

LAINGSBURG MUNICIPAL ECONOMIC DEVELOPMENT AND TOURISM STRATEGY (2019-2029) 2020



The Laingsburg Local Economic Development and Tourism Strategy

Guides the long-term sustainable planning and development of the Laingsburg economy. The strategy pursues an inclusive pattern of economic growth that does ultimately contribute to the reducing of poverty within the Laingsburg Municipal area.

The Strategy assesses the current socio-economic environment, outlines strategic goals for the next ten-years, it recommends a series of actions to achieves those goals by leveraging existing assets and strengths, overcoming existing weaknesses and threats and developing new assets and strengths.

The Strategy was produced after extensive community consultation, SWOT Analysis and Municipal data analysis

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Foreword by Municipal Mayor

Local economic development (LED) is one of the core functions of local governance in South Africa. It is seen as one of the most important ways in the reduction of poverty. LED aims to create job opportunities by assisting the local economy to grow by means of more small business establishments in the municipal area which provides income opportunities for those in disadvantaged areas. One of the alternative drivers for LED is tourism. Tourism provides a vast range of initiatives for those wanting to create long-term work opportunities.

The LED strategy is based on the overall vision outlined in the IDP. As part of the IDP process it is required from the local municipality to do a situational analysis. The primary data in this document has been obtained through a combination of a series of engagements between Laingsburg Municipal officials, District Municipality, Provincial Government, SALGA and MISA. These engagements with stakeholders provide the most relevant information and provide guidelines for best practice.

I thank thee.

Councillor Ricardo M Louw
Executive Mayor

SECTION 1: INTRODUCTION

Globally, governments and stakeholders recognize the important role of local economic development (LED) to create employment, alleviating poverty and addressing inequality, (Meyer, 2014). Currently, South Africa's National and provincial policies are focusing on "developmental" local government and pro-poor emphasis. The purpose of this strategy is to afford Laingsburg municipality an opportunity to identify local economic opportunities, with a clear implementation action plan for the municipal area.

1.1 Concept of Local Economic Development (LED)

LED is an outcome based on local skills and initiative and driven by local stakeholders in partnership with provincial, national and global stakeholders. It involves identifying and using primarily local resources, skills, local ideas to stimulate sustainable economic growth, regeneration and development. This occurs through ecological, socio-cultural and economic stewardship. The aim of LED is to create sustainable employment opportunities for local and residents, alleviate poverty, and to harness and redistribute resources and opportunities to the benefit of all local residents and ecological and socio-cultural diversity. The eight components of this definition are briefly discussed in order to develop a better understanding of the LED concept.

1.2 Good Practice for Strategy Success

Good practice in local economic development requires tailored approaches to local conditions, and the following are excellent guiding principles:

- An **integrated** approach that includes social, environmental and physical, as well as economic issues.
- A carefully developed strategy built by all relevant **partners** and based on a **shared vision**.
- Reference to the **informal economy**: the **informal economy** needs to be carefully taken into account. In some localities, it can represent a significant part of the local economy, be strongly inter-linked with formal activities and provide the economic basis for the majority of the poor.
- A **range of projects**: short, medium and long-term, to catalyze partnerships and build stakeholder confidence.
- **Influential and effective local leaders** that bring commitment, credibility and an ability to unite stakeholders.
- **Capacity building** of management and 'on the ground' teams are essential to project implementation.
- The LED strategy should be owned by the municipal government, with a demonstrated **strong political will** to implement it.
- Political, financial and technical support from **other levels of government** that add value.
- Projects and action plans should be undertaken only where a responsible manager or champion has been identified who is **committed** to successful implementing.

1.3 Overview of the Participatory Appraisal of Competitive Advantage (PACA) Process

What are the most promising sectors to be promoted in our local area? What are obstacles to local economic development? How can we achieve economic growth? What do business people think about the economic prospects of our area? These are questions that preoccupy many local governments.

There is a methodology that helps answering them, called "Participatory Appraisal of Competitive Advantage" (PACA) or, in a more technical way, "Rapid and Participatory Economic Appraisals".

Traditional studies on economic potential studies were done in an extensive and detailed manner. Normally an enormous amount of statistical data was gathered in order to come up with results that were far from new or spectacular for those living in the area.

Consequently, economic development programs were formulate, but quite often never implemented by local government. PACA on the other hand combines competitiveness concepts with the principals of "Rapid"/ Participatory appraisal in order to identify quickly implementable activities to stimulate local economic, (Meyer-Stamer; 2006)

The name PACA introduces three terms:

1. **Participatory:** PACA is a participatory approach, but not in the way participation is some- times conceptualized. PACA is not about inviting everybody to a huge round table, only to have everybody staring at everybody else and nobody having a clear idea what the whole meeting is about. PACA also does not suggest endless community mobilization processes. The PACA concept of participation rather revolves around two main points:
 - Successful local economic development must be based on the active involvement of those stakeholders who are relevant for economic development, i.e. have relevant resources at their disposal (know-how, money, time, delivery capacity, etc.) or could create obstacles. Also, an LED process must be organised in a transparent way, and it should be managed in a way which encourages additional actors to jump in along the way.
 - Successful local economic development involves a constructive relationship between the public and the private sector, without either of them having a-priori a clear guiding role. LED cannot be a task of local government alone. But, it is also not advisable to leave it to the private sector alone. A constructive relationship often does not exist at the outset. On the contrary, often both sides feel distrust and contempt for the other side. Improving the relationship, and learning to cooperate, is one of the purposes of applying the PACA principles.

2. **Appraisal:** The core of PACA is a methodology which permits a rapid appraisal of a local economy – not only of its economic potentials, but also of the political factors which may or may not be propitious for an LED initiative.

3. **Competitive Advantage:** The main thrust of PACA is not to elaborate endless lists of problems, deficiencies and bottlenecks, but to look for opportunities which improve the local business environment within a short period of time. PACA relates to Michael Porter's concept of location-based competitive advantage and the analytical concept of systemic competitiveness.

1.4 Methodology

PACA is a methodology to prepare and action orientated diagnostic of the municipal local economy. In the narrow sense, it is a method to conduct a quick, action-oriented appraisal of a local economy, looking not only at economic potentials but also, and in particular, at the motivation and capacity for action of local stakeholders.

Table 1: Sequence of a PACA Exercise

Preparation Recruitment of PACA Team Organization of workshops and interviews
↓
Kick-off Workshop <ul style="list-style-type: none">• Inform local stakeholders about the purpose of the PACA• Gather information on local economy
↓
PACA Fieldwork <ul style="list-style-type: none">• Mini-workshops to gather information about specific sectors of the local economy• Interviews to get in-depth information
↓
Results Workshop of the PACA Team <ul style="list-style-type: none">• Elaborate diagnosis• Elaborate practical proposals
↓
PACA Presentation Event <ul style="list-style-type: none">• Present diagnosis and proposals to local stakeholders• Get feedback and suggestions for implementation
Way Forward Workshops <ul style="list-style-type: none">• Implementation

The table above illustrates the PACA process. A PACA team was appointed to assist with the execution of the PACA methodology. The team consists of members from Laingsburg Municipality, SALGA and MISA.

