

MARKETING AND INVESTMENT STRATEGY





WEST RAND DISTRICT MUNICIPALITY

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WEST RAND DISTRICT MUNICIPALITY

Marketing and Investment Strategy APRIL 2012

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SECTION 1: INTRODUCTION

Kayamandi Development Services (Pty) Ltd was appointed by the West Rand District Municipality (WRDM) to formulate an Integrated Marketing and Investment Strategy for the West Rand District Municipality with a focus on promoting integrated and sustainable development in the local economy.

This Section of the Report makes reference to:

- Study area
- Project background
- Goal and composition of the investment strategy
- Guiding policies and strategies
- Report structure

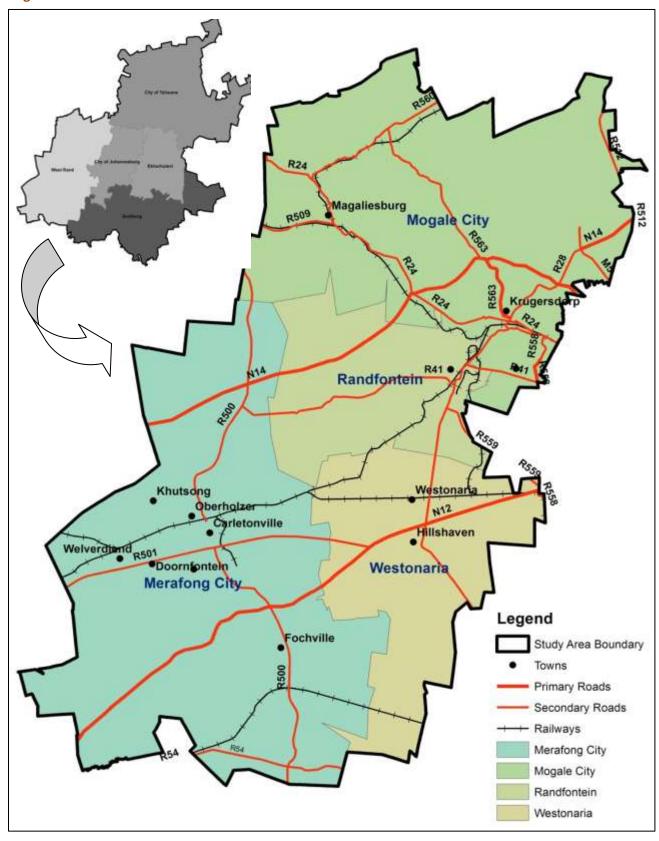
1.1 STUDY AREA

The West Rand District Municipality, hereafter referred to as the study area, is situated on the south-western edge of the Gauteng Province. The study area comprises four local municipalities, namely Merafong City Local Municipality, Mogale City Local Municipality, Randfontein Local Municipality and Westonaria Local Municipality. A large portion of the Cradle of Humankind World Heritage Site also falls within the boundaries of the WRDM, but are however managed by the Cradle of Humankind Management Authority. The study area is 4 095 km² in size. Figure 1.1 presents a locality plan of the West Rand District Municipality.

The District is bounded by the North West Province to the northern, western, and south-western side, which includes the Madibeng Local Municipality, Rustenburg Local Municipality, Ventersdorp Local Municipality and the Tlokwe Local Municipality. To the eastern side the District is bounded by the City of Tshwane Metropolitan Municipality, City of Johannesburg Metropolitan Municipality and Emfuleni Local Municipality within the Gauteng Province.

The WRDM is situated relatively close to the hub of economic activity of Gauteng (i.e. City of Johannesburg), and is traversed by major national roads namely the N12 and N14, which creates potential in terms of future economic development.

Figure 1.1 West Rand DM



1.2 PROJECT BACKGROUND

Given the key sectors and outcomes of the Gauteng Employment, Growth and Development Strategy (GEGDS) and the WRDM Growth and Development Strategy, the need for a Marketing Strategy has arisen, that capitalizes on the local strengths while taking advantage of global trends and opportunities.

