


CEDERBERG MUNICIPALITY



Local Economic Development Implementation Plan

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1. Introduction

This document is the implementation plan of the Local Economic Development strategy approved in 2016 by the Municipal Council of the Cederberg Municipality. The 2016 LED strategy was informed by the newly elected municipal council strategic vision for the Cederberg Municipality. The document is structured in two parts; the first part of the document contextualizes the socio-economic reality that the LED strategy aimed to improve. The Second part presents the major LED programs.

2. Background Cederberg Municipality

The Cederberg Local Municipality is a Category B municipality situated within the West Coast District municipality, a category C municipality, located on the West Coast of the Western Cape Province. It comprises the following category B municipalities; Saldanha Bay municipality, Bergriver municipality, The Matzikama municipality and Cederberg municipality.

The Cederberg municipality is strategically located on the Cape-Namibia Corridor. The N7 National Road links South Africa with Namibia and cross the municipality. The Cederberg municipality adjoins the Madzikama municipality to the north, the Bergrivier municipality to the south and the Saldanha municipality to the south-west.



The main towns of the municipality are Citrusdal, Clanwilliam, Elands Bay, Graafwater, Lamberts Bay, Leipoldtville and Wuppertal. Each of the towns has its unique characteristics, which necessitate a different approach to local economic development taking into consideration the local context. The town of Clanwilliam is viewed as the administrative capital of the municipality. It is an inland town and situated next to the well-known Clanwilliam dam.

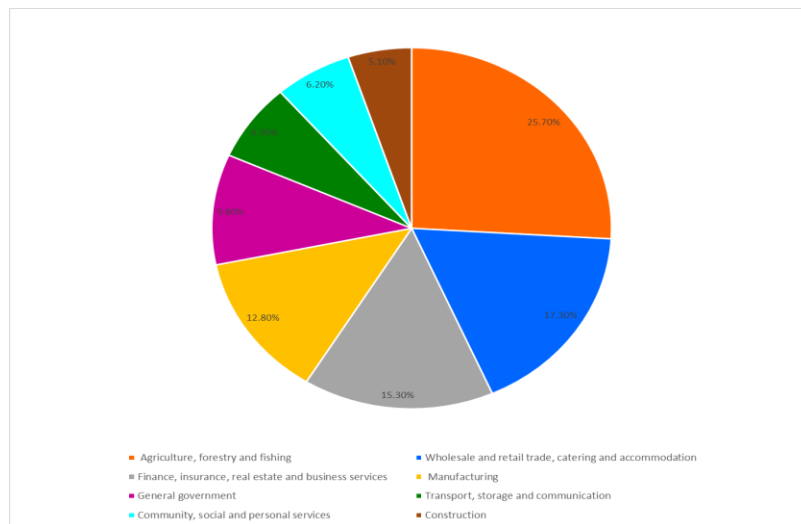


The dam is an important water source for the region and the livelihoods of all depend on this important water source. The Cederberg municipality has a combination of different economic sectors that holds the answer to future economic development. The towns of Elandsbay and Lambertsbay is situated on the West coast and well known fishing communities and tourist attraction areas. Wuppertal has a rich history and deemed as the first missionary station in South Africa. Clanwilliam is the administrative center of the municipality and the gate way to the

pictures, rugged Cederberg mountains. The municipality has a vast geographical spread and the main towns are a distance apart. One of the main challenges of local economic development is the vast distances between the main towns. On the other hand the uniqueness of the towns serves as a potential local economic advantage for the Cederberg municipality.

3. The Main Economic Sectors

The main economic sectors are; Agriculture, forestry and fishing (25.7%), wholesale and retail trade, catering and accommodation (17.3%), finance, insurance, real estate and business services (15.3%), manufacturing (12.8%), general government (9.8%), transport, storage and communication (6.9%), community, social and personal services (6.2%), construction (5.1%). The agriculture and fishing industry are the major contributors to the local economy.



The municipality has a scenic natural beauty and ecotourism is considered a major future economic growth sector.



This is unique to the municipality and must be capitalize to maximize the economic benefits for the town and its residence.

4. The Objective of Local Economic Development

The Cederberg municipality constitutional mandate is to facilitate local economic development. The Constitution of the Republic of South Africa, section 152(1)(c) and (e) state that local government role is *'to promote economic development, a safe and healthy environment, to promulgate municipal planning, trading regulations and to provide a well managed informal trading sector that is fully integrated into the local economy and conforms to the social development objectives as set by the municipality.*

LED is not one particular strategy, but encompasses a wide range of activities that are implemented at the local level in response to local developmental needs. It can be described as a locally driven process designed to identify, harness and utilize local resources to stimulate the economy and create new employment opportunities. It is therefore a process by which public, business and non-governmental sector partners collectively (or independently) work together to create better conditions for economic growth and employment creation (Nel, 2001)

Local economic development strategic approach could either be a pro-growth or pro-poor. The market-led approach to business development focuses on the pursuit of economic growth, investment attraction, expansion of the market, increased

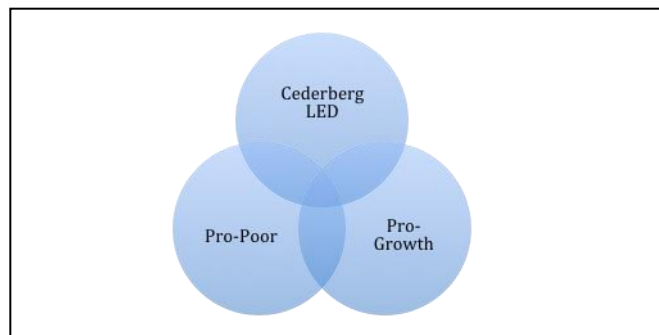
competitiveness and promotes entrepreneurship and individual self-reliance in the business sector. The market-critical approach to community development is associated more with support for emerging micro and community businesses and pro-poor related interventions. These overall goals are aimed at achieving local self-reliance, empowerment and participation (Philander & Rogerson, 2001).

The Department of Provincial and Local Government identified the following as key principles underlying LED:

- ✚ Poverty and unemployment are the main challenges facing South Africa. LED strategies must prioritise job creation and poverty alleviation
- ✚ LED must target previously disadvantaged people, marginalised communities and geographical regions, black economic empowerment enterprises and SMMEs to allow them to participate fully in the economic life of the country
- ✚ There is no single approach to LED. Each locality may develop an approach that is best suited to its local context
- ✚ LED promotes local ownership, community involvement, local leadership and joint decision making
- ✚ LED involves local, national, and international partnerships between communities, businesses and government to solve problems, create joint business ventures and build local areas
- ✚ LED uses local resources and skills and maximizes opportunities for development
- ✚ LED involves the integration of diverse economic initiatives in an all-inclusive approach to local development

✚ LED relies on flexible approaches to respond to changing circumstances at local, national and international level

The DPLG places emphasis on pro-poor LED strategies and the need for local municipalities to develop programs and using its resources benefiting the poor. On the other-side the municipality has the responsibility to create an enabling environment to stimulate local economic development. The latter approach favor more the market driven LED focus. Cederberg municipality must adopt a middle path to LED favoring both Pro-poor and pro-growth strategy.



