focus of on-going public space improvement, identification and protection of historic places and assets, and sensitive redevelopment and infill. Densification sensitive to adjoining development – as enabled through the Zoning Scheme – can occur.
Priority Focus Area	Three areas are envisaged for concerted, priority intervention: <ol style="list-style-type: none"> 1. The area between Ceres, Bella Vista, Vredebes, and Nduli earmarked for strategic restructuring, integration and significant future development. 2. Ongoing informal settlement upgrading in Nduli, including the upgrade of public space and increased commercial opportunity on the R46. 3. The upgrading of public space in Bella Vista.

(Source: Witzenberg SDF 2020)

Wolseley

Wolseley remains as a secondary service town in Witzenberg Municipality, an agricultural support centre and significant place of residence for a sizable portion of the urban population. Given a favourable location on key movement routes, Wolseley is well-placed for further industrial/ manufacturing development. While further affordable housing is envisaged towards the west to accommodate known and expected demand, there is significant opportunity for infill residential and mixed-use development closer to the centre of town.

The expansion of the Wolseley plan is indicated below.

PLAN ELEMENT	EXPLANATION
Current Urban Edge	The 2012 MSDP urban edge is largely retained as it is expected that anticipated growth over the planning period can be accommodated within this urban edge.
Urban Edge Change	No urban edge changes are proposed.
Settlement Business and Community Core	The settlement centre is located on Voortrekker Road and concentrated around the historic grid of the town centre. Additional centres are encouraged to create alternative areas of concentrated activity to reach a broader range of communities in Wolseley.
Green Areas to be retained	Major green areas to be retained occur to the south-west of the settlement.
Peri urban farming opportunity areas	The area east of Wolseley – adjacent to potential beneficiary communities – should be explored for peri urban farming, also providing opportunity for emerging farmers and subsistence farming as supported by national and provincial policy.
Densification Areas	In addition to the identified strategic infill and mixed use human settlement sites, the areas zoned for business, general residential and community land uses allow for densification through mechanisms such as additional dwellings and should be encouraged strategically along activity routes and in settlement centres.
Strategic Sites	Significant underdeveloped and undeveloped land occur east of Pine Valley, south of the rail line in the vicinity of Voortrekker Road, and east of Voortrekker Road south. Targeting these sites for infill development will improve the functioning of the town and livelihood opportunity.
Activity Routes	Activity routes carry the most significant movement of vehicles and people and should be prioritised for the intensification of economic opportunity, NMT improvements, and landscaping. The most significant route requiring reinforcement with development is the connection between Pine Valley and Voortrekker Road.
New road linkages and structuring routes	Strategic crossings of the railway line must be investigated to improve pedestrian permeability and access through the town. New routes are identified around the areas identified for strategic infill and development to create more accessible movement patterns.
Historic Core	The historic core of Wolseley town should be the focus of on-going public space improvement, identification and protection of historic places and assets, and sensitive redevelopment and infill. Densification sensitive to adjoining development – as enabled through the Zoning Scheme – can occur.
Priority Focus Area	Three areas are envisaged for concerted, priority intervention: <ol style="list-style-type: none"> 1. The area south of the rail line in the vicinity of Voortrekker Road contains substantial tracks of well-located underdeveloped and undeveloped land. 2. Strategic infill in the area between Pine Valley to the west and the rail line to the east. 3. Upgrading and infill development in Pine Valley.

(Source: Witzenberg SDF 2020)

Tulbagh

Tulbagh is a secondary service town in Witzenberg Municipality, an agricultural support centre and significant place of residence for a sizable portion of the urban population. The town also contains a very significant historic precinct and is a centre for tourism. Over the past years, the Municipality's focus has been on infill housing and informal settlement upgrade – with associated social facilities – in the centre of town.

Planning for the Waverenskroon lifestyle estate north of Tulbagh has been in process for a number of years, including negotiations for the upgrade of water supply facilities for Tulbagh as part of the development. A critical concern about the development – and given SPLUMA development principles and pressure on the Municipality for lower income accommodation – is residential opportunity for workers on the estate. It is proposed that the Municipality secure appropriate worker housing for estate workers as part of the approval of the development.

The expansion of the Tulbagh plan is indicated below:

PLAN ELEMENT	EXPLANATION
Current Urban Edge	The 2012 MSDP urban edge is largely retained as it is expected that anticipated growth over the planning period can be accommodated within this urban edge.
Urban Edge Change	No urban edge changes are proposed. The 233ha Waverenskroon Country Estate and Dalskroon senior's village, to comprise six villages and public facilities (1 350 units), was approved prior to the 2012 MSDP. This area is to be retained within the urban edge, but with specific urban design guidelines to ensure for a sustainable footprint that does not compromise the scenic value of this area. Furthermore, it is proposed that the Municipality secures the provision of appropriate worker housing for estate workers as part of the approval of the development.
Settlement Business and Community Core	The largely linear settlement centre remains Van der Stel Street, where the current low-rise form of buildings adjacent to tree line footways/ street space should be retained. Ne development should be encouraged to include active facades on the main street (as opposed to blank walls).
Green Areas to be retained	The green/ institutional corridor along the river wets of the town is to be retained.
Peri urban farming opportunity areas	The area north and east of Tulbagh – adjacent to potential beneficiary communities – should be explored for peri urban farming, also providing opportunity for emerging farmers and subsistence farming as supported by national and provincial policy.
Densification Areas	In addition to the identified strategic infill and mixed use human settlement sites, the areas zoned for business, general residential and community land uses allow for densification through mechanisms such as additional dwellings and should be encouraged strategically along activity routes and in settlement centres.
Strategic Sites	A number of sites strategically located adjoining or surrounded by existing development, and under- or undeveloped, exist. All can accommodate infill development, with special consideration to the nature and form of adjoining activities.
Activity Routes	Routes to be emphasised for upgrading are Market Street, Waterkant Street, and Steintal Street; all linked to Van der Stel/ Church Street.
New road linkages and structuring routes	
Historic Core	The historic core of the town is protected and managed as a Conservation Area Overlay Zone of the Zoning Scheme. The 2018 inventory that was completed for the town should be considered when applying for new development of refurbishment within the town centre to encourage the maintenance of the unique historic character of the town.
Priority Focus Area	The area envisaged for concerted, priority intervention is situated north of the river and town's current built edge. Opportunity for further housing and mixed-use development exists, with due consideration to making a positive edge to built development and sensitive river edge.

