

TERMS OF REFERENCE

MUNICIPAL LOCAL ECONOMIC DEVELOPMENT (LED) TASK TEAM

DCOG LOCAL ECONOMIC DEVELOPMENT STRATEGY SUPPORT PROGRAMME

A. INTRODUCTION

The Department of Cooperative Governance (DCOG) has initiated a national programme to support selected municipalities in the preparation or review of Local Economic Development (LED) Strategies that are aligned with national policy frameworks and current socio-economic development priorities.

As part of this programme, Maswana JV (Pty) Ltd has been appointed as the service provider to support participating municipalities in the Western Cape Province in the development of credible, implementable and evidence-based LED Strategies.

To support the development of these strategies and ensure effective coordination within municipalities, a Municipal LED Task Team will be established in each participating municipality.

The Municipal LED Task Team will function as a technical coordination structure within the municipality, responsible for supporting the LED Strategy development process and facilitating collaboration between municipal departments and relevant provincial stakeholders.

The Task Team will play a key role in ensuring that the LED Strategy is informed by local knowledge, municipal priorities, sector information and development opportunities.

The Task Team will also assist in ensuring that the LED Strategy process is properly integrated within municipal governance processes, including presentation and consideration by the Municipal Council.

B. BACKGROUND

Local Economic Development (LED) is a fundamental function of local government as outlined in the Constitution of the Republic of South Africa (1996) and the White Paper on Local Government (1998).

Section 152 of the Constitution identifies the promotion of social and economic development as a key objective of local government, while Section 153 requires municipalities to structure and manage their administration, planning and budgeting processes to promote the economic development of their communities.

The National Framework for Local Economic Development (NFLED) 2018–2028 promotes:

- **Inclusive and sustainable economic growth**
- **Strengthened local economic governance**
- **Innovation-driven local economies**
- **Improved coordination across spheres of government**

The LED Strategy Support Programme aims to strengthen municipal capacity to prepare credible, implementable and spatially informed LED Strategies that respond to local economic opportunities, sector potential and investment prospects.

The Municipal LED Task Team therefore plays an important role in ensuring that the LED Strategy is informed by accurate municipal data, sector insights and local development priorities.

C. PURPOSE OF THE MUNICIPAL LED TASK TEAM

The purpose of the Municipal LED Task Team is to provide technical coordination and municipal support for the preparation of the Municipal LED Strategy. The Task Team will serve as the primary municipal technical platform to:

- Share municipal information and sector knowledge
- Guide the service provider in understanding local economic conditions and priorities
- Ensure that relevant municipal policies, plans and projects are considered in the strategy
- Facilitate coordination between municipal departments and relevant stakeholders

D. OBJECTIVES OF THE LED TASK TEAM

The Municipal LED Task Team will aim to:

- Provide guidance and technical input into the LED Strategy development process
- Facilitate access to relevant municipal data, policies, plans and sector information
- Identify economic opportunities, projects and sector development initiatives within the municipality
- Ensure alignment between the LED Strategy and municipal planning frameworks such as the Integrated Development Plan (IDP), Spatial Development Framework (SDF) and sector strategies

- Support stakeholder engagement processes within the municipality
- Review draft project deliverables and provide technical feedback
- Assist the service provider in identifying catalytic economic projects and investment opportunities
- Ensure that the Municipal Council is informed of the LED Strategy process
- Facilitate the presentation of the LED Strategy to the Municipal Council for consideration

E. COMPOSITION OF THE MUNICIPAL LED TASK TEAM

The Municipal LED Task Team will primarily comprise municipal officials responsible for economic development, planning and related functions. **The Task Team may include the following representatives:**

Chairperson

Senior municipal official responsible for Economic Development, Planning or Local Government Development.

Deputy Chairperson

Municipal LED Manager or Economic Development Manager.

Municipal Department Representatives

Representatives from relevant municipal departments may include:

- Local Economic Development
- Spatial Planning / Town Planning
- Integrated Development Planning (IDP)
- Infrastructure and Technical Services
- Budget and Treasury Office
- Tourism Development
- Project Management / Capital Projects
- Investment Promotion or Business Support

District Municipality Representation

Where applicable, the relevant District Municipality may be represented through officials responsible for:

- **Local Economic Development**
- **Regional Planning**
- **Tourism Development**
- **Infrastructure coordination**

Provincial Government Representatives

Relevant Western Cape provincial departments may be invited to participate where their mandates relate to economic development, spatial planning, sector development and infrastructure investment. **These may include:**

- Department of Economic Development and Tourism
- Department of Agriculture
- Department of Environmental Affairs and Development Planning
- Department of Infrastructure
- Department of Local Government
- Department of Mobility
- Provincial Treasury

Where relevant to specific sector initiatives, additional departments may be invited, including:

- Department of Cultural Affairs and Sport
- Department of Social Development

Provincial Public Entities

Where relevant, provincial entities may be invited to participate, including:

- Wesgro – Cape Town and Western Cape Tourism, Trade and Investment Promotion Agency
- CapeNature
- Casidra SOC Ltd
- Heritage Western Cape

Service Provider Participation

The appointed service provider (Maswana JV) and the Provincial PSC Project Manager may be invited to attend meetings of the LED Task Team to:

- present project progress
- obtain technical inputs and municipal information
- facilitate discussions on LED strategy development

However, the service provider is not a member of the LED Task Team and participates only by invitation when required.