The middle path or mixed approach to local economic development do not favor the one above the other but rather an understanding of the inter-relatedness and that the one cannot take place without the other.

Cederberg Municipality informed by DPLG LED framework must use its organizational resources and policies to promote pro-poor growth having the objective of creating opportunities to ensure an inclusive economic growth benefitting the poor and marginalise

5. Provincial Economic Reviews and Outlook (PERO) 2016

The PERO 2016 draw attention to the concept of inclusive growth, which in essence

means that economic growth, must benefit the poor. The key focus, as outlined in

Cederberg LED implementation plan goal, must be to stimulate the local economy and in the process create economic opportunities having the objective of addressing poverty, unemployment and inequality. This according to PERO is achievable if Cederberg municipality creates an enabling environment for economic growth.

the 2016 PERO, revolves around structural transformation for economic diversification and socio-economic development, including constructive competition. The continued emphasis is on the idea of equality - in terms of access to opportunity, markets, resources, and an unbiased conducive regulatory environment for businesses and individuals.

The 2016 PERO placed emphasis on and explained the '*role of the entrepreneurial state in inclusive growth*'. A passive state sees itself only as a redistributor and regulator and is viewed as hindering possibilities such as building a dynamic public-private partnerships and undermining innovation and sustainable inclusive growth. On the other-hand an entrepreneurial state is a facilitator of local economic opportunities and innovation for its residence and business.

It is therefor important for Cederberg municipality to adopt an organizational ethos of an entrepreneurial state to give effect to PERO. As a starting point the municipality must review and develop policies and practices aimed at promoting inclusive growth and innovation.

According to PERO 2016 the agricultural sector was the key driver of economic growth in West Coast in 2014, which expanded by 9.4 per cent, higher than the average growth rate of 6.5 per cent from 2004 to 2014. The West Coast is the only district where the contribution from the agriculture sector was larger than that of the services sector in 2014. The mining and quarrying sectors grew faster than agriculture in West Coast in 2014. However, because the sector is smaller, its actual contribution to the GDP growth was significantly less (only 1.5 per cent). The agriculture and fishing industry is the main driver of employment within the municipality.

6. The Cederberg Municipality Led Strategy - December 2016

The Cederberg municipality LED strategy of December 2016 placed emphasis on the medium term strategy comprising of three pillars, namely;

1. Inclusive growth and pro-poor development
2. Organizational transformation and evolution
3. Equipping local Citizens for Opportunities

The LED strategy places emphasis that economic development must include and benefit the poor and marginalized. Furthermore that strategies and programs must design to equip citizens with the skills to take advantage of and participate in the opportunities that arise from LED. In order to achieve the aforementioned the municipality must undergo an assessment of its policies and practices to ensure that

the administration is geared for local economic development.

7. Poverty, Unemployment and Inequality

The Cederberg municipality has a double unemployment figure (10,5%) and a high incidence of economic inequality (Stats SA, 2011). A large percentage of the residence falls within the category low literacy level and lacks meaningful formal education. The majority of employable people are found in the semi-and unskilled category.

CEDERBERG : SKILLS DISTRIBUTION		
Sector composition	Number	
Highly skilled	1193	9%
Skilled	2838	21%
Semi-and unskilled	6136	47%
Informal	2791	21%
Total employment	12 958	

Source: Municipal Economic Review and Outlook 2015

This is an important factor to consider for the municipality when designing its LED implementation plan. Ignoring this particular factor could result in implementation plans becoming a paper exercise because it is out of step with the socio-economic reality.

The lack of portable skill set limits the ability of the many to move between different sectors in their quest to acquire meaningful and permanent employment. Many are employed within the unstable economic employment sectors of agriculture, fishing and the tourism industry.

Most of the employment opportunities in these industries are seasonal and temporary in nature. The competition for employment in these industries increased many fold over the years. The demand for low skilled employment outweighs by far the market supply. The low skilled market is also protracting. This is due to a number of factors such as the restrictive labor legislation, such as the minimum wage.

The agriculture sector, that is a major provider of low skilled employment, started experimenting with less labor-intensive methods, this in long-term will have a negative impact on employment creation. Cederberg municipality in its Integrated Development Plans takes this into consideration and design intervention plans to mitigate the negative consequences. Same applies to the LED strategy factoring this reality on developing implementation plans.



The employment opportunities are temporary in nature and when the employment contract is terminated many find it extremely difficult to secure

other types of employment. This is due to the scarcity of employment opportunities to match their skill set and secondly a lack of portable skills. The result thereof is a high dependency ratio and pressure placed on the municipality to devise strategies to stimulate the local economy and create employment opportunities.

8. Small Medium and Micro Enterprises

SMME development has become the local mantra or buzz word and many are actively pursuing the entrepreneurial route. This is a positive move on part of the residence to seek alternative kinds of employment and in the process becoming financially independent. But these aspirant entrepreneurs are struggling to move their business from a survivalist to a going concern. Many of the aspirant SMME has very little understanding and experience of what is required to create a financially viable business. The majority of entrepreneurs do not have a short or long term plan to grow the business.

They basically start with an idea and a huge amount of enthusiasm that the entrepreneurial route is the key to a better life but further than that has no clue on how to achieve that goal. There is also this incorrect assumption that the municipality will assist them in becoming successful entrepreneurs. When their business fail or experience financial difficulty, the municipality is blamed instead of having an introspection of why the business find itself in this situation.

In the main it is attributed to the following:

- Most of the entrepreneurs are concentrated within the same industry example the construction sector as small builders.

- The high concentration in the same market increases the competition for business opportunities
- The construction market is stagnant and continually shrinking resulting in fewer opportunities amongst the competitors.
- Most of the entrepreneurs do not have the assets, equipment, skills and accreditation to compete for medium to large contracts. Many of the start-ups do not have transportation or the necessary equipment to take on any financial meaningful contract.
- The startups do not have the financial means to buy in skills such as engineering professionals if required. The SMME rely on own knowledge, which at times is inappropriate given the changing policy and legislative requirements.
- The start-ups do not have any bridging finance to sustain the business during the startup period.
- The medium to large-scale contracts requires a level of proficiency that many of the startups do not have. The end result is that the startup remains a survivalist entity.
- The SMME lack a meaningful track record or a portfolio of evidence to illustrate their competency to successfully complete projects.
- Most of the SMME's started from a low financial basis and unable to financially support themselves. Resulting in the SMME being dependent on the municipality for employment opportunities. Given the competitiveness of the tendering process many of the SMME before they have started are faced with possible bankruptcy.

Cederberg municipality must use its capital budget to stimulate the construction industry. It must improve the turn around time for approval of building plans. Use its MIG funding to provide opportunities for SMME in the construction industry. Within the legal framework remove barriers to entry for small SMME into the construction industry. It must vigorously engage with and implement a contractors development program. The contractors development program has the benefit of decreasing the SMME dependency on the municipality for employment opportunities

Business skills

A major impediment is the lack of meaningful business skills on part of the SMME's, which negatively impacts on their success. Many of the business owners are inexperienced in managing their own businesses. They do not have the experience of what is required to grow and make a success of the business. Furthermore and the personal sacrifices make the business a success. The business owner is the strategic planner, the administrator, the financial manager, the marketer, sales person and so forth. The diversity of portfolios and the lack of associated skills required on part of the SMME owner to make a success, which they many times do not have result in frustration and ultimate failure.