(Source: Witzenberg SDF 2020)

Prince Alfred's Hamlet

Prince Alfred Hamlet is a secondary service town in Witzenberg Municipality, an agricultural support centre and significant place of residence for a sizable portion of the urban population. The town also contains a very significant historic precinct and is a centre for tourism.

The expansion of the Prince Alfred's Hamlet is indicated below:

PLAN ELEMENT	EXPLANATION
Current Urban Edge	The 2012 MSDF urban edge is largely retained as it is expected that anticipated growth over the planning period can be accommodated within this urban edge.
Urban Edge Change	No urban edge changes are proposed.
Settlement Business and Community Core	Areas to be prioritised for planting and street improvement are Voortrekker Road and Olienhout Avenue (specifically the western section linking to the Kliprug residential area.
Green Areas to be retained	Logical future extension to the town is to the north (both for the western and eastern sections of the town), in that way protecting valuable agricultural land to the west and south.
Peri urban farming opportunity areas	The area north of Prince Alfred Hamlet and area between the Kliprug residential area and old town lends itself to small scale farming and urban gardens.
Densification Areas	In addition to the identified strategic infill and mixed use human settlement sites, the areas zoned for business, general residential and community land uses allow for densification through mechanisms such as additional dwellings and should be encouraged strategically along activity routes and in settlement centres.
Strategic Sites	A number of undeveloped or underdeveloped sites exist within the urban edge of the settlement that could be targeted for sensitive infill development.
Activity Routes	The most important streets remain Voortrekker Road and Olienhout Avenue.
New road linkages and structuring routes	Should the area bounded by Voortrekker Road, Mill Street, Bree Street, and Olienhout Avenue be developed, consideration should be given to linking Reif Street and Hugo Street.
Historic Core	The historic core of Prins Alfred Hamlet should be the focus of on-going public space improvement, identification and protection of historic places and assets, and sensitive redevelopment and infill. Densification sensitive to adjoining development – as enabled through the Zoning Scheme – can occur.
Priority Focus Area	The area envisaged for concerted, priority intervention is bounden by Voortrekker Road, Mill Street, Bree Street, and Olienhout Avenue possible expanded to include the area bounded by Voortrekker Road north of Olienhout Street. The 2012 MSDF identified this area for Social Housing. Locationally, it is ideally situated for higher density housing and associated public facilities.

(Source: Witzenberg SDF 2020)

Op die Berg

Op-die-berg is a small settlement with limited facilities, surrounded by an agricultural community. The settlement is not envisaged to accommodate significant growth.

PLAN ELEMENT	EXPLANATION
Current Urban Edge	The 2012 MSDF urban edge is largely retained as it is expected that anticipated growth over the planning period can be accommodated within this urban edge.
Urban Edge Change	No urban edge changes are proposed.
Settlement Business and Community Core	
Green Areas to be retained	The village is hemmed in by mountainous terrain and agricultural land east of the R303. No change in this relationship is envisaged.
Peri urban farming opportunity areas	
Densification Areas	In addition to the identified strategic infill and mixed use human settlement sites, the areas zoned for business, general residential and community land uses allow for densification through mechanisms such as additional dwellings and should be encouraged strategically along activity routes and in settlement centres.
Strategic Sites	Infill development could occur on the site previously identified for a retirement village and the area between Kerk Street and development to the north.
Activity Routes	
New road linkages and structuring routes	
Historic Core	
Priority Focus Area	The area between Kerk Street and development to the north could be explored in more detailed planning.

(Source: Witzenberg SDF 2020)

The Cape Winelands Growth Potential Study 2018 (GPS) shows that the Witzenberg municipal area have “medium” growth potential. Witzenberg is the only municipal area in the District where a change in growth potential classification has occurred, up from “very low” in GPS2013. This performance improvement is largely due to advances in the institutional theme and indicators such as audit outcomes, infrastructure backlog reduction and percentage of institutional posts filled.

10.3 Attracting investment to Witzenberg

The Cape Winelands District, and the Witzenberg Local Municipality in particular, is well known for its desirability as a leisure destination and much has been made of its beautiful scenery and culinary experiences. The area should be marketed to potential investors as a sought-after destination to work and play. The Cape Winelands and Witzenberg are located within close proximity of the City of Cape Town which, as an investment destination, offers excellent infrastructure, including rapidly expanding broadband

infrastructure, an international airport, the country's second-largest container port and a comprehensive road and rail network.

In order to attract foreign investment and capitalise on the advantages, government should establish support infrastructure and be committed to a pro-business (private sector) attitude. There are numerous basic services that all towns and cities need in order to provide a solid foundation for further economic growth and job creation. These include investing in strategic infrastructure, providing adequate electricity, water and sanitation services, rolling out public transport, and ensuring predictable and transparent regulatory processes. Establishing a reputation as a clean environment with a high quality of living is also essential.

Possible tools for attracting investment include setting up export processing zones and industrial parks, introducing investment incentives, and offering tax holidays (Fafchamps, 2000). In addition, the local workforce should be well-trained, basic infrastructure should be in place and international links should be fostered. Potential investors are also attracted by good governance and capable market institutions. Incentives are special interventions in the form of rewards designed to boost investment and to stimulate economic growth and job creation in a particular area. Investment incentives are specific in that they are restricted to investors who meet given criteria.