- | | |
|-----------------------------------|--------------------------|
| ➤ Preparation | September – October 2019 |
| ➤ Kick-Off Workshops | |
| ➤ PACA Fieldwork / Mini- Workshop | |
| ➤ Results Workshop | |
| ➤ PACA Presentation Event | |

SECTION 2 POLICY CONTEXT

In developing an appropriate Local Economic Development (LED) and Tourism framework for Laingsburg Municipality, it is essential to make reference to relevant policies at a local, provincial and national level. By reviewing the relevant policies, one can contextualize the environment in which the LED framework will exist and more importantly, provide guidelines and targets that will direct the LED framework in an appropriate manner. This will also ensure that the LED policy which is developed aligns with National and Provincial Policy and Local initiatives

- National Development Plan
- Medium-Term Strategic Framework (MTSF)
- The Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA)
- Land use planning principles
- Integrated Urban Development Framework
- Provincial Strategic Plan
- Western Cape Provincial Spatial Development Framework
- One Cape 2040
- Western Cape Tourism Development Framework (WCTD Framework)
- Western Cape Infrastructure Framework
- Western Cape Green Economy Strategy Framework
- Central Karoo District Local Economic and Tourism Strategy
- Laingsburg Integrated Development Plan
- Laingsburg Spatial Development Framework

National Development Plan 2030

It is a plan for a better future; a future in which no person lives in poverty, where no one goes hungry, where there is work for all, a nation united in the vision of our Constitution. The approach to tackling poverty and inequality is premised on faster and more inclusive economic growth, higher public and private investment, improving education and skills, greater use of technology, knowledge and innovation and better public services all leading to higher employment, rising incomes and falling inequality. Figure 1 below illustrates the focus areas of the NDP:

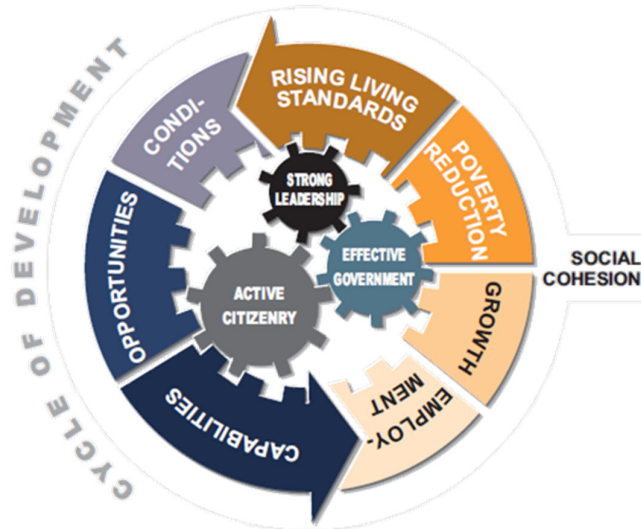


Figure 1: NDP (2030) Key Focus Areas

The National Planning Commission's approach is to address living standards inclusively for all South Africans. It recognises that government on its own cannot improve living standards. We require determined and measurable action by all social actors and partnerships across society to raise living standards.

2.2 Medium-Term Strategic Framework (MTSF)

The MTSF 2014–2019 flows from the NDP, synthesises national government's strategic plans across all sectors and informs provincial policy development. The MTSF prioritises the following goals:

- Radical economic transformation, rapid economic growth and job creation.
- Rural development, land and agrarian reform and food security.
- Ensuring access to adequate human settlements and quality basic services.
- Improving the quality of and expanding access to education and training.
- Ensuring quality health care and social security for all citizens.
- Fighting corruption and crime.
- Contributing to a better Africa and a better world.
- Social cohesion and nation building.

These eight goals are elaborated in 14 outcomes with targets and activities for the five-year strategic period.

2.3 The Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) SPLUMA introduced a three-sphere system of integrated planning at the national, provincial and municipal sphere and allows for the creation of Provincial Legislation and Municipal By-laws, to make provision for matters dealt with in the regulations in a manner that relates to the specific context in a province or municipality.

2.4 Land Use Planning Principles set out in SPLUMA and the Western Cape Land Use Planning Act, 2014 (Act 3 of 2014) (LUPA) apply to all organs of state responsible for the implementation of legislation regulating the utilisation and development of land and guide spatial development frameworks, zoning schemes or any policy concerning land use planning, any steps to ensure sustainable development and the consideration of applications that impacts on the utilisation and development of land.

2.5 Integrated Urban Development Framework (2016)

The Integrated Urban Development Framework (IUDF) is a policy framework of the country, which was approved by Cabinet in April 2016. It seeks to foster a shared understanding across government and society about how best to manage urbanization and achieve the goals of economic development, job creation and improved living conditions for our people through ensuring that our cities and towns become more inclusive, resource efficient and good places to live, work, shop and play in, as per the vision outlined in the National Development Plan.

2.6 Provincial Strategic Plan (2019-2024)

The only sustainable way to reduce poverty is by creating opportunities for growth and jobs. This insight informed PSP 2019-2024, which sought to shift resources and energy into creating a context for growth and job opportunities without compromising the state's ability to deliver better outcomes in health, education and social development, and while refocusing efforts to promote social inclusion. The Western Cape Government has identified the five Provincial Strategic Goals (PSGs) to deliver on its vision and to help realise the objectives of the NDP over its five-year term. See Figure 2: The 5 PSGs:



Figure 2: The Five Provincial Strategic Goals (2019-2024)

2.7 Western Cape Provincial Spatial Development Framework (2014)

In 2014 the Western Cape Government adopted the Provincial Spatial Development Framework (PSDF). Its purpose is to address the lingering spatial inequalities that persist as a result of apartheid's legacy – inequalities that contribute both to current challenges (lack of jobs and skills, education and poverty, and unsustainable settlement patterns and resource use) and to future challenges (climate change, municipal fiscal stress, food insecurity and water deficits). The PSDF provides a shared spatial development vision for both the public and private sectors and serves as the guide to all sectoral considerations with regard to space and place. The PSDF serves to guide the location and form of public investment and to influence other investment decisions by establishing a coherent and logical spatial investment frame work.

2.8 One Cape 2040

One Cape 2040 is a deliberate attempt to stimulate a transition towards a more inclusive and resilient economic future for the Western Cape region. It is a vision and strategy for society, rather than a plan of government, although all three spheres of government are essential for implementation. It does not replace any existing statutory plans required of either the province or municipalities. It is rather intended as a reference point and guide for all stakeholders to:

- Promote fresh thinking and critical engagement on the future.
- Provide a common agenda for private, public and civil society collaboration.
- Help align government actions and investment decisions.
- Facilitate the necessary changes that needs to be made to adapt to (rapidly) changing local and global contexts.
- Address development, sustainability, inclusion and competitiveness imperatives.

2.9 Western Cape Tourism Development Framework- WCTD Framework

The WCTD Framework provides for the destination vision and strategy for tourism in the Western Cape and is the high-level sector strategy for tourism. The WCTD Framework ensures joint planning, budgeting and implementation between the three spheres of government in the first instance and all of their social partners in the second instance. The WCTD Framework has defined targets and outcomes that need to be achieved over a ten-year timeframe. It is a living and dynamic document, with research constantly being added to the evidence base and analyses being adjusted as circumstances change. There will be a major review on a five-year basis.

2.10 Western Cape Infrastructure Framework (2013)

The Western Cape Infrastructure Framework aligns the planning, delivery and management of infrastructure provided by all stakeholders (national government, provincial government, local government, parastatals and the private sector).

2.11 Western Cape Green Economy Strategy Framework (2014)

The aim of the framework is to position the Western Cape as the lowest carbon province in South Africa and the leading green economic hub of the African continent.

2.12 Central Karoo District Local Economic and Tourism Strategy

The aim of the CKDM LED Strategy is to provide for a realistic plan that would provide for an environment where investors feel comfortable to invest meaningful which will in turn create employment opportunities for local residents. Therefore, the LED Strategy should also seek to infiltrate the economic strengths, weakness, opportunities and threats (SWOT) that would provide for realistic investments to be made.

3. METHODOLOGY (WORK PLAN)

The preparation of the LED Strategy followed a five -phase work program completed over 11 months between September 2019 and June 2020 as seen in the figure 3 below

The Laingsburg LED and Tourism Strategy has been compiled through primary and secondary data. The Economic outlook section through data from:

- Statistics South Africa
- District Economic Outlook
- Municipal Economic Outlook
- Provincial Economic Outlook
- IHS Market Regional explorer

The primary data has been obtained through a combination of a series of engagement between officials from Laingsburg, Provincial Government (DEDAT), District Municipality SALGA and MISA. Local representatives from business, agriculture, NGO and social development. This was done through a series of consultation sessions held with stakeholders and representative's community and business.