Furthermore the SMME's started without any meaningful business plans to determine the viability of the market that they intent operating within. In this regard very few of the business owners did a market analysis to ascertain who

their competitors are, what the barriers of entry are, is the market oversaturated and so forth.

No meaningful marketing plans are in place or for that matter any plans on how to grow the business. In other words, no strategy had been designed on how to take the product to the market or how to attract the market to the product. It appears that a perception prevails that the market will look favorably at the SMME's because of historical reasons. The prospective entrepreneurs are operating in a knowledge vacuum regarding the market that they intent operating within. Neither do they have any plan on how to grow the business.

The ability to present the product and to negotiate in a competitive environment is critical competency lacking with many prospective business owners. To complicate matters is that the startups do not have any meaningful track record and finds it extremely difficult to enter the market let alone making a profit or breaking even.

Financial management and concepts such as cash flow, costing/pricing are not well understood by the business owners further impeding the ability to become a successful business. The SMME's started from a weak or no financial basis and do not have the financial buffer to withstand any financial disturbance. They are extremely vulnerable to any financial upheaval. To complicate matters for SMME's is the difficulty to access startup capital or bridging finance. The formal financial institutions such as banks require some credit record and this limits the ability of SMME to secure funding.

Compliance

Starting a business is a legislative quagmire and many SMME do not meet the minimum requirements to enter into contract with Cederberg municipality. Minimum requirements such as the registering the business with CIPRO and SARS are two basic requirements. SMME must ensure that they register themselves on the data bank of the provincial government and Cederberg municipality. This is part of the first step in securing and entering into a contract with the municipality. A misnomer though exist that once the business meets legislative compliance then it will be guaranteed of employment with the municipality. The fact of the matter is that the tender process is a competitive one and not all registered SMME will be successful in the bid and contracted by the municipality.

The Entrepreneurial mindset

The emerging entrepreneurs need to change their approach from being dependent on the municipality as the only source of employment to an entrepreneurial way of thinking. An entrepreneurial thinking is associated with a continual scanning of the market for new opportunities, and continual up skilling. An entrepreneurial mindset is associated with qualities such as commitment, hard work, visionary thinking and ability to change the negative into positive. Importantly the quality of the product and meeting the deadlines set are important factors to ensure future work.

A SMME that deliver poor quality and do not meet the timeframes will find it difficult to secure future contracts. It must be stated that an entrepreneurial mindset is not the only requirement for a successful business but it is an important part.

Networks

Successful business generally is part of network. In the Cederberg municipality the Business Chambers, Cederberg Tourism and Agriforum are a few important networks. There are many advantages associated with belonging to a network. A critique though raised by the SMME's is that very little transformation had occurred within these networks. The view is expressed that the networks serve as gatekeepers and benefits are solely to advance a particular business sector interest. Irrespective of the aforementioned, networks presents access to information and future business opportunities.

Cederberg municipality given the aforementioned assessment of SMME and their associated challenges must design appropriate interventions such as contractor development programs, having the goal of capacitating SMME's to compete and take advantages of economic opportunities

9. The Youth as a LED Stakeholder

The youth is a priority development sector of the state. It is recognized that the youth are confronted with many socio-economic challenges and must be equip with the skills to take advantage of any local economic development opportunities. The youth unemployment is pegged at 13,8%. The statistics indicated that approximately 7,7% of people older than 20 years do not have any

formal education. These indicators must be taken into account on designing LED programs aimed at youth economic advancement.

Youth development is a long term integrated approach and not a quick fix remedy. Such an approach must be in partnerships with other organizations working within the youth sector.

10. Tourism

The tourism industry is a growing industry in the Cederberg municipality and presents many LED opportunities. Tourism industry is a key provincial priority and Cederberg tourism must partner with the province to grow the local tourism industry. The statistics indicated that Cape Town is a sought after destination for

tourist. Cederberg tourism strategies must aim at capturing and benefiting from the Cape Town tourism market.



Although the region is a well-known tourist destination and are attracting tourist a strategy must be put in place to ensure a consistent flow of tourist right through the year. The region is in competition with other municipalities in the province all having the goal of capturing the tourist market. A number of successful tourism initiatives are taking place in the some parts of the municipality but it **must be replicated** in other parts to benefit the entire municipality.

The youth holds the answer to the economic future therefor-strategic investment in youth development cannot sufficiently be underscore. Cederberg municipality intervention strategy must be aimed at ensuring that tourism net increases to benefit all and in particular the youth. Furthermore, a negative perception prevails that tourism do not benefit the poor and marginalize. Hence the plan of action aimed at increasing the benefit net must include the poor and marginalize and provide tangible results thereto.

11. Agri-processing

This is a key PERO growth focus and Cederberg given its rural context must become a front-runner in promoting agri-processing. A number of successful agri-processing businesses are anchoring the local economy. The Rooibos production plant is one such success story. The entire production downstream and upstream is located within the Cederberg municipality. The rooibos industry provides opportunities downstream and upstream. Transportation of the raw material and final product is an example of an opportunity associated with rooibos tea industry.

At a LED strategic level the question must be what strategies must be developed to take advantage of this key PERO growth area of Agri-processing. Agri-processing has the potential to become the LED game changer. Cederberg must redesign itself through creation of enabling policies and processes. A case in point is to partner with the local agriculture forum to unpack and design programs.

12. Fishing Industry

The Cederberg municipality is known for its fishing industry. The regulatory environment changed the industry, threatening the livelihood of many. The

The municipality does not have the necessary capacity to deal with the complexities of the industry. **But**, it could play a facilitation role to bring stability to the industry and ensuring that the local fishing community is part of the future development of the industry. The municipality role is to bring various stakeholders together and invite the Department of Agriculture and Fisheries to explain the opportunities associated with Operation Phakisa.

fishing right allocation had become a point of contention and it is a very complex industry. The fishing industry had been under threat for some time and the municipality could play an important role in creating opportunities for fishermen to acquire portable skills. The reality is that the employment opportunities are shrinking within the industry. Portable skills will enable the local fishermen to move into a different industry other than the fishing.

13. Municipality as a LED Enabler

Creating an Enabling Environment: Attracting, Growing and Retention of Business

The municipality must redesign itself and create a future one that is modern, safe, a place to live, work and play. A municipality that is able to attract business, create employment opportunities and establishing an inclusive economy benefitting all

In order to achieve the following the municipality must ensure that;

Municipal service delivery efficiency and effectiveness

The municipality must create the enabling environment to attract investment, grow and retain the local business. Creating an enabling environment implies getting the 'basics right'. The basic in this regard refer to:

- The provision of infrastructure such as road networks, security of water and electricity supply, law enforcement.