The Marketing and Investment Strategy is prepared in conjunction with a Business Investment Guide (see **Annexure B**). The aim of this study is thus twofold. The aim of the Marketing and Investment Strategy is to draw up an implementation plan with development facilitation actions to enable the District to embark on a focused and targeted marketing process to pro-actively attract investors. Whereas the aim of the Business Investment Guide (see separate document in **Annexure B**) is to compile investment opportunities for potential investors which can be utilised by the West Rand DM and Local Municipalities to entice investors to do business in the area.

1.3 GOAL AND COMPOSITION OF THE INVESTMENT STRATEGY

The goal of the WRDM investment strategy is to formulate guidelines for the WRDM for retaining the existing businesses, assisting in their expansion, and attracting new investment.

In order to achieve the above goal, the Investment Strategy encompasses the following:

- Marketing analysis: a review of secondary documentation and data sources such as Local Economic Development Plans (LEDs), Integrated Development Plans (IDPs), Spatial Development Frameworks (SDFs), Growth and Development Strategies (GDSs), etc. on Provincial, District and Local level, as well as marketing materials, resources and strategies with the aim of identifying the need for a District-level marketing and investment strategy. A review of the current marketing institutional and organisational structure of the WRDM and the LMs is also included to determine the state of readiness to implement a marketing strategy.
- Marketing materials: marketing information containing attractiveness and competitiveness of the WRDM for the aim of potential investors. The marketing information contains the marketing investment environment of each sector with priority projects and potential investment opportunities to entice potential investors. The marketing information contains write-ups of all the aspects that potential investors would need to know and understand with regards to doing business in WRDM such as:
 - Access to land,
 - Infrastructure base,
 - Business premises,
 - Labour force,
 - Market accessibility,
 - Incentives,

- Place marketing,
- Government support,
- Business support,
- Risks,
- Strategic resources,
- Raw materials,

Supporting services,

- Logistics Platforms, etc.
- Agglomeration economies,
- Marketing and Investment Strategy: Formulation of vision, strategic thrusts, strategies, programmes, and projects required in order to be able to realize the vision. Target markets, marketing messages, competitor review as well as inward and outward missions and appropriate mechanisms for public relations are included.
- Implementation plan and monitoring system: provision is made for the monitoring (and timeous adjustment) of the achievement of the strategies, programmes and projects and associated allocation of resources. The phasing mechanism for implementation of marketing actions is outlined. This includes determining the role of the various actors in the marketing and investment efforts and developing a capacity building work plan for officials. The financial/funding mechanisms to support the implementation are identified and key performance indicators are defined for monitoring and evaluation.

Overall, the implementation of the investment strategy and marketing information provides the following benefits:

- A clear understanding of the area's potential
- Assist in raising the awareness among potential investors of the WRDM
- Create a working relationship between public sector and local businesses
- Improve regulatory environment of the District with regard to support of local SMMEs and large companies.

1.4 GUIDING POLICIES AND STRATEGIES

The relevant national, provincial and local strategic and/or policy documents with which this Integrated Investment and Marketing Strategy is aligned, are:

- Key national policies and strategies:
 - The National Growth Path
 - National Development Plan
 - National Industrial Policy Framework and Action Plan (NIPF)
 - Regional Industrial Development Strategy (RIDS)
 - Integrated Manufacturing Strategy (IMS)
 - National Spatial Development Perspective (NSDP)
 - The Micro-Economic Reform Strategy (MERS)
- Key Provincial policies and strategies:
 - Gauteng Employment, Growth and Development Strategy (GEGDS)
 - Gauteng Agriculture Development Strategy
 - Gauteng Human Resources Development Strategy
 - Gauteng Tourism Development Strategy, 2009

- Gauteng Implementation Strategy for Cooperative Development (2005)
- Gauteng Rural Development Strategy
- Gauteng Provincial Government's Programme of Action, 2009 2014
- Gauteng SMME Strategy
- Gauteng Trade and Industry Strategy, 2003

Key District and Local policies and strategies:

- West Rand District Municipality (WRDM) Spatial Development Framework, 2010
- WRDM Local Economic Development Strategy
- WRDM Growth and Development Strategy Review 2012
- WRDM Economic Strategy 2012
- WRDM Tourism Strategy, 2011
- WRDM Vision 2016 Strategic Framework, 2011
- WRDM Environmental Management Framework, 2006
- WRDM Integrated Development Plan (IDP), 2011/12 2015/16
- Spatial Development Frameworks (SDF), Local Economic Development Plans (LED) and Integrated Development Plans (IDP) for each of the four local Municipalities, namely Merafong City, Mogale City, Randfontein and Westonaria (if available).