These engagements are outlined be

- **September 2019;**
- **October 2019;**
- **October 2019**
- **12 March 2020**

SECTION 4: ECONOMIC OVERVIEW OF LAINGSBURG

The economic state of Laingsburg Municipality is put in perspective by comparing it on a spatial level with its neighbouring Municipalities. Laingsburg Municipality does not function in isolation from Central Karoo District, Western Cape and South Africa. The success of Laingsburg economy performance does not depend on internal factors only, but also on externalities such as demand, local business condition and market competition.

This section gives a brief overview of the socio- economic status quo of the Laingsburg Municipality, using the latest data obtained from Central Karoo District LED, Municipal LED 2017, Municipal SDF 2017, IDP 2019-22 and MERO (2018).

4.1 Laingsburg Socio- Economic Overview

As the least populated municipal area, The Laingsburg municipal area makes the smallest contribution to the District GDP. In 2016, the Laingsburg municipal area contributed 14.2 per cent (R402.6 million) to the CKD GDP and 15.1 per cent (2 834 jobs) to employment, (MERO, 2018).

The table below gives an overview of the socio-economic profile of Laingsburg Municipality

LAINGSBURG KEY INDICATORS	
Mayor	Cllr: Ricardo Louw
Population (2019)	9117
GDP (2018)	ZAR R32 4736 million
GDP Growth (2018)	3,1%
Unemployment rate (2018)	17,9%
Ethnic groups	Black (7%), Coloured (79%), Indian & Asian (0, 2%), White (13, 3%)
Languages	Afrikaans (90, 1%), Xhosa (1, 2%), English (1, 6%),
Literacy rate	70 %
Gini Coefficient (2018)	0,553
Human Development Index (HDI)	0,683

The town is dependant from grants which cause low income in the area are based on the fact that there is insufficient self-employment. Most people are dependent on formal employment in different sectors, than creation of self-employment opportunities. This is caused by the lack

of appropriate technical skills. The whole of the district does not have any history of a technical school or business incubators. For any such training people have to travel to the major cities. The town also has serious lack of entrepreneurial skills which are necessary for self-employment. The educational system offered only the basic reading, writing, social sciences and very little arithmetic, which supported the development of a labour force for only a certain portion of the population.

4.2 GDPR Performance

The primary sector contributed 24.2% to the GDPR of the municipality. Secondary contribute 21% of the GDPR and tertiary sector contribute 54.5% of the Laingsburg economy.

Laingsburg GDPR Performance per Sector 2012 – 2017										
Sector	Contribution to GDPR (%) 2016	R million value 2016	Trend		Real GDPR growth (%)					
			2006 - 2016	2013 - 2017e	2012	2013	2014	2015	2016	2017e
Primary Sector	24.2	97.5	2.0	0.6	1.6	2.6	8.2	-3.4	-10.4	5.9
Agriculture, forestry and fishing	24.2	97.4	2.0	0.6	1.6	2.6	8.2	-3.4	-10.4	5.9
Mining and quarrying	0.0	0.1	-1.5	1.4	-1.1	1.2	4.6	-2.2	-1.1	4.5
Secondary Sector	21.0	84.4	4.2	3.5	1.7	3.7	4.6	2.0	4.5	2.7
Manufacturing	0.5	1.9	-1.6	-1.9	-3.7	-5.8	-1.4	-1.7	1.8	-2.6
Electricity, gas and water	11.8	47.7	1.4	1.0	2.0	0.5	0.5	0.2	0.5	3.3
Construction	8.6	34.8	9.7	7.2	1.8	9.3	10.6	4.4	9.4	2.5
Tertiary Sector	54.8	220.7	3.4	2.3	4.0	4.0	2.9	1.7	1.8	1.2
Wholesale and retail trade, catering and accommodation	13.1	52.6	2.3	0.5	4.1	1.9	-0.1	0.6	0.9	-0.6
Transport, storage and communication	10.6	42.8	1.0	0.9	1.5	1.9	2.9	-1.1	-0.1	0.8
Finance, insurance, real estate and business services	3.3	13.1	3.2	2.0	4.1	0.7	2.2	3.1	1.4	2.4
General government	19.1	76.8	5.3	3.7	4.6	6.0	5.5	2.9	2.6	1.5
Community, social and personal services	8.8	35.4	4.8	4.0	5.3	7.5	2.5	3.6	3.5	2.9
Total Laingsburg	100	402.6	3.1	2.0	2.9	3.6	4.7	0.3	-1.3	2.7

Table: (MERO 2018)

As indicated by the table above, the 3 biggest contributors to the municipal economy are; Agriculture, forestry and fisheries (24.2%), general government (19.1%) and whole and retail, catering and accommodation (13.1%). The 2008 recession also had an effect on the Laingsburg, where Agriculture, forestry and fisheries experienced the worst contraction (5.1%).

4.2.1 GDP contribution per Sector

4.3 Employment

The sectors that contributed the most to employment in Laingsburg Municipal area between the year 2006 and 2016 include:

SECTOR OF EMPLOYMENT	FIGURE
Government	170
Community, social and personal activities	144
Construction	76
Wholesale and retail trade, catering and accommodation	61
Finance, insurance, real estate and business services	50
Transport, storage and communication	30

The majority of workers in the Laingsburg labour force in 2016 was dominated by semi-skilled workers (49, 7%) and 16.0 % were skilled (IDP 2019)

4.4 Unemployment

The analysis for unemployment is narrowly defined as based on the number of people who have not worked for 2 weeks prior to the survey date but have taken active steps to look for employment. Unemployment is concentrated within the Coloured population at the highest rate of about 22.6% in 2017. This population group also represents about 77.2% of the total labour force and about 76.4% of the unemployed. **COPY TABLE FROM IDP**

Population Group	2011	2012	2013	2014	2017	Population per group 2017	Percentage unemployed (2017)
African	37	43	44	46	46	882	9.5%
White	16	17	17	18	16	1 066	3.3%
Coloured	637	744	761	769	714	6 687	22.6%
Asian	0	0	0	0	0	26	2.3%
Total	690	804	822	833	776	8 661	18.8%

Table 6.32: Racial profile of unemployment in 2017 (source: IHS Global Insight Regional Explorer 1029 (2.5w))

4.5 SMMEs

SMMEs that play a vital role in the local economy sometimes require additional support in order to become sustainable and make a continuous contribution to the economy and employment creation. SEDA plays a vital role in providing support for SMMEs in Laingsburg Municipal area. Table outlines the number of SMMEs that are registered on the municipal databases based on the Provincial Treasury Municipal survey responses received.

Municipality	Number
Laingsburg	33

Table: SMMEs registered on Municipal Database

4.6 Informal Economy

The informal sector, a significant segment of the economy that provides livelihoods, work and income for millions of workers and business owners. However this sector has largely been missing from economic analysis and policy discourse – not only in South Africa, but worldwide. Throughout much of the developed world, the informal economy can be a choice, while in less-developed areas, such as South Africa it is out of economic necessity. The informal economy is often the main and only source of income for the poor, and plays a key role in poverty reduction (Ruse, 2015).

In the Western Cape, the informal sector employed 303 000 individuals in the first quarter of 2018. This represents 10.1 per cent of employment in the informal sector nationally, and 12.0 per cent of total employment in the Western Cape. Within the Laingsburg ...80, 1. % of people are employed informally (Stats SA, 2011).

Laingsburg has currently registered with SEDA, 50 informal businesses which range from fruit and veg to construction. These businesses is dependent on hand to mouth incomes, as the income earned is not comparable to what the formal sector would have earn.