Security of Water Supply

The quality and security of water supply is an important factor in attracting and retention of business. The Cederberg municipality is confronted with an aging infrastructure. A limited resources base restricts the municipality capital expenditure to upgrade and modernize the aging infrastructure. The aging sewage reticulation plant at Citrusdal is impacting on the local economy.

The agricultural sector is dependent on the quality of the water supply. At present local farmers are complaining that the quality of water supply had deteriorated and that their export license are being threatened. The blame for the deteriorating water supply is placed at the doorstep of the municipality. It is said that the municipality sewage reticulation plant overflow downstream at Citrusdal is the source of contamination. The municipality had been informed on numerous occasions but failed to respond appropriately. In the main it is not because the municipality did not taken note but rather it is due to the limited resources at their disposal. Irrespective of the reason the fact remain it do has a negative impact on business confidence. Local economic development is dependent on the municipality getting the basic right in as far as it pertains to service delivery and infrastructure.

Town Planning or Spatial development.

Cederberg municipality had become the victim of growth and expansion taking place within an outdated town plan. A case in point is the main road into the Central Business Area. The road is in need of an urgent upgrade. The heavy trucks are creating a traffic nightmare and the major reason for the poor state of the main road. The road is an eye soar and creates a negative picture for any prospective

investor or tourist entering the town. Urgent attention must be given to either an alternative main road or the upgrading of the infrastructure.

Spatial development must be done as a matter of urgency in order to design a modern future town able to attract, grow and retain future investment.

Land availability

The municipality must carry out a land audit. This will provide an indication of the availability of land across the municipality. The land audit is integral to the development of a spatial development plan. Importantly it will provide a picture to council on land availability and how to plan the effectively use thereof given the competition for land.

Reducing Red tape

The municipality must embark on an assessment of its current policies to determine if the policies are hindering or enhancing local economic development.

The municipal organizational renewal process requires an assessment of policies and formulation of bylaws to promote LED. If the municipality had not started the process then it must become a priority area for the municipal council

The municipality must be able to derive at a position that considers legislative requirements whilst creating an enabling environment. Particular emphasis must be placed on those policies that directly impacts local economic development. In this regard the **supply chain policy** is a key policy that must be reviewed to ascertain if the policy is advancing BBEE. Other policies dealing with **land use such as rezoning**

and building application must be reviewed. The aforementioned is two key aspects that negatively impacts on SMME. In particular, rezoning application must be expedite whilst similarly ensuring compliance and good governance.

- ✚ Rezoning application is a stumbling block for startup. Many applicants want to use their private residence for business purposes. Delays in the rezoning application affect business to pursue its business activities legitimately.
- ✚ The turnaround time for building plans need to be placed under the spotlight to improve efficiency.

Using Procurement as an local economic empowerment tool

The municipality must use its procurement policy to drive local economic development. An assessment must be done on how contracts could be legally structured to enable SMME's to benefit from the procurement processes of the municipality. The application of the new BBEE codes must inform supply chain policies aimed at addressing poverty and unemployment

The municipality must review its supply chain policies to give effect to the new BBEE codes. The BBEE makes provision for the municipality to design contracts for specific categories, amongst other, youth, SMME's and so forth. The Review of the municipal supply chain policy is important to ensure compliance to the code. But, more important is the supply chain policy must be used to advance historically disadvantage businesses.

The municipality must design alternative contracts to meet the demand of startups. In this regard it is proposed that employment only contracts be design. Employment

contracts are aimed to provide opportunities for those SMME that do not have any equipment but could supply labour on small projects. Many of the SMME are small builders without at building equipment or transportation and their only assets are their skills. Employment only contracts will provide opportunities for these SMME to contract with the municipality. Furthermore the SMME will gain much needed entrepreneurial experience in how to manage a business in a sustainable manner. In this way the municipality could play an empowering role to the startup to hopefully become sustainable.

Municipal Business model

The municipality must reassess its business model of managing its assets, particular its municipal parks and holiday sites, in an efficient and economical manner. The municipal owned camping sites are not financially viable and unable to generate sufficient income to break even. The income from the facilities is sporadic and only generates some income during the holiday season time. The facilities are unable to generate income consistently during the year to become a going concern. The facilities had become the target for vandalism and not financially sustainable. The result thereof is that the municipality expenditure on maintenance and security had increased. The current business model is outdated and need to be revisited.

The municipality must reassess its business model regarding the municipal assets, in particular, municipal camping resorts. Public private partnership as a business model must be explored. On advantage of PPP is that the municipality would be able to generate income whilst the risk of managing the resorts is transfer to a private partner.

The LED Unit

The unit responsible for LED in its current form is unable to implement the strategy.

The LED unit does not have a presence in all the different towns. The LED unit current design and staff component is inappropriate and under capacitated to implement successful an LED strategy.

The LED unit is the implementation arm of the municipality and an urgent organizational assessment must be done to assess its ability and capacity to implement the LED strategy. Failure to do so will result in LED remaining a lip service strategy.

Leadership

Leadership, vested with the municipal council and the municipal manager, is an important factor driving local economic development. The vexing question that leadership must address is, what is the **unique selling point and what must be in place to attract business to invest and professionals** to make Cederberg their home.

The municipal leadership must ensure that the following policies and plans are in place to advance business attraction, retention and growth as well as to attract professionals.

1. Investment strategy to guide decision making

- + What type of investments is priority for Cederberg
- + Which sector must be strategically grow
- + When a potential investor request a meeting – how long does it take for the Mayor or MM to meet with the potential investor
- + What is the decision turnaround time on potential investment
- + Is the infra-structure of good quality to attract business

2. Customer Satisfaction Surveys must be done

- + Prospective investor's decisions are influence by customer satisfaction surveys.
- + This gives the prospective investor an idea on the quality of municipal service delivery.
- + Importantly if the residents are satisfied with the service rendered
- + It is a tool for municipality to improve service delivery

3. Mayoral excellence Awards

- + Awards recognizing business and leaders in the community are an indication to prospective investors that the municipality cares.

4. Service Delivery Charters must be develop and place on websites

- + The Charter provides the standard of service in other words
 - o What is the turn around for building plans to be approve
- + Provides an indication to prospective investors of the standard and quality of service provided
- + Prospective business and professionals use this as part of decision making framework

Business Improvement strategy

Cederberg municipality as part of its business attraction and retention strategy must address the following matters.

- ✚ What is the business sectors view of Cederberg municipality
- ✚ If shortcomings –how to improve
- ✚ What are the turn around time for payment
- ✚ Are the business processes enabling

The analysis provide the basis for the next section that deals with implementation plans to give effect to Cederberg LED strategy adopted December 2016 by the Council.

14. IMPLEMENTATION STRATEGY

This section put forward a number of projects to be implemented to operationalize the LED strategy. The implementation of the plan is subjected to a number of variables that could only be resolved at a municipal council level. A number of sectors have a presence within the municipality and sector specific plans must be design to facilitate local economic development. The municipality does not have the financial resources to fund most of the projects and therefor needs to use its resources strategically in supporting and growing the local economy. The municipality LED unit is the key department responsible to drive local economic development but lacks the organizational capacity to do so.