The current strategic development context and policy environment for the Gauteng Province is characterized by a strong focus on development. Both National and Provincial government is placing great emphasis on the development of large-scale manufacturing activities and to promote investment in these sectors. Tourism development is another strong focus area and localities are encouraged to utilise and market their unique attributes and to invest in the local tourism market.

Efforts are also being intensified to address unemployment and the shortage of skills in the country. These are priority issues in all national, provincial and local development strategies.

The WRDM Marketing and Investment Strategy need to take the priorities identified in the aforementioned strategies into account and focus on the development and facilitation of activities that increase value addition to primary commodities and promote a broader-based and labour-absorbing industrialization path. The unique strengths and attributes of the area need to be utilised to its full potential and greater awareness created in order to attract both domestic and foreign investors.

1.5 REPORT STRUCTURE

Aside from this introductory section, the remainder of this report is structured into the following sections:

- Section 2: Business retention and expansion
- Section 3: Investment attraction
- **Section** 4: Marketing Strategy
- Section 5: Implementation Plan
- **Section 6**: Monitoring and Evaluation Plan
- **Section 7**: Conclusion

SECTION 2: BUSINESS RETENTION AND EXPANSION

Retaining and expanding existing businesses within the District is vitally important and is based on the premise that the District and its local municipalities should firstly focus on working with and supporting existing businesses in the area, prior to attempting to undertake large scale investment attraction of new enterprises. Business retention and expansion is one of the core objectives to facilitate economic development and forms part of creating a thriving business enabling environment in which existing businesses are retained and immense opportunities for business expansion exist.

This Section of the report makes reference to:

- Existing business support frameworks
- Business retention and expansion strategy

2.1 EXISTING BUSINESS SUPPORT FRAMEWORKS

This subsection outlines some of the support frameworks existing in the country, the province and the district that aim at promoting investment in the region.

2.1.1 THE DEPARTMENT OF TRADE AND INDUSTRY (DTI)

The Department of Trade and Industry (the DTI) offers a variety of services to companies planning on investing in South Africa. These services include details on investment opportunities in the country, guidelines to establishing new businesses, and development of

incentive packages to facilitate investment.

The aim of the DTI is to lead and facilitate access to sustainable economic activity and employment to all South Africans. This will be achieved through attracting higher levels of investment, increased access to local products and service in international markets and creating a competitive market for domestic and

Contact details of the DTI

Tel (locals): 0861-843-384

Tel (international callers): +27 (12) 394 9500

Fax (locals): 0861 843 888

Fax (international callers): +27 (12) 394 9501

Website: www.thedti.gov.za



foreign businesses. The DTI offers incentives to potential investors.

The DTI is a group of developing bodes that form part of the Council of Trade and Investment Institutions. The group is divided into three main clusters, i.e. development finance, regulatory and specialist services. Some of the major developing bodies included in the DTI group are the Industrial Development Corporation and the Khula Enterprise Finance Ltd. These organisations are examined in more detail below.

2.1.2 THE INDUSTRIAL DEVELOPMENT CORPORATION (IDC)

The IDC is a self-financing state owned development finance institution whose primary objectives are to contribute to the generation of balanced sustainable economic growth in Southern Africa and to further the economic empowerment of the South African population, thereby promoting the economic prosperity of all citizens.

Numerous sectors are supported by the IDC funding. Although the IDC reviews each project separately, funding preferences are given to the following:

- Financing fixed assets and the fixed portion of growth in working capital requirements
- Projects/businesses which have a significant developmental impacts, e.g. rural development
- Empowerment, job creation, township development and value addition

The IDC's primary role is to assist in acquiring finance. In this context, they have developed a wide variety of projects, amongst which are:

- Commercial loans
- Equity
- Quasi equity
- Bridging finance
- Shareware housing
- Guarantees
- Suspensive sales
- Wholesale finance
- Export finance
- Import finance

Contact details of the IDC

Tel: 0860-693-888

E-mail: callcentre@idc.co.za
Website: www.idc.co.za



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2.1.3 TRADE AND INVESTMENT SOUTH AFRICA (TISA)

Trade and Investment South Africa (TISA) work under the umbrella of the DTI and provide investment facilitation services for inbound investors. TISA focuses on promoting sectors of the South

Contact details of the TISA

Tel: 0861 843 384

Website: www.thedti.gov.za

African economy that show the biggest growth potential and marketability, and coordinates provincial initiatives to match investors' requirements with opportunities in the provinces.