These business struggling with financial support from institutions, lack of guarantees and also lacks the vision to explore other avenues. Most of them are doing business which is centred on the daily needs and once resources or stock is depleted, they have to wait for money owed as some of them sell goods on credit. The ideal would be to give exposure and to get them into the main stream of income.

4.7 Indigent

To qualify as an indigent household, the following must be taken in consideration as prescribed in the policy document

: **Indigent household** as a family earning a combined income of less than R3 500 per month.

: The registered account holder must apply

: Account holder must not have two (2) properties registered in his/her name

The general rule is that **indigent households** are entitled to 6 kl of free water per **household** per month and 50 kWh of free electricity per **household** per month.

Currently there are 650* households registered for the benefit. These households does not contribute to the economy as such, but are encourage to be independent and not rely on the grant only.

For certain positions in Council, employment opportunities will be given to persons in the indigent register (per household) on the express condition that these persons employed, based on this policy assumes responsibility for the municipal account of the household.

* Figure obtained as the last result in October 2020.

5. Some key Socio- Economic Trends, Challenges and Key Considerations

TRENDS

- The Western Cape agriculture sector is faced with numerous difficulties and climate change will exert its influence in the context of multiple interacting drivers and pressure points.
- The Central Karoo District (CKD) is already suffering from severe climate change. Laingsburg as a drought area are faced with the increased competition for water resources from agricultural and town use increases the likelihood of reallocation of water away from farming. Agriculture is the backbone of Laingsburg economy.
- Unfortunately, the agriculture sector is not diverse, sheep (wool and meat) farming is the largest component of the agricultural sector.
- The Municipality will need to come up with strategies how to best deal with change in climate conditions and drought. Longer period of drought will have a negative impact on agriculture, sustainable water resources need to be protected.

CHALLENGES

- Characteristic of Laingsburg socio-economic landscape is the lack of employment and few self-employment opportunities.
- The realities of shortage of skills and high illiteracy are evident and likely to increase. Unemployment does not exist in a vacuum; subsequently poverty and substance abuse are increasing in Laingsburg.
- One important phenomenal that cannot be ignore is the spatial segregation, Laingsburg and Matjiesfontein where the legacy of apartheid planning is ingrained in the social and economic landscape. Privileged groups are residing closer to town, and marginalized groups located further from town on the outskirts.
- This dilutes the economic resource of the town as so much time has to be spent walking to the CBD. This is particularly true of Bergsig in Laingsburg town which is across two rivers corridors and a transport corridor approximately 1, 5- 2km from the town center, (SDF 2017: 124).
- Socio-economic programmes can be a game changer as it will result in measurable, significant and positive change in our communities
- It will take a concerted effort from all sectors of society: government, corporates and individuals working together for a better society
- High unemployment and low incomes resulting in to crime, hopelessness, inequality and the poverty cycle- Government is not the only respondent in issue a reasonable minimum wage, but they are also looking to advance business startups to create jobs.
- As the unemployment leads to social ills, every moral citizen can stand up for what is right and coach other in the community.
- Unsustainable business practices relied too heavy on limited resources which jeopardizes the future and to overcome this it is imperative to scrutinize and rework this practices for an emphasis on sustainability.

- People with disabilities must also be incorporated in the stream regarding employment in public as well as private sector.
- The availability of resources and land for the creation of jobs.

Considerations

- Socio-economic considerations emerged in a context where the public debate the confines of the regulatory focus on risks.
- It can be understood as a response to this perceived gap between the narrow focus on risks in regulation and the broader concerns that are expressed in public debates.
- In its broadest interpretation ,a wide variety of concerns can be shared, for instance costs of inputs and labour, the impact of employment, food supply; social impacts such as freedom of choice, issues along the lines of gender and age, religious beliefs; cultural impacts, uses and cropping practices associated with indigenous knowledge and beliefs.
- The creation of disable persons environments for instance ramps, braille signage, hearing aids for visible and hearing impaired

6. MAIN FINDINGS OF THE PACA PROCESS

- Big issues : improving economic development co-operation
- Grant dependency
- High percentage of school drop outs
- Skill shortage and capacity
- Infrastructure challenge (egg. water shortage)
- Most agree on how best economic development can be achieved
- Potential for tourist weekend away package “ Laingsburg Marathon”
- Potential of informal economy
- Support collaboration by facilitating community dialogue
- Leverage on natural resources

6.3.2 Link small Framers to government support

Strategic Initiative	Link small farmers to government support
What is being Proposed	<ul style="list-style-type: none"> • Link small farmers to various government support programmes such as agricultural extension, grant funding for improving competitiveness, and other beneficial programmes. Dept. of Agricultural and DEFF
Why this is important	<ul style="list-style-type: none"> • Strengthen prospects of growing
Who will champion and support implementation	<ul style="list-style-type: none"> • Corporate Services • Govt. support agencies such as department of agriculture
Sources of funding	<ul style="list-style-type: none"> • Department of agriculture • other

Table 6.6 Small Farmer Support

6.3.3 Agricultural Training

Strategic Initiative	Agricultural Training
What is being Proposed	<ul style="list-style-type: none"> • To train Farm Workers in Agriculture • Train Locals in Agriculture
Why this is important	<ul style="list-style-type: none"> • Lack of Skills • Skills Shortage • Employable locals • Create Employment opportunities
Who will champion and support implementation	<ul style="list-style-type: none"> • Agricultural Associations • Supported by Municipality, Service Providers and DEFF
Sources of funding	<ul style="list-style-type: none"> • Municipality • Service Providers • DEFF

Table 6.7 Agricultural Training

6.3. 4 N1 and town: Make this the best place to stop in the Karoo

Strategic Initiative	N1 and town: Make this the best place to stop in the Karoo
What is being Proposed	<p>The vision:</p> <ul style="list-style-type: none"> • Develop the town appearance to enhance the town’s Karoo experience and Karoo lam identity. (unique Karoo identity) • Including Karoo plants and animal profile in street furniture, and anchor developments to physically confirm the “best Karoo stop experience”. Karoo kombuis / Padstal featuring all the unique flavours from here. Bakery which also supplies local bread (lower costs + money retained). Mini mall in right architecture • Activity 1: Municipality in conjunction with private sector embarks on town beautification strategy (street furniture/ signage and street lights: will enhance the visual quality and functional dimension of the town) • Activity 2: Municipality makes land available conditionally for appropriate private sector developments
Why this is important	<ul style="list-style-type: none"> • More travellers will stop here and spend more money. (25+ jobs) • Laingsburg can build a reputation as a “must do” (stimulates overall growth)
Who will champion and support implementation	<ul style="list-style-type: none"> • Beautification strategy : Municipality • Dry-garden, street furniture, signage, street lights : Municipality and PPP • Making land available: Municipal Manager • Anchor developments: Private sector (best proposals, already interested parties)
Sources of funding	<ul style="list-style-type: none"> • Beautification Strategy : Municipality • Making land available: Municipality • Anchor developments: Private sector investments

Table 6.8 N1 & Town: Best Karoo Stop

6.3.5 N1 & town: Best truck stop in Karoo

Strategic Initiative	N1 & town: Best truck stop in Karoo
What is being Proposed	<ul style="list-style-type: none"> • Vision: Best truck stop in Karoo, gets more trucks to stop here • Truck drivers needs not properly met, can do: Secure and safe parking, refreshing facility incl. shower, home cooked food, laundry, TV lounge / bar, • With many trucks new business opportunities in repairs, roadworthy etc.
Why this is important	<ul style="list-style-type: none"> • This builds a customer base for many small businesses • Estimated +15 jobs in first phase, • More spin-off opportunities for small businesses
Who will champion and support implementation	<ul style="list-style-type: none"> • Making land available: Municipal Manager • Anchor developments: Private sector (best proposals, already interested parties)
Sources of funding	<ul style="list-style-type: none"> • Making land available: Municipality • Anchor developments: Private sector investments