While incentive packages can encourage investment, there are revenue implications that have to be considered. Research indicates that, although incentives are rarely the most important factor in the choice of location, they do influence business decisions and can play a persuasive role when considered in addition to other factors. This is commonly referred to as a "tipping point" influence.

A wide range of incentives are offered by other spheres of government such as the DTI. Standard incentive packages range from financial rewards to tax exemptions and non-financial inducements such as regulatory exemptions or the provision of information. However, for local governments, the use of financial rewards are generally not advised because of the direct and indirect cost implication of ad hoc financial incentives. However, ad hoc financial incentives may be considered if they provide a tipping point factor.

Larger, established businesses have the potential to create many jobs in a short period of time. Similarly, labour intensive industries would be key members of the target market. Such businesses are high-impact investors, and one such investment has the potential to improve the living conditions of large sections of the population. For Witzenberg to become an investment destination of choice, it is imperative that the necessary transport and road infrastructure be in place. Otherwise, firms located in Witzenberg will suffer from competitive disadvantages due to high transport costs. There are planning frameworks in place that outline transport and spatial development priorities to address this market need.

Attracting residential property development can also be a focus - it entails a combination of offering an attractive location to potential residents and enticing property developers to embark on developments in the area. Property developers can be directly engaged to discuss mutually beneficial agreements or invited to tender on residential developments in the area. The viability of a development is dependent on the market demand.

10.3.1 Business Retention and Expansion

Business Retention and Expansion entails providing support to businesses to facilitate growth of local enterprises. The focus should be on tourism enterprises and fostering entrepreneurship. This is known as “Grow your Own,” and enhances investment attraction initiatives.

10.3.2 Ease of doing business & a 1 stop shop

Establishing a “One Stop Shop” to deal with potential investors is a popular option for many investment destinations. A “One Stop Shop” is an investment service that aims to facilitate seamless investment and reduce red-tape and inefficiencies for potential investors. Such a “One Stop Shop” to promote and facilitate investment and the establishment of new businesses, could be set up in the Cape Winelands District/ Witzenberg Local Municipal area. A key component of the one-stop-shop service is the creation of a post for a dedicated investment facilitation professional. The investment facilitator’s main responsibility would be to provide a single contact for investors wishing to do business in Witzenberg. The skills of such an investment professional can be leveraged to engage potential investors on a one-on-one basis.

The focus for the target market for investment in Witzenberg would lie outside the borders of the Western Cape, notably in other provinces or internationally in countries wishing to expand their operations to South Africa or the Western Cape. European, American, Eastern and African multinationals who bring new investment into the Western Cape are the ideal target market. Wesgro could be utilised to act as a portal where clients and investors can access information about products and opportunities in Witzenberg.

The desirability of an area as a place to live is based (but not limited to):

- Personal safety is very important to people when deciding on a place to live. People want to feel safe where they live and not be threatened by crime
- The availability of jobs and employment opportunities
- Availability of schools and health care facilities
- Air and water quality
- Condition of physical infrastructure such as roads
- Availability of parks and recreational facilities.

11 Tourism

11.1 The Tourism Sector

The tourism industry has the potential to attract revenue and stimulate private- and public-sector investment in a region (NTSS, 2017). The tourism industry is people-oriented and very labour intensive, creating employment opportunities in a community. Tourism is a partnership between the public and private sectors and is highly dependent on the co-operation of stakeholders. Witzenberg forms part of the popular Winelands tourism destination, and as tourism has grown steadily in the Cape Winelands, tourism enterprises have increasingly generated job opportunities and revenue flow into the district. The tourism industry has therefore been identified as having an important role to play in attaining the region's goals for growth and job creation.

Tourism supports LED in that it expands the local economy by attracting revenue from outside the local area. In addition, it stimulates capital investment and fosters job creation. Tourism is a multi-faceted industry with various links to the manufacturing and retail sector. In order to effectively develop the sector, it is important to understand both the demand factors and the supply factors of the industry:

- Demand side: who are the people visiting the area and what are their needs and expectations?
- Supply side: what is the unique selling proposition (USP) of the area, and how can customer needs and expectations best be satisfied.

Witzenberg has distinct drawing cards in the area. Witzenberg has the potential to host fruit festivals that could be branded as “first pick of the season.” During the winter months, the extremely low temperatures bring snow falls to the Witzenberg Mountains. During the summer months a myriad of outdoor activities are hosted. Visitors flock to the area to play in the snow.

The Witzenberg local municipal district has the following unique selling points:

- ❖ Picturesque natural environment
- ❖ The close proximity to other tourist hotspots
- ❖ Snow during winter
- ❖ Fruit picking
- ❖ Outdoor activities
- ❖ Community & tourism festivals

11.2 Witzenberg Tourism Plan

Tourism development resort under the Municipal Department of Corporate Services and is managed under the Marketing & Communication division.

The Witzenberg Tourism Business Plan is developed by the 3 respective Tourism LTA's for Witzenberg Municipal area. The 3 Local Tourism Agencies (LTA's) are: Ceres, Wolseley & Tulbagh. The Municipality signs a MOU with Witzenberg Tourism indicating the strategic direction to enhance tourism in the municipal area, which include the Tourism Plan.

The strategic interventions in the Tourism Plan contribute towards effective tourism management in the region by ensuring that visitors are attracted to the area through an appropriate marketing strategy, visitors enjoy a positive experience in the area to facilitate repeat visits, and the region builds a reputation as a successful tourist destination as well as maximising benefits to the local area in terms of the community, the economy and the environment.