TIS have three business units, namely:

- **Investment Promotion and Facilitation:** It is responsible for attracting foreign direct investment, developing and promoting investment by domestic investors, and enhancing government policies and processes that impact on South Africa's appeal to investors.
- Export Development and Promotion: It is responsible for developing and promoting South African goods and services including specific technical interventions in terms of export advice, matchmaking and market intelligence. This business unit aims to increase the competitiveness and export capacity of South African companies so that they are able to export into various markets. The assistance provided is in the form of financial or non-financial assistance.
- International Co-operation: International Operations Unit is responsible for the effective management and administration of the Department's Foreign Office Network.

2.1.4 SMALL ENTERPRISE DEVELOPMENT AGENCY (SEDA)

SEDA is a government agency and a member of the DTI group. The mandate of SEDA is to

implement the national government small business strategy in line with the DTI's Integrated Small Enterprise Development Strategy. SEDA also supports, promotes and grows enterprises with a special focus on co-operative enterprises located in rural areas.

Contact details of SEDA (Gauteng)

Tel: 012 441 1100

sedo 🗐

Website: www.seda.org.za
E-mail: ccoetzee@seda.org.za

In general, SEDA aims at providing information to

small business and prospective enterprisers that would encourage them to start and build sustainable businesses.

2.1.5 DEVELOPMENT BANK OF SOUTHERN AFRICA (DBSA)

The Development Bank of Southern Africa (DBSA) is one of several development finance institutions in South and Southern Africa. The core business of the Development Bank of South Africa (DBSA) is the support, both financially and in a facilitative role, of the creation of infrastructure to serve South Africa's needs.

Contact details of the DBSA

Tel: +27 11 313 3911 Fax: +27 11 313 3086 Website: www.dbsa.org



Its purpose is to accelerate sustainable socio-economic development by funding physical, social and economic infrastructure. In addition to the primary focus on infrastructure, the DBSA will also attend to the short and medium term rural finance requirements for the foreseeable future. DBSA's goal is to improve the quality of life for people within the region. The guidance given by the transformation team is that the DBSA should be a wholesale development finance institution mainly focused on infrastructure.

2.1.6 NATIONAL DEVELOPMENT AGENCY

The National Development Agency (NDA) is a section 3A statutory organisation, which was established by the National Development Agency Act (Act No. 108 of 1998) in November 1998. Since its inception the National Development Agency (NDA) has distributed more than R640 million to various communities located in poor

Contact details of the NDA Gauteng

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Website: www.nda.org.za

E-mail: gautengprovince@nda.org.za



areas in the food security, sustainable livelihoods and community health project sectors. More than 404 773 direct households and 2 031 375 individuals have benefited from these projects.

The NDA's interventions are aimed at contributing to job creation and participation of poor communities in the mainstream economy by strengthening their capacity and fostering social entrepreneurship. The National Development Agency (NDA) is mandated to grant funds to Civil Society Organisations (CSOs) for the purposes of meeting the developmental needs of poor communities, to strengthen the institutional capacity of CSOs for the long term sustainability, to proactively source funds for the NDA, to promote consultation, dialogue, and sharing of developmental experiences to debate and influence developmental policy, and to develop strategies to collaborate with local community trusts, foundations and government clusters.

2.1.7 THE GAUTENG ECONOMIC DEVELOPMENT AGENCY (GEDA)

The Gauteng Economic Development Agency is the first of contact for smart investors and entrepreneurs who need access to unlocking new value in Gauteng, South Africa and Southern African Development Community region and beyond. GEDA is an agency of the Gauteng

Provincial Government responsible for trade and investment promotion of the region.