Table 6.9 N1 & Town: Best Truck Stop

6.3.6 Build a brand around the idea of “Best Karoo”

Strategic Initiative	Build a brand around the idea of “Best Karoo”
What is being Proposed	<ul style="list-style-type: none"> • Utilise all the opportunities to point out that you offer: <ul style="list-style-type: none"> • Best biltong, lamb, geology, “hospitality”, cleanest town, coldest beer/beverages, best service levels and fossils/water scorpion • Future: Best Padstal, Karoo kombuis, bakery, • Physically manifest this brand message in the look and feel of the town → you already have thousands of eyes passing by on N1! • Effective cross-marketing
Why this is important	<ul style="list-style-type: none"> • More tourism visitors. More stopover spending. • More money circulating in local economy. • More investment is likely to follow once successful
Who will champion and support implementation	
Sources of funding	<ul style="list-style-type: none"> • IDC tourism development support (Via CKDM linked to the IDC) • Provincial or national tourism development funding

Table 6.10 Best Karoo Brand

6.3.7 Development Tourism Package

Strategic Initiative	Tourism Development programme
What is being Proposed	<ul style="list-style-type: none"> • Provide clear reasons for tourists to come and stay and spend more time here. • Develop more things to do and tourism packages • For both town visitors and farm-stays • Develop a brand reputation. Utilise closest Karoo to CT, “digital time-out”, very competitive rates, great hospitality and other strengths • Effective cross-marketing
Why this is important	<ul style="list-style-type: none"> • Provide more reasons for tourists to visit and stay • Increase bed-nights and tourism spend. Grow sector and related jobs.
Who will champion and support implementation	<ul style="list-style-type: none"> • Ms. Madre Walters
Sources of funding	<ul style="list-style-type: none"> • Self-funded tourism product development • Government tourism development programmes

Table 6.11 Tourism Development

6.3.8 Geology information centre

Strategic Initiative	Geology information centre
What is being Proposed	<ul style="list-style-type: none"> • Have unique geology sites. • Liverpool University is driving an initiative to establish a Geology information centre. Municipality partnership established • Already have many geology scholars as local tourists
Why this is important	<ul style="list-style-type: none"> • Will add another “thing to do” because more visitors can learn and appreciate the unique geology assets here
Who will champion and support implementation	<ul style="list-style-type: none"> • The Mayor
Sources of funding	<ul style="list-style-type: none"> •

Table 6.12 Geology Info Centre

6.3.9 Renewable energy information centre

Strategic Initiative	Renewable energy information centre
What is being Proposed	<ul style="list-style-type: none"> • Significant economic opportunity. • Best option could be win-win, utilise economic opportunity and manage risk to ensure very little environmental damage. • Stakeholders become well informed and are therefore better equipped to influence the outcome.
Why this is important	<ul style="list-style-type: none"> • In order to determine the best options forward, stakeholders must know <ul style="list-style-type: none"> • What exactly is being proposed, with associated opportunities and threats • How to influence the process towards the best options
Who will champion and support implementation	<ul style="list-style-type: none"> • Dept. Energy ,Private Investors
Sources of funding	<ul style="list-style-type: none"> • International Funders, Development Bank

Table 6.15 Library Enterprise Corner

6.3.10 Entrepreneurship Events

Strategic Initiative	Entrepreneurship Events
What is being Proposed	<ul style="list-style-type: none"> • Quarterly entrepreneurship Seminars • Support to Youth and upcoming Businesses • Sharing of Stories how Youth become successful in business.
Why this is important	<ul style="list-style-type: none"> • Learning Environment for Youth • Build Capacity of Upcoming Businesses • Mentoring Support • Networking for Youth • Build Leadership and Skills
Who will champion and support implementation	<ul style="list-style-type: none"> • Local Economic Development ,Supply Chain Unit Community Development Workers
Sources of funding	<ul style="list-style-type: none"> • Have venues, volunteer entrepreneurs

Table 6.14 Entrepreneurship Events

6.3.11 Contractor SCM Support

Strategic Initiative	Contractor SCM Support
What is being Proposed	<ul style="list-style-type: none"> • Assist SMME's to register on Provincial database • Promote the use of Local Contractors for Government Tenders and Services • Alert Laingsburg companies about available Tenders
Why this is important	<ul style="list-style-type: none"> • Improve procurement for Locals
Who will champion and support implementation	<ul style="list-style-type: none"> • SCM Unit with support of LED Unit
Sources of funding	<ul style="list-style-type: none"> • Department of Economic Development and Tourism

Table 6.16 Contractor Support

6.3.12 Skills Audit Programme

Strategic Initiative	Skills Audit Programme
What is being Proposed	<ul style="list-style-type: none"> • Determine Existing and future Skill Requirements • Develop Skills links to Planned/ Economic opportunities • Facilitate & Structure HRD Programme
Why this is important	<ul style="list-style-type: none"> • Training of youth for access to new job opportunities • Capacity Building to meet demand
Who will champion and support implementation	<ul style="list-style-type: none"> • Corporate Services
Sources of funding	<ul style="list-style-type: none"> • Investment Firms • DoL, Department of Economic Development and Tourism & SETA

Table 6.17 Skills Development Programme

6.2.13 Work and Skills Programme

Strategic Initiative	Work and Skills Programme
What is being Proposed	<ul style="list-style-type: none"> Utilise the programme to build skills and create work opportunities for unemployed Youth
Why this is important	<ul style="list-style-type: none"> Build a strong Youth Business Experience Business test of Youth Workers
Who will champion and support implementation	<ul style="list-style-type: none"> Ms. Madre Walters Supported by Mr Mark Lakay, CKDM
Sources of funding	<ul style="list-style-type: none"> Department Economic Development and Tourism

Table 6.18 Work & Skills Programme

6.3.13 Tarring of Roads to R62

Strategic Initiative	Tarring of Roads to R62
What is being Proposed	<ul style="list-style-type: none"> Tarring of P315 Road to Ladismith Tarring of R309 Road to Seweweekspoort and Zoar
Why this is important	<ul style="list-style-type: none"> Improve Agricultural quality Increase Tourism Traffic Improved Disaster Management Society Benefits Temporary Employment Opportunities
Who will champion and support implementation	<ul style="list-style-type: none"> Mayor Ricardo Louw Supported by SKDM, Eden & Kannaland Municipalities
Sources of funding	<ul style="list-style-type: none"> DTWP

7. Local Economic Development and Tourism Strategy

- Strategic Vision
- Strategic Goals

7.1 Strategic Vision

A Destination of choice where people comes first"

Whereas previous LED strategies may not have had the desired impact of scale, this strategy aim to unite all stakeholders to cooperate to develop an economic environment that is sustainable and benefit all. It is against this background that stakeholders agreed that the LED will be based on the vision outlined in Municipal IDP 2019-22

7.2 Strategic Goals

The following approaches and initiatives informed the Laingsburg Municipal LED and Tourism strategic goals;

- Agri-processing and support programme
- Agricultural training
- Link small farmers to government support
- Build a brand around the idea of " Best Karoo"
- Tourism Development Programme
- Strategy must focus on enhancing the physical, social and economic landscape of Laingsburg : Beautification
- Renewable energy information center
- Increase the overall size of the economy
- Making it easier for SMME to succeed: Strategy must alleviate poverty
- Building an enabling and responsive public sector
- Strategy needs to be implemented by means of projects and programmes: projects and programmes must be outcome base.
- LED strategy is an ongoing process, and requires strengthening the capacity of political leaders and officials of the municipality , business and sector bodies in good practice of economic development cooperation
- Create a business environment that is diverse, sustainable and resilient

Below is a list of proposals formulated through extensive stakeholder consultation with the private and the public sector.