11.3 National and Provincial strategic imperatives

11.3.1 The national Tourism Sector Strategy

The National Tourism Sector Strategy (NTSS, 2017) was first drafted in 2011 and recently reviewed with the updated version published in 2017. The Strategy was developed for a timeframe of 2016 till 2026. The NTSS focuses on inclusive growth and links promoting tourism to broader development objectives. The NTSS identifies five (5) strategic pillars for developing the tourism sector, namely:

1. Effective Marketing
2. Facilitate Ease of Access
3. The Visitor Experience
4. Destination Management
5. Broad-based Benefits



11.4 Market intelligence: Tourism research information

The first step in developing a tourism plan is developing a suitable product that would be attractive to the market, whilst capitalising on the area's unique strengths and capabilities. Developing tourism products that would attract visitors and meet their needs is imperative in an appropriate tourism strategy. The products offered to the market should be tailored to market preference and expectations. If the product offering does not appeal to the market, no amount of marketing will attract the desired results. There is no use in trying to push products onto people who do not want the products at all.

Therefore, the starting point of product development is market intelligence: knowing who the target market is and what their preferences are. It is important to know who the current market for tourism in the Witzenberg area is. The market should be built on and expanded by gradually adding product offerings. Most importantly, the existing market should not be neglected. It is important to cater to the needs of established guests. Developing niche markets should be a complementary effort to existing tourism marketing efforts.

The data below depicts tourism statistics until 2021 (later statistics could not be attained).

TRIPS BY PURPOSE OF TRIPS

The main purpose for an overnight trip is grouped into these categories:

- Leisure / Holiday
- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

Below is a table depicting the number of trips by purpose.

NUMBER OF TRIPS BY PURPOSE OF TRIPS - WITZENBERG LOCAL MUNICIPALITY, 2011-2021
[NUMBER PERCENTAGE]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2011	19,500	5,230	29,500	5,300	59,600
2012	20,700	5,530	30,700	4,900	61,900
2013	23,300	5,500	31,900	4,140	64,900
2014	25,000	5,270	33,800	3,610	67,700
2015	26,000	4,990	34,900	3,160	69,100
2016	28,200	5,240	37,000	3,220	73,600
2017	29,400	4,890	37,100	3,310	74,700
2018	29,200	4,330	38,100	3,280	74,900
2019	30,700	3,680	40,300	3,450	78,200
2020	18,800	1,680	19,700	1,700	41,900
2021	14,000	1,450	25,100	2,190	42,800
Average Annual growth 2011-2021	-3.27%	-12.06%	-1.61%	-8.48%	-3.27%

Source: IHS Markit Regional eXplorer version 2257

In Witzenberg Local Municipality, the Visits to friends and relatives, relative to the other tourism, recorded the highest average annual growth rate from 2011 (29 600) to 2021 (25 100) at -1.61%. The type of tourism with the highest volume of tourists was also the Visits to friends and relatives tourism with a total number of 25 100 annual tourist and had an average annual growth rate of -1.61%. The tourism type that recorded the lowest growth was Business tourism with an average annual growth rate of -12.06% from 2011 (5 230) to 2021 (1 450).

ORIGIN OF TOURISTS

In the following table, the number of tourists that visited Witzenberg Local Municipality from both domestic origins, as well as those coming from international places, are listed.

TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - WITZENBERG LOCAL MUNICIPALITY, 2011-2021 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2011	46,500	13,100	59,600
2012	47,400	14,500	61,900
2013	49,200	15,600	64,900
2014	50,800	16,900	67,700
2015	52,300	16,900	69,100
2016	53,800	19,800	73,600
2017	54,000	20,700	74,700
2018	53,900	21,000	74,900
2019	57,300	20,900	78,200
2020	34,900	6,960	41,900
2021	37,600	5,160	42,800
Average Annual growth 2011-2021	-2.10%	-8.91%	-3.27%

Source: IHS Markit Regional eXplorer version 2257

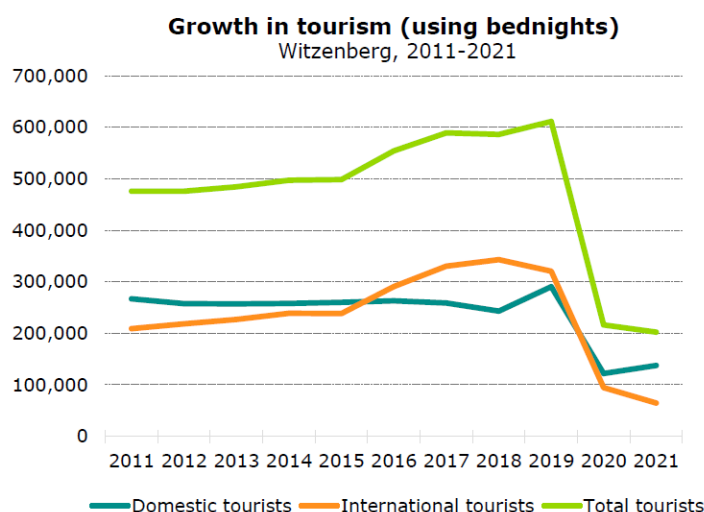
The number of trips by tourists visiting Witzenberg Local Municipality from other regions in South Africa has decreased at an average annual rate of -2.10% from 2011 (46 500) to 2021 (37 600). The tourists visiting from other countries decreased at an average annual growth rate of -8.91% (from 13 100 in 2011 to 5 160). International tourists constitute 12.05% of the total number of trips, with domestic tourism representing the balance of 87.95%.

BEDNIGHTS BY ORIGIN OF TOURIST

From 2011 to 2021 the number of bed nights spent by international tourists overtook the number of bed nights spent by domestic tourists. This is as a result of negative growth in the domestic tourists compared to the positive growth seen in the number of bed nights spent by international tourists in Witzenberg.

Below is a table depicting the growth in tourism.

GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - WITZENBERG LOCAL MUNICIPALITY, 2011-2021 [NUMBER]



It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region. Below is a table indicating the total tourism spending, comparing Witzenberg, CWDM, the Western Cape and National.