The municipality must revisit its business model. Strategically, given the municipality financial resource constrain, it is best to enter into municipal partnerships to design, implement and fund potential projects aimed at stimulate and growing the local economy to the benefit of all

A number of short-term projects are discussed below. The LED unit, given its resource constrains, must play a facilitating role and partner with other stakeholders to implement the projects.

14.1. YOUTH DEVELOPMENT

Youth is an important sector and a number of projects are proposed to advance youth development. These projects must be design in collaboration with other municipal projects focusing on youth development.

Youth Enterprise Societies

The establishment of youth enterprise societies in the main towns is proposed. The objective of the enterprise societies is to create a space to expose the youth to entrepreneurialship. The disadvantage youth generally is not part of an entrepreneurial culture and these societies must serve as a vehicle to advance and develop a business culture amongst the youth. The majority of disadvantage youth social construct is to work for somebody instead of becoming an entrepreneur and creating employment for others. *The goal of entrepreneurial societies is to expose the youth and change the mindset from dependency paradigm to becoming entrepreneurial in their thinking.*

Partnership with the local schools must be formed to establish the youth enterprise societies. The schools are the most appropriate institutions to become incubators for entrepreneurs. These societies are the correct vehicle to design programs to advance youth entrepreneurialship. The LED unit role is to form partnership with the local schools to establish youth enterprise societies. The establishment of such societies could be achieved with limited financial implication for the municipality.

Youth LED and Sport day

The LED unit must take the lead and partner with the various stakeholders such as the local sporting bodies to organize an annual youth LED and sports day. Sport generally is viewed as a unifier and a character builder. The youth are faced with different societal challenges and sport serves as a vehicle to equip

them with skills to deal with some of these challenges. Sport is a team builder and has the potential to bring together youth from all walks of society and across the racial lines and ultimately strengthen the social fiber. It is well known that sport is associated with a healthy body and mind. Sport is the vehicle to encourage the youth to adopt a healthy life style.

The youth sport day has a number of objectives:

- To provide a platform for aspirant youth entrepreneurs to market and sell their products.
- To expose the youth to event management. Cederberg is a tourist destiny and event management is an area that holds economic potential for youth entrepreneurs.
- The event must be youth driven and a decision could be taken that only youth entrepreneurs are allowed to sell their goods at the youth annual sports day. In other words the event has a youth LED focus.

It is proposed that the LED unit in partnership with the local sporting fraternity host an annual Cederberg youth sports day. The LED unit must explore different funding models and not necessary to be funded by the municipality.

Youth Internet access

The led in partnership with the local library must allocate space for youth to gain free access to the Wi-Fi. The objective is to provide youth free Internet access to research and explore business opportunities. Wi-Fi access for the youth will enable them to gain access to a world of information. The Wi-Fi could be used for personal development on how to become a successful business owner. The

point raise is that providing youth with free access to the Internet hold many benefits.

Learners and Drivers License project

Driver's licenses are a basic requirement for many employment opportunities. A large percentage of the youth do not have the financial means or a motor vehicle to pass a drivers license test. The LED unit must design a program to assist the youth to acquire a driver license. This program must be ongoing initiative across all the towns.

Youth –Science and Technology and Innovation

The LED unit must partner with the local schools to expose the youth to science and technology aimed at inculcating a culture of innovation amongst the youth. The National science week must be used as a platform to invite national government departments to Cederberg Municipality to engage the local youth.

Youth in Tourism

The LED in partnership with the tourism board, to develop a program to expose youth to the world of tourism. Tourism is a sector that needs to be actively engaged to unlock opportunities for youth. Caution must be taken on part of the municipality not to create a culture of expectation by the youth.

The LED unit must partner with the National Youth Development Agency to ascertain what type of projects potential holds for future partnership exist.

Financial Implication on part of the municipality is minimal. Many of the projects mentioned above require thinking out of the box and the writing of proposals.

Youth Capacity building

The LED unit must design a program aimed at capacitating youth entrepreneurs.

A focused skills training program must be designed to equip the youth with the necessary skills to participate in the local economy.

In this regard the following areas could be incorporated in the design of such a program:

- ✚ What is entrepreneurship
- ✚ Business Plan Development
- ✚ Marketing Plan
- ✚ Financial Management
 - Product costing
- ✚ Financial planning and risk

The LED Unit could partner with CEDA and NYDA to present the training program

14.2. SMME DEVELOPMENT

Research indicated that the answer to unemployment is entrepreneurs. SMME has the inherent potential to unlock opportunities associated with local economic development. SMME's are similarly employment creators and therefore Cederberg municipality must create an enabling environment for SMME development. Although the entrepreneurs are extremely passionate the evidence indicates that most SMME struggles to get beyond the survivalist state. The potential SMME are confronted with many challenges in their quest to become sustainable. The Municipality role in as far as the SMME concern is to create an enabling environment for SMME to operate within.

The following programs are proposed to assist the SMME.

Contractor Development Program

The LED unit must develop various programs aimed at SSME development.

Some of the topics to consider when designing a program:

- Supply chain training
- Business management training
 - Basic accounting
 - Financial management
 - Basic forecasting skills
- Marketing
- Sales
- Business plans and strategic planning
- Project management training

Financial Implications: LED to partner with accredited NGO, such as, CEDA that provide training. In this way the financial implication for the municipality could be minimal.

Business workshops/seminars

The objective of the workshop is to bring together startup and successful business to share experiences and learn from each other.

- Expose SMME to successful business owners
- Share experiences
- Establish network

Financial Implications: The LED unit could fund the workshop or solicit sponsorship for the workshop

SMME Help Desk

- To establish an SMME help desk at the municipal offices in each town
- The SMME help desk is to provide assistance for SMME regarding the completion of compliance forms
- To direct the SMME to the various support structure

The Financial Implication: Not real budgetary implication

SMME HUB

The municipality must use town planning as the instrument to establish economic hubs that include SMME. This must be done in conjunction with the formalization of SMME in the townships must become a priority area.

The LED unit must in partnership with town planning establish SMME hub within the various towns. A SMME hub in brief is a number of SMME's that operates in a specific area or business node. The advantage is that the SMME hub attracts potential clients, which benefits all. The municipality role is to provide the infrastructure and kiosks for the SMME. Formal contracts must be entered into with the SMME. The LED unit must investigate and study other successful SMME hubs in other municipalities. The lessons learnt from these municipalities could be used to design and operate SMME hub in Cederberg Municipalities.

14.3. Partnering with Local NGO/Business to Spawn Enterprises

The municipality must strategically partner with the local NGO and businesses to create and kick start small enterprises. A case in point is a project such as 'waste to market' hold potential. The NGO that operate in the recycling sector could be approached to incentivize SMME's to collect reusable waste. The recycling project holds the benefit of creating employment for many unemployed. The municipality must explore the possibilities to partner with local business and NGO with the goal of creating business opportunities.

The LED unit must research and engage business to create possibilities to spawn small business. The municipality must lead and create opportunities for local SMME to grow. In this regard local SMME could be contracted to provide all the catering instead of using established business.