7.3 Strategic Goals

7.3.1 Agri-processing support programme

Strategic Initiative	Agri-processing support programme
What is being Proposed	<ul style="list-style-type: none"> • Already supply: Best biltong, Best Karoo lamb, • Support expansion of small agri-businesses by linking to government support programmes • Food innovation technical expertise support • Funding for improving competitiveness of product, process and market access • Includes: expansion of abattoir, new leather tannery, fruit processing, cheese factory, olives
Why this is important	<ul style="list-style-type: none"> • Can grow Agri businesses (leads to estimated 50+ jobs in next 2-3 years) • Forms a stronger platform for further on-going sector growth
Who will champion and support implementation	<ul style="list-style-type: none"> • Govt. support agencies such as Agri-food Technology Station at CPUT • Strategic Office and Tourism
Sources of funding	<ul style="list-style-type: none"> • Department of Science and Technology • Department of Trade and Industry (MCEP) • other

7. SWOT ANALYSIS

A SWOT analysis was done for the LED and Tourism Strategy. Reveals the following:

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> • Rich geology • Water scorpion • Matjiesfontein, unique product • Boschluis Kloof /Seweweeks Poort • Functional Tourism centre/ Museum • Friendly people • Art • Astro tourism/Star gazing & Farm Holidays • Film shooting destination (Already established) • Tourism: mountains, Fynbos, fruits • Affordable accommodation • Combine roads to all regions in the Laingsburg area (North, West, East and South) • Potential for hiking trails & 4X4 routes/ snow in winter on highland areas • Unspoiled nature and cleanest town • Quality of sheep • Best Karoo lam & biltong • Wool products • Demand for leather production • Fertile soil • Unique plants • Climate best for seed production • Quality fruits • Fruit processing • Game • Well organised Agricultural Sector • Diversity in Agriculture (fruit/ goat meat 	<ul style="list-style-type: none"> • Too few activities for overnight tourist • Lack of tourism packages and routes • No tourism plan • No branding of Laingsburg Town (town visually unattractive) • Town well known for flood • Municipal regulation (red tape) • Have to compete with well-known travelling routes • Besides museum and info office, tourist complex unproductive • “Road of death”-Negative connotation • Lack of cooperating role players • Stressful traffic on N 1 • Poor public transport • Seasonality of employment opportunities • No true reflection of diversity • Lack of festival / historic culture • Lack of processing activities • Problem animals becoming great risk • Not enough skilled labour • Labour regulations & red tape-processing of land use applications • Climate change & Drought • “All pay”/ grant dependency • No local production currently • Transportation of products-cost from farm to freight • Investment costs • Lack of access to funding • Lack of research in agricultural development • Wish list of projects (should be change to goal obtainable SMART projects) • Lack of exposure of small and upcoming farmers
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Sport Tourism • Agri-tourism • Agricultural School (programmes) • Land Reform : land available for small upcoming farmers • Need for marketing campaign / marketing on social media necessary • Build a brand around the “Best Karoo” idea 	<ul style="list-style-type: none"> • Red Tape not enabling local economic development • Lack of cooperation between different stakeholders • No township tourism • Silo approach to tourism, no collaboration between Municipalities • Misunderstanding of the value of tourism • Tourism not using digital communication network • Town visually not attractive: no visual and physical landscape that capture the town’s identity

8. Institutional Capacity for implementing the Economic Development and Tourism Strategy

Local Economic Development (LED) is a complex process which requires active involvement of a wide variety of stakeholders. Success depends mainly on bringing the right stakeholders together in the right pattern of activities.

Roles	Roles and Responsibilities
The National and Provincial Government	National and Provincial Government have the following roles to play within the region regarding local economic development: <ul style="list-style-type: none"> • Provide strategic leadership; • Provide broad policy guidelines; • Create conducive and supportive environment for implementation; • Ensure multi-sectoral engagement; • Develop incentives; • Improve local skills and capacity; and • Monitor and evaluate performance.
District Municipality	The District Municipality has the following roles to play within the region regarding economic development: <ul style="list-style-type: none"> • The co-ordination of economic strategies and actions within the region. • Support local municipalities in terms of skills training and capacity building. • Facilitation of orderly development of the region in line within spatial planning and environmental principles. • Formulate policies and implementation plans to stimulate economic development. • Ongoing research and analysis of local economic conditions and providing local municipalities and local business with recent data for effective planning and adaption and amendment of plans. • Regional wide strategic planning in terms of institutions, services and investment planning. • Create an enabling environment for economic development. • Ensure a single vision with cohesion between all stakeholders, including the private sector.
Local municipality	<ul style="list-style-type: none"> • Attract and stimulate: Investment, business and industry through marketing actions. • Lead: By means of local leadership, political stability, good governance and spatially grounded economic planning. • Build and enable: Through skills development, entrepreneurship, and participation and information provision. • Circulate: Local partnership formation, linkage of formal and informal business and “buy local” campaigns. • Facilitate and coordinate efforts between developmental stakeholders.

Business Community	<ul style="list-style-type: none"> • Commit to the implementation of strategies in partnership with government. • Participate in institutions and activities in implementation. • Provide project ideas
Local Communities	<ul style="list-style-type: none"> • Participate in institutional structures. • Assist in the formulation and implementation of community projects
Role of officials in the Local Economic Development	<ul style="list-style-type: none"> • Ensure local economic and social development is prioritized in Municipal plans such as the IDP, spatial development frameworks, zoning (land use) schemes and budgets. • Create awareness for the benefits of LED in the Municipal area • Conduct local economic research and regeneration studies including strategies. • Ensure interdepartmental collaboration and cooperation between municipal departments • Establish an Economic Development forum including all the partners of ED (business, government and local communities) in order to mobilize efforts and resources. • Build and maintain socio-economic database to inform decision-making, including an early warning system (for example businesses who plan to disinvest and relocate). • Identify and market new economic opportunities. • Create an enabling environment for businesses to prosper. • Improve the quality of life of all people, especially the poor through enhancing economic opportunities and providing for the basic needs of all. • Ensure strong partnerships between LED partners across the municipal area • Manage implementation and monitoring of local economic development and tourism programmes and projects.
Role of councillors in LED	<ul style="list-style-type: none"> • Understand the competitive and comparative advantages of the municipal area and advocate for cross municipal collaboration • Monitor the functionality of the LED units ensuring collaboration across municipalities • Promote the benefits and principles of LED economic to local community. • Identify LED programmes and projects. • Ensure all municipal activities are linked to the district LED approaches.

8.1 Key Development Partners and Officials (Implementation Agents)

The successful implementation of an LED and Tourism strategy is dependent on co-operation between all spheres of government, private sectors and community. The following developmental partners are listed below:

- District and Local municipality

- All municipal departments;
- Local business chambers
- Department of Trade and Industry (DTI)
- Independent Development Trust (IDT)
- Industrial Development Corporation (IDC)
- SALGA
- SEDA
- MISA
- DBSA
- All applicable National and Provincial Departments

8.2 IMPLEMENTATION PLAN

Implementation of proposals below are required to bring this strategy to life. The LED and Tourism Strategy first needs to go through internal consultation and approval by various officials from Laingsburg outside of the Economic Development Directorate as municipal wide buy-in is necessary. The LED and Tourism Strategy then needs to be presented Municipal Council for formal adoption. It is also important for the strategy to be presented at the local municipalities to ensure buy-in from the whole district.

It is recommended that projects that are feasible and that require municipal budget allocations should then be incorporated in future revisions of the municipal IDP. Most importantly it is noted that some projects will not require municipal budget and can be facilitated through community and private sector partnership.

Each project is different but needs to be based on a logical business planning process, and if municipal support for its implementation is required it needs to be aligned to the IDP and developmental objectives of Laingsburg The figure 8 below illustrates a number of basic steps that are required prior to allocating resources to a project.