TOTAL TOURISM SPENDING - WITZENBERG, CAPE WINELANDS, WESTERN CAPE AND NATIONAL TOTAL, 2011-2021 [R BILLIONS, CURRENT PRICES]

	Witzenberg	Cape Winelands	Western Cape	National Total
2011	0.4	3.6	36.1	205.8
2012	0.4	4.0	40.3	229.8
2013	0.5	4.6	45.9	253.3
2014	0.5	5.0	50.1	275.4
2015	0.5	4.7	47.2	253.9
2016	0.6	5.2	52.1	277.6
2017	0.5	4.9	50.3	264.0
2018	0.6	5.4	55.2	291.1
2019	0.9	7.9	76.4	406.2
2020	0.3	2.7	26.2	131.1
2021	0.6	6.1	60.9	296.5
Average Annual growth 2011-2021	4.43%	5.52%	5.38%	3.72%

Source: IHS Markit Regional eXplorer version 2257

Witzenberg Local Municipality had a total tourism spending of R 589 million in 2021 with an average annual growth rate of 4.4% since 2011 (R 382 million). Cape Winelands District Municipality had a total tourism spending of R 6.12 billion in 2021 and an average annual growth rate of 5.5% over the period. Total spending in Western Cape Province increased from R 36.1 billion in 2011 to R 60.9 billion in 2021 at an average annual rate of 5.4%. South Africa as whole had an average annual rate of 3.7% and increased from R 206 billion in 2011 to R 297 billion in 2021.

TOURISM SPEND PER CAPITA

In 2021, Witzenberg Local Municipality had a tourism spend per capita of R 4,250 and an average annual growth rate of 2.56%, Witzenberg Local Municipality ranked fourth amongst all the regions within Cape Winelands in terms of tourism spend per capita. Below is a table indicating the tourism spend per Capita.

TOURISM SPEND PER RESIDENT CAPITA - WITZENBERG LOCAL MUNICIPALITY AND THE REST OF CAPE WINELANDS, 2011,2016 AND 2021 [R THOUSANDS]

	2011	2016	2021
Witzenberg	R 3,300	R 4,289	R 4,250
Drakenstein	R 3,728	R 4,575	R 4,450
Stellenbosch	R 9,413	R 13,480	R 16,284
Breede Valley	R 2,210	R 2,601	R 2,688
Langeberg	R 4,468	R 5,935	R 6,400

Source: IHS Markit Regional eXplorer version 2257

12 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 (which were included for the 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.

A summary of inputs of stakeholders are drafted below. The outputs of the stakeholder engagements are clustered in categories.

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

Theme	Comments/ challenges	Proposed solutions/initiatives to address challenges
Skills development	<ul style="list-style-type: none"> - Respondents confirmed the need for training/ skills development and education in the Witzenberg area, addressing substance abuse and creating employment. Respondents also felt that creating employment was the most important development need, followed by skills training. - Lack of support to student practical experience - Lack of business assessments, coaching, mentoring 	<ul style="list-style-type: none"> - Training & skills development; Youth development was highlighted as the solution to the need for skills in the Witzenberg area - Stakeholders mostly frequently felt that training/ skills development/ workshops constitute the greatest development need in the business sector. - Mentorship - Providing student practical experience
Unemployment	<ul style="list-style-type: none"> - The problem of unemployment was outlined 	<ul style="list-style-type: none"> - Respondents most frequently listed municipal service delivery, stakeholder engagement and training as proposed solutions to the problem of unemployment.
Service delivery	<ul style="list-style-type: none"> - Respondents were split about the most important service delivery need to enhance the business sector in the Witzenberg Local Municipal area. - Regarding red-tape: If the project justifies a quicker approach less red tape can be achieved 	<ul style="list-style-type: none"> - The most frequently recorded responses were: waste disposal, clinic upgrades, cleaning the town, working together (private and public sector), training programmes
Cooperation between local Government and the Community	<ul style="list-style-type: none"> - SMME Forums is a platform where Supply chain process workshops & updating of the database can occur - To link smme's with government support 	<ul style="list-style-type: none"> - "More meetings and communication" were the most popular solution for better co-operation between local government and the community. - "More stakeholder engagements" was the second most frequent response, and the formation of partnerships, together with improving the relationship between the municipality and the private sector, came in at third place. - Awareness
Investment	<ul style="list-style-type: none"> - Stakeholders linked investment to employment creation. 	<ul style="list-style-type: none"> - Respondents felt that attracting new investment was key to Witzenberg's economic and investment strategy.

Agriculture sector	<ul style="list-style-type: none"> - Respondents reported that water was the most important development need in the agricultural sector. - Small farmers do not have grazing for bees; shortage of extractor room to extract honey - Need for agriculture land - Innovative opportunity to utilise agriculture to further development 	<ul style="list-style-type: none"> - Respondents most frequently reported that financial support to farmers would assist to alleviate the effects of the drought. - Access to municipal land; land must be rezoned for agricultural use - Own facility to extract honey - Zoning for industry in area (zoning for business)
Tourism	<ul style="list-style-type: none"> - Respondents felt that the most important need to develop tourism is that funding is required to develop the tourism industry and also noted the potential of the tourism sector to create employment. - Respondents felt that marketing, crime prevention, route development, guided tours and information centres would attract more visitors to the area. - The natural beauty of the area must be a big focus - Sport must be looked at and must play a bigger role 	<ul style="list-style-type: none"> - When asked how the tourism sector can best be developed, respondents mostly felt that government support, developing routes between towns, training and marketing had the most important roles to play.
Innovation& opportunities	<ul style="list-style-type: none"> - Cannot focus on small projects only; the local businesses must also play a role - Composting & recycling is a small business opportunity 	<ul style="list-style-type: none"> - Specialist investigation must occur regarding fibre optic infrastructure and the potential income and spin-offs for the local economy that can be derived from it
Infrastructure	<ul style="list-style-type: none"> - Road infrastructure is paramount for investment and planning - Eskom is lagging on their network capacity project for Witzenberg, which can negatively influence future development - Government owned buildings that is vandalised & under-utilised - Transport Logistics: congestion for freight& rail freight 	<ul style="list-style-type: none"> - There must be a strategy how to develop and utilize local contractors - Government funded support for local business to utilise buildings (funds to maintain it); apprenticeship for unemployed to rebuild it - Get rail to be managed well; Small airport development for tourism & sector logistics
Business development	<ul style="list-style-type: none"> - Lack of support to all industries 	<ul style="list-style-type: none"> - Support to development of all businesses
Funding/operational needs	<ul style="list-style-type: none"> - Lack of equipment - To grow and develop businesses - Difficulty to access for funding 	<ul style="list-style-type: none"> - Interaction with local businesses to access funding for equipment - Access to funding/ locals must support each other - Make funding more available; outreach to funders