Sector	Business	Potential to Spawn
Agri-processing	Rooibos industry Packaging of product Maintenance of fencing	What opportunity
Fishing industry	Transportation Construction of cold storage	
Community Tourism industry	Bed and Breakfast Event management Community tours	
Construction Industry	What possibilities to sub-contract local SMME	

Local Business Sector	Transportation Coops to supply products to local business sector	
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The LED unit responsibility must develop a register of all business that holds potential to spawn small business.

14.4. Cooperatives

The municipality has a long history of cooperatives establishment and some of the COOPS are operational others not.

Coops had been established in:

- + Elandsbay,
- + Lamberts bay,
- + Graafwater,
- + Wuppertal,
- + Clanwilliam and
- + Citrusdal.



Some of the cooperatives although they are operational are struggling to break even. Feasibility studies had been done for all the coops to determine its viability. It is therefore important that an analysis of the feasibility studies be done to provide insight into what were the reasons for starting the coops. It similar provides an indication of what the long-term strategy was to grow and place it on a sustainable path. The feasibility study for the coops therefore serves as an important reference source to develop further strategies.

Given the aforementioned different strategies must be used to address the complexities within which the coops are functioning.

Research showed that many coops fails within the first year of operation. Some of the reason offered is that none of the coop members have any previous experience of working within a collective or any business experience. The members view the COOP as an employment agency and therefor expect to earn an income. Few of the members thinking are on growing the COOP as a business entity that will show long-term profitability. *In other words the members do not have an entrepreneurial mindset but rather is caught in an employment mindset.*

An employment mindset is 'I am working and expect to be paid'. This is contrary to the philosophy of a COOP.

Non-functional COOPS

COOP is an important mechanism for employment and wealth creation. A COOP must be run according to business principles and a medium and long-term vision of financial growth and sustainability. Currently many of the COOP members thinking are short-term having the objective to earn an income and not necessary long-term to establish a financially sustainable business. Cederberg municipality must develop a turn around strategy for COOPS.

The feasibility study and the business plan that had been developed for the cooperatives must be analysed. These plans had been used to apply for seed funding from various state departments. The analysis will provide important

information on what intervention is required to turn the fledging coops around. The rationale for the analysis is to understand what the thinking at that point in time was and if the plan could be used today to revitalize the failed cooperatives.

The advantage of revitalizing the failed coops is that it is not necessary to start from a zero base. Initial investment had been done and the original equipment is still in working order. It is also important to interview some of the coop members to gain insight into what resulted in the closure of the coop. The analysis and lessons learnt must inform the turn around plan. Importantly understanding what resulted in the coop failure could be used to develop support programs for the current coops.

The Functional COOPS

A support program must be design aimed at assisting coops to become financially viable and remaining a going concern. The COOP's are viewed as a vehicle for employment creation and wealth creation. The challenges though are:

- ✚ Many of the COOP members are shortsighted and want immediate wealth creation.
- ✚ Most of the members do not have any business experience
- ✚ Many do not have any business management skills
- ✚ COOP start from a low financial base
- ✚ No marketing plan of taking the product to the market

The *Organizational Structure of COOP* must be design to implement the business plan. A general COOP structure will comprise of :

- A COOP Board
 - The general function is strategy and
 - Governance
- Business Structure- could be configured differently but broadly has a
 - CEO
 - Operational staff
 - Support staff

The structural design of the COOP is important to ensure the financial success thereof. The COOPS though are an integral part of the local economy and a well functioning coopt has the potential of contributing to local economy and creating much needed employment.

The LED Unit must facilitate the capacity building of COOPS. In this regard an intervention program must focus on elements such as:

- ✚ How to Operate a COOP according to business principles
- ✚ Marketing the business.
- ✚ How determine the product price and how to take the product to market

It is proposed that the appointment of an experience project manager in managing a business must be explored to assist in the developing of COOPS.

COOP Business model

The business model of the COOP's must be re-evaluated. It is proposed that entering into a partnership with the private sector be investigated. A partnership holds the benefit of placing the COOP's on a financially recovery track, growth and sustainability.

COOP's and BUSINESS SECTORS

The different business sectors hold the potential for COOP's. The tourist sector, the agriculture, the fishing and so forth has the potential to advance COOP development. The LED unit must play a key role in designing a strategy of identifying industry sectors and potential COOP's. It is proposed that an in-depth analysis of the COOP's must be done to come to an understanding of what the key problems are to inform the design of an intervention strategy.

Financial implications: The LED unit must partner with various state departments to fund feasibility studies and startup capital for potential COOP's.

14.5. Tourism

Tourism is a major economic growth area in terms of PERO 2016. The tourism industry holds many economic benefits for Cederberg and unlocking these opportunities must be urgently investigated. Cederberg municipality holds a diverse portfolio that attracts tourism. The current tourism strategy is criticized for benefitting the previously disadvantage community. The tourism strategy must therefor aim to widen the tourism benefit net.

Cederberg tourism has a number of projects happening such as the farmers market in Lambertsbay and other well-known tourist events. The market is a weekly occurrence and presents an opportunity for the local business to sell their products. The projects must be replicated in the other towns. For example the farmers market could be introduced in all the other towns. Importantly the farmers market must present opportunities for small SMME from the disadvantage community to sell their products. In this way the SMME will be able to gain experience and market their product.

The LED unit must partner with the tourism board to replicate such projects in other towns. The role of the LED unit is to collaborate with the tourism board to widen the benefit net accruing from tourism.

The role of LED unit is to work with the tourism board in developing and implementing a strategy to replicate the projects. In brief such a plan will include, identification of possible sites within the towns for the markets. Ensuring compliance to municipal bylaws and marketing the concept amongst the local business.

Tourism Indaba

It is proposed that an annual tourism indaba be held to bring together various stakeholders that have an interest in the tourism industry. An indaba holds the benefit of networking and identifying possible opportunities in the industry.

Roll Out Tourism Projects to All Towns

The tourism board has a number of successful projects in some towns. These successful projects must be rolled out to other towns as well. These projects has the potential to create opportunities for SMME in the tourism industry.

Major events

The Cederberg municipality has a number of big events happening such as the Clanwilliam triathlon.



These events must become the municipality showcase and provide opportunities for SMME to participate and presents their products.

Community / Township Tourism

The critique directed at the tourism strategy is that it does not benefit the poor and marginalized. The aim of township tourism is to draw tourism into the local community to experience some of the local attractions and cuisine. In order to make this possible the local industry must become organized and display a level

of professionalism. Township tourism provides many opportunities and local residence could convert their private homes into :

- Local coffee shops
- Local restaurants
- Bed and Breakfast-
- Local tour operator- using bicycles to tour the town.

A local arts and craft center could be established for the local artist to market their products. The Cederberg municipality is home to a number of artist that are struggling to get their crafts to the market and the local arts and craft center could be the answer thereto. Many of the tourist want to purchase local arts and the establishment of a local arts and craft center must be investigated



The LED unit in partnership with the tourism industry must explore possibilities of how to implement township tourism.

14.6. Fishing and Agriculture

These two industries are major contributors to the employment market and offer opportunities for SMME and COOP development. National government under the flagship program Operation Phakisa identified the ocean economy as a key sector. The Cederberg municipality has a large percentage of its residents deriving their livelihood from this sector.