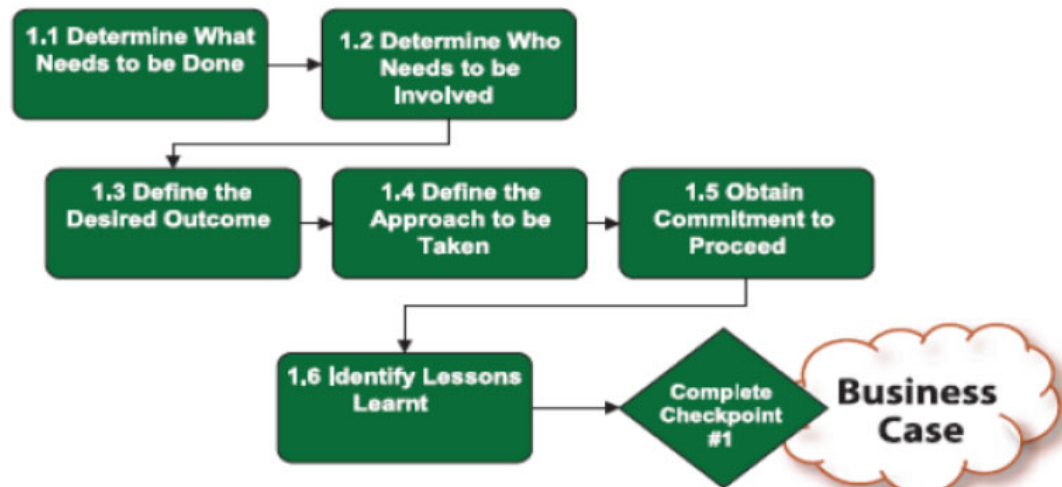


Figure 8: From business case development to joint implementation (GTAC, 2016)
The table below includes key interventions identified during the consultative process with local stakeholders. The proposals will not necessarily be implemented at the same time and some might be for the medium or longer term, however those that are relatively uncomplicated and require no or limited costs should be facilitated first.

1. Funding Opportunities

Department of Trade and Industry

To develop incubators and create successful enterprises with the potential to revitalise communities and strengthen local and national economies

Department of Environmental Affairs (DEA) with DBSA as implementing agent

The Green Fund is a unique, newly established national fund that seeks to support green initiatives

**Economic Development
Water Supply & Sanitation Infrastructure
Agriculture
Technical Assistance
Capacity Building**

**Capacity Building & Training
Water & Sanitation Infrastructure
Technical & Advisory Services**

**Land reform and land tenure;
Food security;
Socio-economic rights and job creation;
Small scale and subsistence farming;
Climate change**

Infrastructure, water connection, sanitation

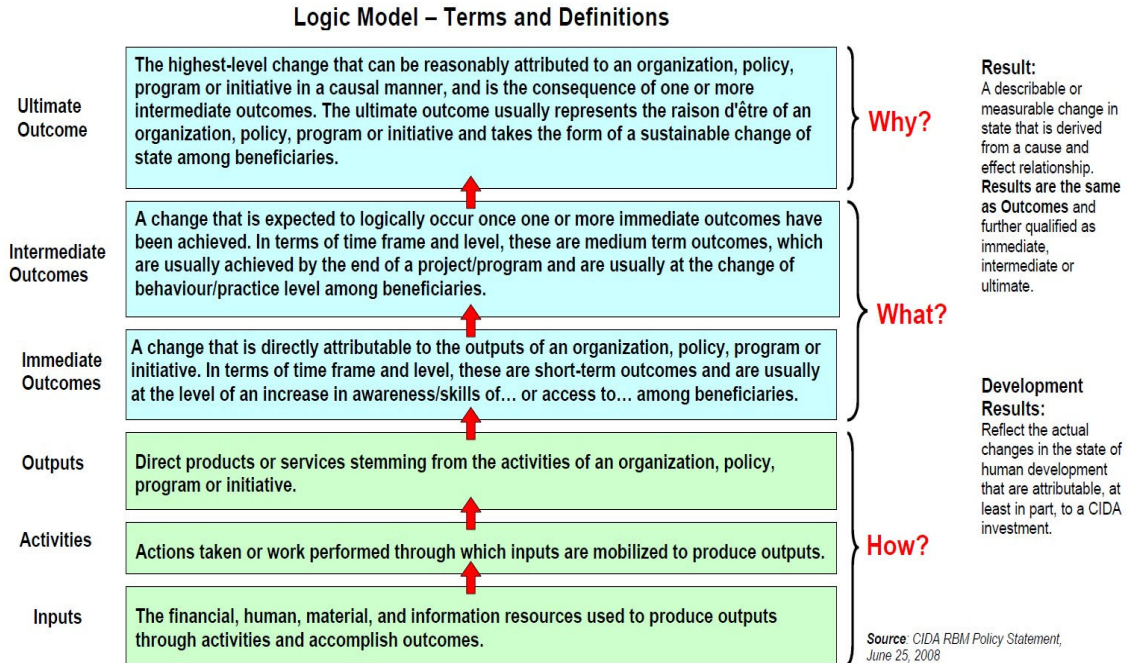
**Rural development
Security, reconstruction and peace
Social development
Governance and democracy
Environment and climate change
Economic development and employment**

**Development of Social Infrastructure
Development of Economic Infrastructure
Development of Production Sectors
Cultural Cooperation, Improvement of Communication and Contribution to Social Peace**

2. Monitoring and Evaluation

Indicators to monitor the strategic initiatives are necessary to monitor key implementation process milestones (in the form of output indicators), as well as benefits (both short, medium and long term) in the form of outcomes, and ultimately impacts (in the form of job creation impacts) in the longer term. Indicators are in the process of being developed which will include targets for each strategic initiative.

2.1 Logic Model Definitions for Outcomes and Outputs



2.2 Programme Logic Levels and Control and Influence

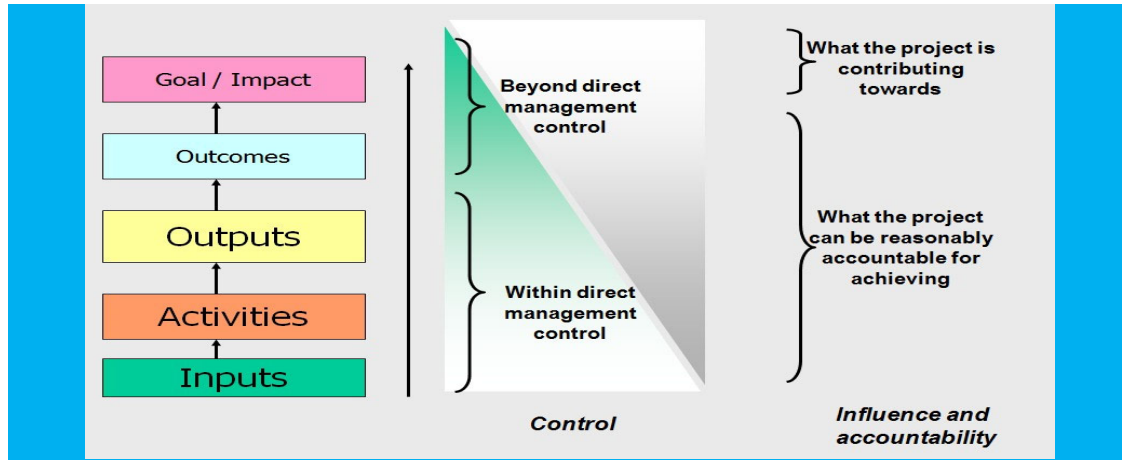


Diagram 7.2 Programme Logic Levels, Controls and Influence

Source: Southern Hemisphere (undated): The process of developing a monitoring and evaluation system

It will be necessary (for the municipality in partnership with business) to:

1. Refine the indicators and targets contained in the following Monitoring Framework; and
2. Define roles for collecting and reporting this information, as well as information sources, and reporting processes in the form of a monitoring plan.