Governance	<ul style="list-style-type: none"> - Seek bylaws for hairdressers - Non compliancy status - Monitoring & evaluation is needed - Need for business forum 	<ul style="list-style-type: none"> - Municipal bylaws in every industry - Feedback from Government - M&E programs to determine the impact, funding & mentoring should go together
Contractor development/ contractor work	<ul style="list-style-type: none"> - Need for building work - Admin support to artisan businesses - Foreigners used in construction work not up to standard; cheap labour 	<ul style="list-style-type: none"> - Apprenticeships - Support artisans in admin - Can use locally skilled businesses; should use more local businesses; check visa with Saps
Informal sector	<ul style="list-style-type: none"> - Lack of drains at informal stands - Assistance for spaza shops locals to take shops back 	<ul style="list-style-type: none"> - Establish drains that is in a working state - Remove illegal foreigners
Procurement	<ul style="list-style-type: none"> - Registration on supply database: no feedback - Clarity between quotation and tenders - Poor communication between supply chain and smme's 	<ul style="list-style-type: none"> - Feedback from supply chain; work on communication - Easier application forms - one pager - Notification to all sector/commodities/ preference to smme's that attend workshops - More briefings with supply chain regarding tenders
Business support service communication	<ul style="list-style-type: none"> - Not everyone is informed about LED services 	<ul style="list-style-type: none"> - Roadshows& pamphlets, radio advertisement
Access to markets	<ul style="list-style-type: none"> - Lack of access to markets - No platform for local artists and traders - Lack of business premises; business hub needed in other towns - Organised hawkers' space - Exclusion of small businesses from bigger companies (contracting, land to lease for honey farmers) - Access to tourists - local vendors (food, arts&crafts & music) cannot showcase what they sell; dedicated space to showcase 	<ul style="list-style-type: none"> - Create a platform for businesses to gain access to markets - Platform for local artists and traders to showcase their products - Business Hubs - Organised markets - Involvement/invitation in bigger companies in fixed contracts for small businesses to become sustainable (small businesses, honey pollination services) - Create a space / platform, place where tourists come; Open market once every month/6 months to showcase what they do
Red Tape	<ul style="list-style-type: none"> - High compliancy challenges, compliancy & expenses hold smmes back, 	<ul style="list-style-type: none"> - Compliancy vouchers (3 years), Municipality to cover expenses
Labour	<ul style="list-style-type: none"> - Bigger industry do not utilise local labour at large; foreign cheap labour - Adequate medical care for workers 	<ul style="list-style-type: none"> - Empower women to be employed in agricultural sector -Workshops for unemployed South Africans (skills development& life skills/vision development/purposed) for them to be absorbed (life skills first then skills) - Lobby for better support of clinics

Energy	<ul style="list-style-type: none"> - Power (electricity) resources; Electricity & distribution capacity 	<ul style="list-style-type: none"> - Programme from Government to assist households with solar panels & boreholes; Municipal independent generation of electricity to be made available for businesses; increase electricity capacity for current businesses first before investment from outside (bigger Industry & farms) - Businesses to have a solar panel drive; Municipality make process easier; Public partner to setup solar panels; wind farms in other towns
Safety	<ul style="list-style-type: none"> - Security - Taxies causing delays with development - The break-ins, petty crime that occurs. 	<ul style="list-style-type: none"> - Crime prevention & visible policing - Information to businesses; Enforce municipal & SAPS bylaws - Join hands with social development, implement a life skills program for the community that guides people through it.
Land	<ul style="list-style-type: none"> - Availability of land for previous disadvantaged individuals - Availability of land for building houses for neighbourhoods - Available land not utilised to its full capacity; not sufficient available & zoned industrial & business land & space in towns 	<ul style="list-style-type: none"> - Discussion with Government Department owning land (Telkom, Dept Public Works, Eskom) - Zoning of municipal land for business purposes: business rezoned land closer to neighbourhoods - Identify whether a specific development is a need instead of local businesses - Household food gardens for trading (wholesale) & food security; Municipality to avail land for subsistence farming; mentorship for new and existing
Business Retention	<ul style="list-style-type: none"> - Foreign shops in the town 	<ul style="list-style-type: none"> - Small businesses form co-operative and buy bulk
Accommodation & tourism facilities	<ul style="list-style-type: none"> - Shortage of Accommodation & Tourism facilities - Restaurants, parking - Municipal resorts such as Pine Resort - Tolhuis & Karoo Poort 	<ul style="list-style-type: none"> - Should develop a 10 - 15yr plan, analyses of facilities - Local service providers to upgrade it; to sell or let a private entity manage it - Restore heritage sites
Tourism visibility	<ul style="list-style-type: none"> - Tourism Signage & maps 	<ul style="list-style-type: none"> - Sign at entrance of towns
Township tourism	Township Tourism is needed	<ul style="list-style-type: none"> - Local community awareness campaigns
Tourism opportunities	<ul style="list-style-type: none"> - Tourism routes - More coordination with sport events 	<ul style="list-style-type: none"> - Local products to be showcased
Tourism awareness	<ul style="list-style-type: none"> - Tourism Awareness Campaigns needed 	<ul style="list-style-type: none"> - Market within towns; Tourism Road Show; Skills development programme for youth - Can use all the people of the town for marketing, e.g. churches, businesses. Encourage the community to take pride back.