GEDA's key objective is to identify market investment opportunities and to respond to requests for assistance from local and foreign investors.

Contact details of the GEDA

Tel: +27 11 833 8750/7 Fax: +27 11 833 8777

Website: www.geda.co.za
E-mail: info@geda.co.za



GEDA's strategy is wholly aligned with national and provincial government objectives and processes, thereby creating a investor-friendly environment.

The Gauteng Economic Development Agency's (GEDA) mandate is to develop and maximize Gauteng's booming economy, by investing in and promoting the province in meaningful ways.

GEDA plays a vital role in not only attracting investment and new business to the province, but also renders services and assistance to various projects and businesses. An example of GEDA's success is the facilitation in excess of R16 billion worth investments into the province since its inception.

2.1.8 THE GAUTENG ENTERPRISE PROPELLER (GEP)

The Gauteng Enterprise Propeller (GEP) is a provincial government agency established in 2005 under the auspices of the Department of Economic Development to provide non-financial support, financial support, and co-ordinate stakeholders for the benefit of Small Medium and Micro Entrepreneurs (SMMEs) in Gauteng. The Provincial Government's decision to establish

GEP as an agency that will support the establishment, growth and sustainability of SMMEs in the province was informed by two key strategic objectives:

- Commitment to halving poverty and unemployment in the country
- Ensuring increased and meaningful participation of SMMEs and BBBEE in

Contact details of GEP (Head Office)

Tel: 011 085 2001 Fax: 086 675 1329

Website: www.gep.co.za



Contact details of GEP (West Rand Regional Office)

Tel: 011 950 9870 Fax: 011 950 9886

Website: www.gep.co.za

mainstream economic activities

The province recognises that SMMEs have a valuable role to play in addressing the aforementioned objectives and can – directly and indirectly:

- Contribute to the Province's and Country's GDP
- Create some long-terms sustainable jobs
- Ensure transformation in terms of representivity of the economic sector as a whole and contribute to a reduction of poverty.

GEP is a provincial public entity as defined in section 1 of the Public Finance Management Act and it regulations applicable to provincial public entities. The objectives of GEP are to:

- Promote, foster and develop small enterprises in Gauteng
- Implement the policy of the Gauteng Provincial Government for small enterprise development
- Design and implement small enterprise development support programmes within Gauteng
- Establish and promote a support network in order increase the contribution of small enterprises to the Gauteng economy
- Promote economic growth, job creation and equity
- Integrate all government-funded small enterprise support agencies in Gauteng
- Strengthen the capacity of service providers to assist small enterprises to compete successfully domestically and internationally

The primary mechanisms, by which the GEP may achieve its objectives, are:

- Provide Financial and non-financial support to SMMEs
- Provide a one-stop service to entrepreneurs
- Facilitate SMMEs from the second economy participating in the mainstream economy
- Increase the sustainability and profitability of SMMEs
- Enhance SMME contribution to GDP, equity and employment in the Province

2.1.9 THE GAUTENG TOURISM AUTHORITY

The Gauteng Tourism Authority (GTA) is an agency of the Gauteng Provincial Government and is tasked with promoting sustainable tourism and to assist in making Gauteng a world-class tourism destination and in addition contribute to economic growth and

Contact details of the GTA

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Website: www.gauteng.net E-mail: info@gauteng.net



uplifting the local people.

This agency is available to provide support and assistance to anybody wanting to visit the province as well as those planning on hosting a conference, exhibition or incentive in the province.

Gauteng Tourism offers a host of services to businesses, associations and event planners to assist in the planning and successful execution of an event or conference.

2.1.10 GAUTENG DEPARTMENT OF ECONOMIC DEVELOPMENT

The Department of Economic Development has two main areas of responsibility. On the one had the Department of Economic Development is tasked with ensuring that the right

environmental framework and initiatives are put in place to foster economic growth and job creation in the province, and thereby push back the boundaries of poverty. On the other hand, the Department of Economic Development is also responsible for ensuring that sound financial management policies and

Contact details of Gauteng Department of Economic Development

Tel: 011 355 8000 Fax: 011 355 8730



GAUTENG PROVINCE

Website: www.ecodev.gpg.gov.za

structures are in place within the Gauteng Provincial Government.