F. ROLES AND RESPONSIBILITIES

Role of the LED Task Team

The Municipal LED Task Team will:

- Provide relevant municipal information, data and knowledge to support the LED Strategy development process
- Guide the service provider on local economic development initiatives, projects and priorities within the municipality
- Provide input on existing municipal programmes and development initiatives
- Identify potential economic development opportunities and catalytic projects
- Review draft project deliverables and provide technical feedback
- Ensure coordination between municipal departments involved in economic development
- Ensure that the Municipal Council is informed of the LED Strategy development process
- Facilitate the presentation of the LED Strategy to the Municipal Council

Role of the Service Provider (Maswana JV)

The Service Provider will:

- Prepare the LED Strategy and related technical reports
- Present findings, progress updates and draft deliverables to the LED Task Team when invited
- Consider the information and guidance provided by the Task Team in preparing the strategy
- Provide technical clarification and respond to inputs received from the Task Team

Where requested by the municipality, the service provider may also assist with presentations or feedback to the Municipal Council regarding the LED Strategy.

G. DECISION-MAKING PROCESS

The LED Task Team serves as a technical advisory structure and does not replace formal municipal decision-making structures.

Recommendations from the Task Team will inform the LED Strategy development process, while formal approval of the LED Strategy remains the responsibility of the Municipal Council.

H. MEETINGS

The Municipal LED Task Team may convene meetings either physically or virtually, depending on the operational arrangements of the municipality and the nature of the engagement.

As the LED Task Team primarily functions as an internal municipal technical coordination platform, municipalities are encouraged to conduct structured internal engagements between relevant departments to ensure that the LED Strategy development process is informed by comprehensive municipal inputs, sector knowledge, existing initiatives, projects and relevant economic data.

These internal engagements may take place through workshops, departmental coordination meetings, or technical working sessions as determined by the municipality.

Where the service provider (Maswana JV) is required to present progress updates, draft deliverables or obtain technical inputs from the Task Team, such engagements will generally be conducted virtually, unless otherwise agreed or where provided for in the Provincial PSC Programme Schedule or Inception Activity Calendar.

This approach ensures efficient coordination between the municipality and the service provider, while allowing municipalities to conduct their internal LED Task Team engagements in a structured manner that best supports the development of the LED Strategy.

Meeting	Purpose
Task Team Establishment Meeting	Introduction of the project and confirmation of the process
Situational Analysis Review	Review of economic analysis and baseline assessment
Strategic Framework Workshop	Identification of economic opportunities and priorities
Draft Strategy Review	Review of draft LED Strategy
Final Strategy Review	Confirmation of final strategy and implementation framework

I. SECRETARIAT AND ADMINISTRATION

Administrative and secretariat responsibilities for the LED Task Team will be undertaken by the Municipality, typically through the LED Unit or Planning Directorate. Responsibilities include:

- Scheduling meetings of the Task Team
- Preparing and circulating meeting agendas
- Recording and circulating meeting minutes
- Maintaining attendance registers

- Managing meeting logistics and communication with members

The Service Provider does not perform secretariat functions for the LED Task Team.

J. REPORTING

The Municipal LED Task Team will support coordination between the municipality and the Provincial Project Steering Committee (PSC) established for the programme.

The Task Team will also ensure that relevant municipal governance structures are kept informed of the LED Strategy process.

K. CONFIDENTIALITY AND DATA OWNERSHIP

All data, reports and documentation generated during the LED Strategy development process remain the property of:

- The Department of Cooperative Governance (DCOG)
- The participating municipality

Members of the LED Task Team are required to treat project information as confidential and use it only for purposes related to the programme.

L. DURATION

The Municipal LED Task Team will remain active for the duration of the LED Strategy Support Programme, expected to run from March 2026 until November 2026.

The municipality may elect to continue using the Task Team as a coordination structure to support implementation of the LED Strategy.

M. APPROVAL AND SIGN-OFF

These Terms of Reference shall become effective once endorsed by the participating municipality and acknowledged by the Provincial Project Steering Committee.

Name	Position	Signature	Date
	Chairperson – Municipal LED Task Team		

	Municipal Manager		
	Provincial PSC Chairperson / Provincial Representative		
	DCOG Representative		