LED PLAN

This section of the report includes the implementation plan for Local Economic Development.



13 Local Economic Development Strategy for Witzenberg Local Municipality:

13.1 Where we want to be:

Economic growth is a prerequisite for economic development. Economic growth affords new businesses the opportunity to enter the market and trade successfully. Economic growth is therefore also vital for economic transformation. The paramount objective of LED is therefore to foster strong economic growth in order for social and economic development to take place. Strong economic growth also attracts investment, further enhancing economic growth and economic development. The Western Cape Government has set a target of creating an inclusive, export-oriented, sustainable, and resilient economy, growing at between 4% and 6% annually in real terms by 2035. Considering an annual regional economic growth rate in line with the NDP target of 5.4% per annum, achieving growth in line with the above mentioned should yield radical progress in terms of LED.

13.2 Where are we now:

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) 	<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

<ul style="list-style-type: none"> ✓ 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"> ✓ 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 	<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

<ul style="list-style-type: none"> ✓ 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"> ✓ 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
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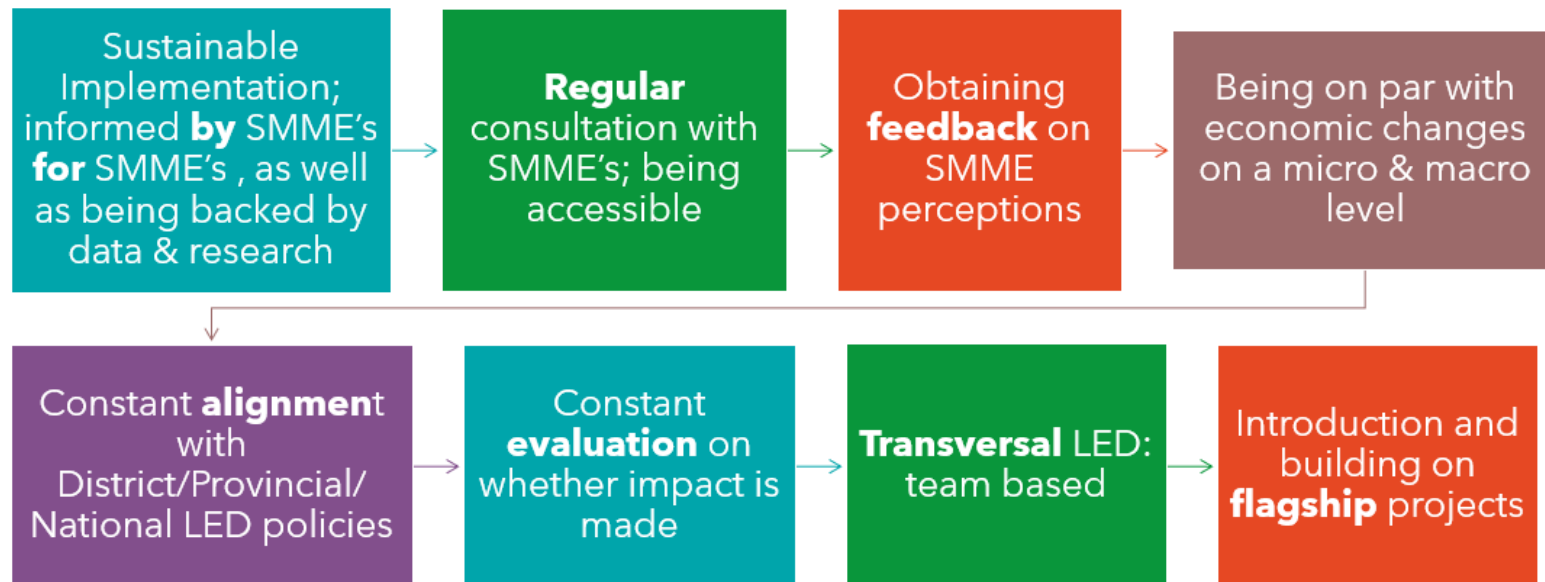
13.3 Implementation Plan for LED Strategy

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 partnerships 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's (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

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**

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 Finance Development Agency) support - Contractor business & administration development and support - Tax compliance workshops - Supply chain process workshops 	<ul style="list-style-type: none"> - SEDFA - Dept. Public Works - SARS - WC Dept. of Local Government - Supply chain division - National Dept. of Small Business

		<ul style="list-style-type: none"> - 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 - Municipal Mentorship incubator project 	<ul style="list-style-type: none"> - 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 - Business Chamber - Service provider
Support SMME businesses through linking with opportunities	<ul style="list-style-type: none"> - Entrance to markets 	<ul style="list-style-type: none"> - SMME database - Linkage with funding opportunities - SMME email network - Supply chain database registration assistance - SMME Expo's 	<ul style="list-style-type: none"> - DEDAT - Cape Winelands District Municipality - E-centres - Emerging business forums

	<ul style="list-style-type: none"> - Emerging farmer support - Marketing Plan for LED 	<ul style="list-style-type: none"> - 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 - Assist with identifying potentially suitable agricultural land - Utilisation of effective marketing channels 	<ul style="list-style-type: none"> - Provincial Treasury, SEDFA (Small Enterprise Finance Agency), SARS - Local Tourism Agency/ Witzenberg Tourism - Dept. Rural Development - Dept Agriculture - Town planning/ Legal division - Social media, newspapers, Radio
To provide SMME opportunities in new developments	<ul style="list-style-type: none"> - Business rezoning 	<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 	<ul style="list-style-type: none"> - RSEP (Regional Socio-Economic Programmes) - Town Planning, Technical Dept, DEDAT - JOBS Fund/IDC, DEDAT