The mandate of the Department of Economic Development is to lead, facilitate and promote economic growth and economic development in Gauteng, with a targeted commitment to focus on enhancing the inclusivity of the Gauteng economy, whilst enhancing the competitiveness of the Gauteng economy.

2.1.11 WEST RAND DEVELOPMENT AGENCY

The West Rand Development Agency (WRDA) is a municipal entity established by the WRDM as a special purpose vehicle to manage and implement key strategic objectives. The establishment of the WRDA was made possible through funding by the WRDM, USAID, and the Industrial Development Corporation (IDC) and in partnership with three local municipalities (excludes

Merafong City LM) within the West Rand District.

The primary role of the WRDA is to act as the economic development agent for the West Rand is so far as to stimulate,

Contact details of the WRDA

Tel: +27 11 692 1550



facilitate, implement and support economic development and job creation projects and initiatives that will contribute to the regional economic development.

2.1.12 OTHER BUSINESS SUPPORT ORGANISATIONS

The Table below provides an indication of other support organisations and Departments.

Table 2.7: Other business support Departments and Organisations

Company	Telephone	
EDUCATION SECTOR		
Further Education & Training (FET) Colleges:		
Central Johannesburg College	(011) 484 1388	
Ekurhuleni East College	(011) 730 6600	
Ekurhuleni West College	(011) 323 1600	
Sedibeng College	(016) 422 6645	
South West Gauteng College	(011) 984 1260	
Tshwane North College	(012) 401 1600 (012) 660 8502	
Tshwane South College	(012) 660 8502	
Western College	(011) 093 3008	
AGRICULTURAL SECTOR		
Agri Gauteng	(012) 643 3400	
INFRASTRUCTURE SECTOR		
Eskom	(011) 711 9111	
FINANCIAL SERVICES SECTOR		
Umsobomvu Youth Fund	08600 96884	
Khula Enterprise Finance	08600 54852	
National Employment Fund	(011) 305 8000	
DEPARTMENTS		
Department of Agriculture and Rural Development	(011) 355 1920	
Department of Community Safety	(011) 689 3614	
Department of Economic Development	(011) 355 8705	
Department of Education	(011) 355 1510	
Department of Finance	(011) 689 8001	
Department of Health and Social Development	(011) 355 3682	
Department of Infrastructure Development	(011) 355 7438	
Department of Local Government and Housing	(011) 355 4901	
Department of Roads and Public Transport	(011) 355 7301	
Department of Sports, Arts, Culture and Recreation	(011) 355 2511	

The District has a Business Association operating within its boundaries, namely the West Rand Chamber of Commerce. Since 2009, the West Rand Chamber of Commerce has been providing advice and acting as a reference centre for small business owners in the West Rand.

Contact details of the West Rand Chamber of Commerce

Tel: 011 039 0727

Website: www.westrandchamber.c.za

The West Rand Chamber of Commerce has also been responsible for encouraging individuals and various groups to start small enterprises, resulting in job creation and the sustainability of the local economy. Since its inception it has been conducting Entrepreneurship Development Programs to empower the communities with Personal Capacity Building, Basic Business Skills and Technical Training. In this manner the West Rand Chamber of Commerce has been providing vital skills, information and guidelines for participants to be successful in business.

The following Table shows other business associations.

Table 2.8: Other business support Departments and Organisations

Company	Brief Description	Telephone
NAFCOC	National African Federated Chamber of Commerce. To	(011) 492 0003/4
IVALCOC	represent Black businesses.	(011) 432 0003/4
	Foundation for African Business and Consumer Services.	
FABCOS	Promoting the development of Black business in South	(011) 333 3701
	Africa.	
	Black Management Forum. Develops and empowers	
BMF	managerial leadership and facilitates the process of	(011) 784 4407
	Corporate Transformation.	
SOPOA	Represents the interest of SA commercial property	(011) 889 8700
	owners	(==, == ==
GYCCI	Gauteng Youth Chamber of Commerce and Industry.	(011) 245 5921
SAWIC	South African Women in Construction	(012) 845 2121
AMMSA	Association of Mine Managers South Africa	(011) 498 7547/7327
SAWIMA	South African Women in Mining Association	(011) 834 9039
GSSC	Gauteng Shared Services Centre	0860 428 8364
GAUMAC	Gauteng Manufacturing Advisory Centre	(011) 821 2870
Gauteng	Johannesburg Chamber of Commerce and Industry (JCCI)	(011) 726 5300
Regional	Midrand Chamber of Commerce and Industry	(011) 315 1063
Business	East Rand Chamber of Commerce (ERCOC)	(011) 814 7110/1
Chambers	Roodepoort Chamber of Commerce and Industry (ROCCi)	086 111 3304