2.3 Monitoring Framework for Prioritised Initiatives

Initiative	Results expected	Indicators	Targets
Agri-processing support programme	<p>Output: Support expansion of small agri-businesses by linking to government support programmes</p> <p>Outcome: Funding for improving competitiveness of product, process and market access</p> <p>Impact: Growth of agro businesses</p>	<p>Number of participating agro processor applications</p> <p>Number of agro-processors benefitting from grants and investing in growth</p> <p>Agro-processing employment gain</p>	50+ jobs Mar 2022
Link small farmers to government support	<p>Output: Support expansion of small farmers by linking to government support programmes</p>	<p>Number of participating farmer applications</p>	

Initiative	Results expected	Indicators	Targets
	<p>Outcome: Funding for improving competitiveness of product, process and market access</p> <p>Impact: Growth and sustainability of emerging farmer businesses</p>	<p>Number of farmers benefitting from grants and investing in growth</p> <p>Emerging farmers with sustained growth.</p>	
Agricultural Training	<p>Output: Trained farm workers and locals in Agriculture</p> <p>Outcome: Skilled , employable locals</p> <p>Impact: Employed locals</p>	<p>Number trained</p> <p>Number qualified</p> <p>Number employed</p>	Mar 2022
N1 and town: Make this the best place to stop in the Karoo	<p>Output: Municipality in conjunction with private sector embarks on town greening and makes land available conditionally for appropriate private sector developments</p> <p>Outcome: The town appearance to look and feel like an oasis in the Karoo (green, cool, pleasant). More travellers will stop.</p> <p>Impact: Increased traveller spend in town.</p>	<p>Number of new developments.</p> <p>% of cars stopping</p> <p>Increased spend in town</p>	<p>10% annual growth on existing</p> <p>10% annual growth on existing</p>
N1 & town: Best truck stop in Karoo	<p>Output: Private sector investment on municipal land</p> <p>Outcome: Best truck stop in Karoo, gets more trucks to stop here</p> <p>Impact: Employment relating to truck that stop.</p>	<p>Truck stop open for business.</p> <p>Average number of trucks stopping over.</p> <p>Number of jobs</p>	Dec 2022- May 2023
Build a brand around the idea of “Best Karoo....”	<p>Output: Best Karoo brand messages supported by the look and feel of the town and effective cross-marketing</p> <p>Outcome: More travellers will stop.</p> <p>Impact: Increased traveller spends in town.</p>	<p>Number of branding and cross-marketing initiatives.</p> <p>% of cars stopping</p> <p>Increased spend in town</p>	<p>10% annual growth on existing</p> <p>10% annual growth on existing</p>

Initiative	Results expected	Indicators	Targets
Free WI-FI	<p>Output: WIFI made accessible to visitors and youth</p> <p>Outcome: Youth utilise internet to improve career prospects.</p> <p>Impact: Computer literacy of youth improves</p>	<p>% of matriculants with access to WIFI</p> <p>% matriculants who utilise WIFI</p> <p>% matriculants that are computer literate</p>	<p>10% annual growth on existing</p> <p>10% annual growth on existing</p>
Tourism Development programme	<p>Output: Develop more things to do and tourism packages</p> <p>Outcome: Increase bed-nights and tourism spend.</p> <p>Impact: Grow sector and related jobs.</p>	<p>New brochures for both town visitors and farm-stays</p> <p>Bed nights sold</p> <p>Tourism employment</p>	
Geology information centre	<p>Output: Establish a Geology information centre. Another “thing to do”. visitors can learn and appreciate the unique geology assets here</p> <p>Outcome: see above</p> <p>Impact: see above</p>	<p>Geology information centre open for public.</p> <p>See above</p>	<p>Mar 2022</p> <p>See above</p>
information centre	<p>Output: Establish Renewable energy information centre</p> <p>Outcome: Stakeholders know: What exactly is being proposed, with associated opportunities and threats How to influence the process towards the best options</p> <p>Impact: investment decisions are informed.</p>	<p>Centre open for public</p> <p>Number of local business persons trained in management of risk</p> <p>Organised business and sector bodies engage constructively in environmental impact assessments and municipal decisions in support of investment.</p>	<p>By Sep 2023</p> <p>From September 2020 onwards</p>
Entrepreneurship Events	<p>Output: Quarterly entrepreneurship events - sharing of successful entrepreneur stories with Youth.</p>	<p>Number of youths participating at events.</p>	<p>10 / event by January 2020</p>

Initiative	Results expected	Indicators	Targets
	<p>Outcome: Engage youth in entrepreneurship. Provide role models.</p> <p>Impact: Youth entrepreneur successes</p>	<p>Number of promising youths linked to entrepreneur mentors.</p> <p>Number of youths succeeding as entrepreneurs.</p>	<p>5 / annum from Mar 2021</p> <p>1 / annum from Mar 2021</p>
Contractor SCM Support	<p>Output: Assist SMME's to register on Provincial database</p> <p>Outcome: Local Contractors qualify for Government Tenders and Services</p> <p>Impact: Local suppliers increase their share of local public sector procurement</p>	<p>Number registered.</p> <p>Number of SMMEs winning tenders</p> <p>% of local public sector spend supplied by locals</p>	<p>10 per annum by December 2018</p> <p>3 new per annum by Mar 2021</p> <p>5% improvement by Mar 2021</p>
Skills Development Programme	<p>Output: Determine future skill requirements, facilitate & structure HRD Programme</p> <p>Outcome: Training interventions match economic opportunities</p> <p>Impact: Trainees become employed</p>	<p>Skills development plan</p> <p>Private sector endorsed training interventions</p> <p>Number of trainees gain or retain sustained employment.</p>	<p>By Mar 2021</p>
Work and Skills Programme	<p>Output: Utilise the DEDAT "work and skills programme" to build skills and create work opportunities for unemployed Youth</p> <p>Outcome: Businesses with real employment opportunities (because they are growing) can test youth candidates prior to employment.</p> <p>Impact: Youths become employed</p>	<p>Number of participating youths and businesses.</p> <p>Number of youths trained and placed at businesses.</p> <p>Number of youths offered employment</p>	<p>20 per annum by December 2020</p> <p>10 per annum by Mar 2021</p> <p>4 per annum by Mar 2021</p>
Tarring of Roads to R62	<p>Output: Investment funding commitment secured.</p> <p>Outcome: Tarred roads: P315 Road to Ladismith and R309 road to Seweweekspoort and Zoar</p>	<p>Budget confirmed</p> <p>Roads tarred</p> <p>Agriculture value transported via route.</p> <p>Tourism arrivals via roads.</p>	<p>By Mar 2025</p> <p>Traffic volumes double by Mar 2025</p>

Initiative	Results expected	Indicators	Targets
	Impact: Agriculture and Tourism sectors benefit from improved market access.		

TOURISM STRATEGY

3. Conclusion

Local Economic Development is one of the municipalities Key Performance Areas and a LED Strategy must be developed to address Economic Development as a whole within the municipal boundary. It is also the municipalities prioritized development method to eliminate social illness and alleviate poverty within the municipality. It is seen as the vehicle to put Laingsburg on the map and ensure that Laingsburg municipality's financial situation can improve and ensure financial viability. We as the municipality are doing our outmost best to improve the livelihoods of the community and if we can make LED work, we will be able to achieve our Vision, that Laingsburg will become the place we people prefer to live in and people would want to invest.

4. References

- I. CKDM LED Strategy 2009
- II. LLM 4th Generation IDP 2017/22
- III. LLM LED Strategy 2012
- IV. Provincial Strategic Plan 2014 -2019
- V. WC MERO 2016
- VI. WC LGSEPLG 2016