	<ul style="list-style-type: none"> - SMME infrastructure programme - Wastepreneur programme 	<ul style="list-style-type: none"> - Waste entrepreneurship & recycling development 	<ul style="list-style-type: none"> - Recycling industry role players (PRO's, waste collectors, recycling companies) - Waste division
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 	<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 	<ul style="list-style-type: none"> - GIS Service provider - Legal Services division - DEDAT, Department Rural Development - Department Public Works

	<ul style="list-style-type: none"> - Review Service Master Plans - Agriculture growth patterns intelligence - Strategic infrastructure development 	<ul style="list-style-type: none"> - Annual review - Collate & disseminate economic data on an annual basis - 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"> - Technical Department - WC Dept. of Agriculture - DEDAT - 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 	<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 	<ul style="list-style-type: none"> - Law Enforcement - Business chamber

	<ul style="list-style-type: none"> - Inter-governmental implementation of LED 	<ul style="list-style-type: none"> - Align LED priorities with District, Provincial & National Government programmes and initiatives - Dialogue with Government Departments & potential investors regarding future rail and air development 	<ul style="list-style-type: none"> - CWDM - National Department Trade and Industry - DEDAT - 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 	<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 	<ul style="list-style-type: none"> - Finance Department - SALGA - DEDAT; WESGRO - Marketing division - Town Planning division

	<ul style="list-style-type: none"> - Adoption & implementation of Spatial Development framework (SDF) - Internal Red tape reduction - Marketing Plan - Emerging market development 	<ul style="list-style-type: none"> - Identify & plan for future industrial land in manufacturing & agro-processing sector - 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"> - Agriculture related industry leaders - 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 	<ul style="list-style-type: none"> - WC Provincial Treasury - National Treasury

		<ul style="list-style-type: none"> - Development of Local labour policy for tenders - Expedite supply-chain registration process 	<ul style="list-style-type: none"> - Supply chain division
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 - Expanded Public Works Programme (EPWP) 	<ul style="list-style-type: none"> - Supporting& complimenting agro-processing critical skills development - Apprenticeships with youth & women - Youth skills development - 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"> - CBI, Agro-processing sector, agriculture entities - IPP's - Essen Gemeente (Belgium) - 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 	<ul style="list-style-type: none"> - Update existing stalls audit - Development of informal trader site plan - Exploring & identification of alternative vendor space 	<ul style="list-style-type: none"> - Technical Department

	<ul style="list-style-type: none"> - Maintenance of existing stall trader infrastructure 	<ul style="list-style-type: none"> - Annual maintenance plan for trader infrastructure 	
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

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 - Tourism facilities and accommodation audit 	<ul style="list-style-type: none"> - Local Tourism Agencies (LTA's) - CWDM - Witzenberg Tourism; Marketing & Communications division - CBI, LTA's, Tourism members

	<ul style="list-style-type: none"> - Tourism Safety programme - Communication Plan - Public tourism facilities& heritage 	<ul style="list-style-type: none"> - 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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13.4 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.

13.5 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 evaluation.

Below is the Monitoring & Evaluation framework for the LED Strategy. The term in the 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 capitated 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
	✓ Emerging farmers linked with government support programmes	Medium

	✓ Marketing plan for LED established	Short
	✓ Business rezoning applications significantly fast tracked	Medium
	✓ Vacant economic potential municipal land rezoned and serviced	Long
	✓ SMME Business Hubs constructed in most municipal towns	Long
	✓ Waste entrepreneurs integrated into municipal waste programme	Medium
2.Creating an enabling environment to attract new businesses and for businesses to prosper	✓ Land audit reviewed	Medium
	✓ Policy updated for the Management of Business Property for LED purposes with its aim of capacitating Previous Disadvantaged Communities	Short
	✓ Municipal land applications significantly fast tracked	Short
	✓ Suitable government owned land identified	Long
	✓ Agricultural economic data available to the Public	Short
	✓ Agreement with Departments in place	Short
	✓ Energy provision fast tracked	Long
	✓ Alternative energy investment and initiatives in motion	Long
	✓ Strategic economic corridor infrastructure maintained	Long
	✓ Municipal Bylaws enforced	Short
	✓ Critical points linked with CBD security cameras	Short

	✓ Performance measurement conducted	Short
	✓ SOP's and checklists developed	Short
	✓ Alignment of LED priorities with District, Provincial and National Government conducted	Medium
	✓ Dialogue with Government Departments & potential investors in motion	Medium
	✓ Incentive Policy reviewed	Medium
	✓ Infrastructure investment policy reviewed	Medium
	✓ Areas with investment potential & priority focussed areas investigated	Medium
	✓ Investment opportunities packaged	Medium
	✓ Investment profile developed	Short
	✓ Municipal film permit policy adopted	Medium
	✓ SDF recommendations included in forward investment planning	Medium
	✓ Future Industrial land for manufacturing and agro-processing identified	Medium
	✓ Process maps of permits, business licences and land use applications evaluated	Medium
	✓ Marketing drive for investment implemented	Medium
	✓ Municipality IPP investment ready	Medium
	✓ 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	Short
	✓ CBI Agreement signed	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
	✓ Traders linked with value chain of tourism route	Medium
	✓ Assistance provided with organised market facilitation	Medium

	<ul style="list-style-type: none"> ✓ Development & support plan for informal area economy development completed ✓ House shops localised 	<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>

14 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.

The LED implementation plan has the intention to address the challenges and opportunities that were identified for economic growth, economic inclusion and job creation, as to ensure that the Municipality create an enabling environment in which business, big and small, can thrive, grow, create jobs and ultimately improve the quality of life for all citizens living in the Witzenberg Municipal area.

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

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