The fishing sector is fraught with difficulties and many fishermen registered dissatisfaction with the allocation of fishing quotas.

This is not a new problem and ongoing and the municipality must design strategies to facilitate engagement with provincial and national department to find a common solution.

Fishing indaba

Cederberg municipality must play a facilitating role to convene a fishing industry indaba. The indaba must include the important stakeholders such as the department of agriculture and fisheries. The objective must be to develop strategies to gain access to the opportunities attached to project Phakisa.

The Western Cape Provincial Government identified the West Coast for possible abalone farming. The LED unit must engage with the provincial and national government under the umbrella of operation Phakisa to explore the possibilities of abalone farming

Portable skills for Fishermen

Given the fact that many fishermen are currently unemployed the municipality must facilitate a portable skills development program. A portable skills program will equip the fishermen to seek employment in other sectors other than the fishing sector. This strategy will directly address the employment crises currently faced by the fishermen.



Agriculture sector

This sector is one of the most important employment creator and presents many opportunities for local economic development. The Provincial government identified Agri-processing as a key economic strategy and therefore the Cederberg municipality must unlock the latent potential. A common and traditional definition of agri-processing industry refers to the subset of manufacturing that processes raw materials and intermediate products derived from the agricultural sector. Agri-processing industry thus **means** transforming products originating from agriculture, forestry and fisheries. It is proposed that the LED unit initially focus on small-scale projects and once successful migrate to a bigger production.

The agriculture processing has the potential for COOP development. Many of the local residence are knowledgeable about agriculture but do not have the business skills on how to manage and grow COOPs to become successful. In this regard partnership with the establish agriculture industry could be explore to provide guidance. Similarly the mindset of the members of the COOPs must change from an employment perspective towards an entrepreneurial mindset.

Cederberg municipality plan for agriculture must take into consideration the **Agriseta strategic plan 2016-2017**. This strategic plan was developed after the De Doorns farm workers revolt and provide clear strategies on how to capacitate farm workers.

14.7. Partnering with State Departments(National, Provincial and Local)

The LED unit must research what projects are funded by national departments and apply for funding. The national projects provide opportunities for SMME development. The Water and Sanitation is funding the eradication of alien plants. Alien plants is obstructing water flow and depleting our underground water. The national departments have a number of projects and the LED unit must take advantage of these for LED and SMME development.

Eradication of alien plants

Proposal for Projects such as the eradication of alien plants must be written. The eradication of alien plants is a national initiatives and forms part of the National Department of Water and Sanitation. These national projects could assist in employment creation and directly contribute to the local economy.

14.8. Local LED Associated Campaigns

Campaigns such as buy local are aimed at encouraging consumers to spend within the municipality. The thinking behind this is that the local buying powers have the potential to stimulate the economy. Buy in from the local business community is important for the success of such programs. The local business product price must attract the locals to buy from them. A key reason why the locals buy in other areas is because of the product price and the quality. The success therefor a campaign to buy local is dependent on local business support. The LED unit could have different campaigns aimed at encouraging LED.

Many of the campaigns do not require huge financial layout but could be driven using information technology or partnering with the local business chamber, NGO's, religious fraternity and so forth.

14.9. Extended Public Works Program

This is an important program aimed at poverty alleviation and employment creation. The extended Public Works Program is the responsibility of all departments and they must identify projects. EPWP must be implemented in all towns as a means to address unemployment. The LED unit must play a leading role in partnership with municipal departments to:

- ✚ Identify and compile EPWP project list and Budget
- ✚ Identify training needs
- ✚ Identification of Beneficiaries
- ✚ Project implementation Plan and Monitoring and Evaluation

The EPWP is much more than only low skilled employment creation. The EPWP provide opportunities for skills development program for the unemployed. Cederberg municipality must used the EPWP in a strategic manner that is much more than mere employment creation

14.10. Partnership

The key to the success of LED within the Cederberg municipality is partnerships. As stated earlier on the main reason for the need for partnership is due to the limited financial resource base of the municipality. Partnership include those with the private sector (public-private partnership) with other state departments (public-public partnership) with non governmental organizations (public- NGO partnerships). Partnership is an important vehicle that the LED unit must use to achieve the LED strategy.

Partnership could be in different forms such as, Build Operate, Train and Transfer. In this instance the partner will provide the finances to build the infrastructure, operate it to make it sustainable. Train some staff to at a later stage-manage to business. In some instances where the infrastructure is already available the strategy could be to Operate, Train and Transfer.

14.11. Women in LED

Cederberg municipality must place particular emphasis on women in local economic development. Women empowerment is a national priority area and specific women in local economic development must become a key focus area for Cederberg Municipality. It is proposed that the LED unit must design specific

LED strategy focusing on women. A starting point could be to facilitate a Women LED summit.

14.12. On Going LED Projects

Enterprise registration

The LED unit must campaign amongst the unregistered SMME (small house shops , mechanical workshops etc) to register their business. This must be an ongoing campaign.

LED Awareness Drive

The LED awareness drive is an internal communication strategy. The aim is of the communication strategy is draw awareness that LED is everybody responsibility. The entire municipality organizational culture must be LED focused and opportunities identified for possible socio-economic enhancement.

Changing the Dependency mindset

A prevailing thinking amongst many of the potential SMME,s are that once they registered on the municipal data bank then it means that they will be provided with a contract. The LED unit must drive a campaign to demystify the procurement process of the municipality.

Policy Formulation

The Responsibility of the LED unit is to policy formulation, implementation and Review aimed at local economic development. An example of such policy is:

Informal Trading Policy- the policy aim is to regulate informal trading, whilst simultaneously promoting employment creation and poverty alleviation.

The LED unit must take the lead in assessing current policies and developing new ones to grow the local economy.

Proposal Writing

The LED responsibility is to write proposals for project funding. This requires a specific skills set from the LED officials. If the skill set is not present then this could either be employed but importantly all officials must be capacitated to write funding proposals. The writing of funding proposals is also an important requirement for SMME, COOPS etc. and the LED unit must play a role in equipping SMME's with the tools. This is an ongoing exercise of the LED unit.

14.13. The LED role of the Cederberg Municipality

Create an Enabling environment

The municipality must review its policies to reduce possible obstacles such as restrictive policy and legislation, commonly known as red tape. Where policies are restrictive or unnecessary the municipality must consider changing the policy to facilitate economic development.

For example the turnaround time for the approval of building plans must be reviewed and where possible reduced. The administration must adopt a mindset of servicing instead of frustrating. A service-oriented mindset on part of the administration will ensure that service delivery efficiency improves.

Getting Basics Right

Getting the basics right is key to attracting and retaining business. It must be said that currently the municipality service delivery is of good standard but it

must be maintain and even improve. Generally services are delivered and of good standard.

Supply Chain Management

The municipality must use its procurement process in such a way to create opportunities for the local SMME's. It must unbundle projects to create SMME's to benefit through the supply chain process.

The type of contracts must be design to benefit the SMME.

- ✚ Some contracts could be labor only contract. A labor only contract is when the SMME provide the artisans to do the work and the municipality provide the equipment.
- ✚ Catering contracts could be entered in with the SMME
- ✚ Contracts could be design with a specific target group in mind
 - Contracts for youth
 - Contracts for the disable and so forth

Rethinking The Business model

The Cederberg Municipality must reassess its business model pertaining to its local assets such a municipal resorts. The municipal resorts are currently financial underutilized and financially struggling. The municipality must do an in-depth analyze and implement a turn around strategy. The turn around strategy must explore different possibilities such as municipal –private partnership to manage the resorts.

Investment strategy

The municipality must as a matter of urgency develop and approve an investment strategy. The investment strategy must be aimed at attracting, retention and growing business within the Cederberg municipality. The investment strategy must be underpinned by an aggressive marketing strategy.

Marketing Strategy

The marketing strategy of Cederberg Municipality must be aggressive to attract not only tourists but also business and other professionals to make the Cederberg municipality a place of choice to work, play and invest.

The LED Unit

The LED strategy and implementation plan depends on the organizational capacity of the LED unit. An assessment of the LED current organizational structure and its implementation capacity is required. The lack of LED organizational presence in the other towns is a major impediment to a successful LED implementation. The LED knowledge currently is vested within individual staff members and not necessarily with the unit. This lack of institutionalization of knowledge is a major concern and needs to be addressed as soon as possible.

14.14 Future Project: The Construction of the Mall

The construction of the mall presents an opportunity for local economic development. The construction of the mall during the various stages holds different opportunities for local economic development. The LED unit must in partnership with the developers identify opportunities for SMME development.

These opportunities present it during:

- ✚ The planning stages

- ✚ The construction phase

- Bricklayers, plasterers
- Plumbers
- Tillers
- Electrical work
- Security personnel

- ✚ During the mall operation phase

- Small retail shops- cellular shops, clothing shops and so forth

The point is that the construction of the mall holds various opportunities and the Cederberg municipality must ensure that the previously disadvantaged community benefit during the various stages of construction.

- ✚ The opportunities must not only be employment creation but must benefit SMME.

- ✚ In particular SMME be provided sub-contracting opportunities. In this way the SMME will gain experience in managing contracts. Furthermore sub-contracting the local SMME will contribute to employment creation and stimulate the local economy. This approach of sub-contracting with the local SMME adds more long lasting value and contributes to the economic empowerment of the disadvantaged.

- ✚ The Municipality must negotiate with the developers before the mall project start with regard to the local SMME. Importantly preference must be given to local labor.

The LED unit must develop a communication strategy to inform the local community about the mall construction and possible opportunities. In this way when the opportunity presents itself the local community is organised and prepared to take advantage thereof.

14.15. Medium to Long Term Projects

Project Phakisa – Small Harbors

The small Harbor project development is a priority area for the National and Provincial government and the development of the Elands and Lamberts Bay harbors is part of the project. Discussions spearheaded by the Department of Public works are currently being undertaken with various stakeholders with regard to the Small Harbor Development. The Small harbor project forms part of the Municipal LED strategy and holds the potential to advance and benefit the local SMME's in a sustainable manner.

Cederberg municipality must play and become an important partner in the development of Elandsbay and Lambertsbay harbor. The Small Harbor projects could become a *flagship LED program* and attract much needed investment and economic growth. The Project holds the potential of providing sustainable employment opportunities provide an impetus for the fledging fishing industry.

COOP Revitalization

A turn around strategy must be developed to place COOPS on a financial sustainable path. A capital investment had been made in COOP's and this asset

must be use in a financially productive manner. COOP's if functioning could generate a number of employment opportunities.

14.16. LED Implementation Plan (2017/18)

JULY 2017		
Activity	Partners	Place (ward)
1. Establishment of Youth Enterprises	Local Schools	Clanwilliam(3), Lambert's Bay (5), Citrusdal (1)
2. Enterprise Dev Workshop/seminar	SEDA	Clanwilliam (3)
3. Youth Internet Access	Local municipal Library	All Libraries in wards (1-6)
4. Roll out of Farmers/market day in other town	Collaboration with Tourism Board	Citrusdal (1), Clanwilliam (3)
5. Youth Driver's License Program -ongoing program	Cederberg traffic departments	All wards (1-6)
6. Establish LED "One Stop Shop"	Clanwilliam Tourism Association	Clanwilliam (3)
7. Business plan writing project for	LED Unit in partnership with WCBDC/private sector	All wards (1-6)

SMME's		
8. Initiate Youth Entrepreneur of the Year Competition	Sakekamer / schools	Citrusdal(2), Lambert's Bay(5), Graafwater(4), Clanwilliam(3)
9. Community / township tourism	Tourism and Local Business Chamber	Roll out Elands bay
August 2017		
1. Coopt Summit 2. An investigation into COOPs- appoint service provider	Partner with National/Provincial/district gov	Wuppertal (6)
2. Tourism Summit	Invite Provincial, district and all relevant partners	Graafwater/ ElandBay(4)
3. EPWP		All Towns (wards 1-6)
Sept 2017		
1. Enterprise Workshop	SEDA, WCBDC	Clanwilliam (3)
2. Township Tour roll out		Lambertsbay (5), Graafwater (4)
3. Establishment of SMME Hub		Clanwilliam (3)
4 Revitalize Donkey Cart Route projects	Moravian Church, Wuppertal Tourism Association	Wuppertal (6)

October 2017		
Youth Summit	Partnership with local business	Citrusdal (2)
Hold Cederberg Tourism Indaba	LTO, RTO, WESGRO, WCDM	Lambert's Bay (5)
November 2017		
Fishing and agriculture summit		Lamberts Bay (5)
December		
LED Unit training program	The training aimed at capacitating LED unit	Clanwilliam (3)
Market day roll Out	Citrusdal Tourism	Citrusdal (1-2)
Cederberg Buys Local Open Days	Tourism Associations	Graafwater (4), Citrusdal (1,2), Clanwilliam, Lambert's Bay/Eland's Bay (5)
January 2018		
Enterprise Development Workshop		Lambertsbay (5)
February 2018		
LED Summit		Clanwilliam (3)
Launch Library Business Zones	Libraries	Citrusdal (1-2), Graafwater (4),

		Lambert's Bay (5)
March 2018		
Youth LED Day		Citrusdal (1-2)
April 2018		
LED – Women's summit Focus LED opportunities for women <ul style="list-style-type: none">• women in construction• women in tourism• women in agriculture		Clanwilliam (3)
Clanwilliam Agricultural Show – emerging farmer project	Clanwilliam Expo	Clanwilliam (3), Wuppertal (6)
	May 2018	
LED Summit in partnership with WESGRO		Clanwilliam

14.17 The Budget

BUDGET		
Item		Cost
Sector programs		
(2)Enterprise development workshops	Capacity building programs	50 000-00
Youth LED	Training and development	100 000-00
	Workshops	
	Youth LED day	
COOPERATIVES	Capacity Building	100 000-00
	Workshops	
Tourism	Tourism Indaba	50 000-00
	Tourism capacity building	
Professional services		100 000-00
TOTAL BUDGET		400 000-00