The list of business support and business associations provided above is not exhaustive and other organisations that have a stake in economic initiatives should be added, including District government departments, and other support organisations. There is also a need for the capacity of the abovementioned organisations to be developed and expanded to better serve the area Municipality. Local Municipalities lack a structured communications network with the District Municipality and provincial organisations. Poor communication between these governments spheres have detrimental impact on the realization of local opportunities as this means that Local Municipalities in many instances are not aware of services that are made available to them through local, provincial and national organisations.

2.2 THEORETICAL FRAMEWORK OF THE INVESTMENT STRATEGY

This sub-section presents the Business retention and expansion framework and strategic interventions. This section recommends strategic interventions required to improve the municipal business support environment in a manner that will facilitate business expansion. This section addresses the following components:

- Theoretical framework of the retention and expansion strategy
- Business retention and expansion interventions
- Priority actions

Government, economists, international agencies and organizations have reached consensus that the key to development is first the creation of an environment that is conducive to investment. Across the world, development strategies are based on the idea of stimulating competitiveness, seen as crucial to an environment attractive to investors. Only when this environment has been created, can any measure of success regarding specific project implementation be expected.

As the process of economic globalization picks up pace, shifts have occurred in the relative importance of critical factors that determine productivity, and hence growth, since productivity lies at the heart of growth. Central to productivity is competitiveness, which consists of the set of factors, policies and institutions that determine the level of productivity of an area. Increased competitiveness, through its impact on the efficiency in the use of available resources, enables productivity levels to be raised.

Productivity levels are the key determinant of rates of returns to investment, which in turn determine the rate of growth of an economy. Economies that are more competitive are likely to grow faster in the medium and long term. The relationship between competitiveness, industrial development and growth are illustrated in the below Figure.

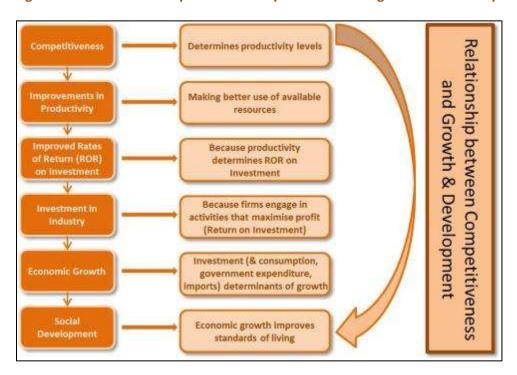


Figure 2.1 Relationship between competitiveness and growth and development

This strategy is thus located within the framework of the latest competiveness theories, namely the theories underlying the World Economic Forum's Global Competiveness Index (GCI). The GCI provides guidelines to fundamentals that must be in place to attract investment.

Factors that determine the underlying competitiveness of locations are both diverse and numerous. The World Economic Forum (WEF) continually updates its methodology for measuring competitiveness in order to keep up with the changing international environment. Presently, the WEF uses a far-reaching measure of competitiveness, developed by Professor Xavier Sala-i-Martin, a leading expert on growth and economic development. The new Global Competitiveness Index (GCI) represents almost two years of collaboration between the Professor, Forum staff, and a broad set of users. It is presently the main competitiveness index used by the World Economic Forum.

The GCI provides a holistic overview of factors that are critical to driving productivity and competitiveness, and groups them into nine strategic thrusts:

- Institutions
- Infrastructure
- Macro economy
- Health and primary education
- Higher education and training
- Market efficiency

- Technological readiness
- Business sophistication
- Innovation

These thrusts and the factors that underlie them are based on the latest theoretical and empirical research. None of these factors can individually ensure competitiveness. For example, the value of increased spending on education will be undercut if inflexibilities in the labor market and other institutional weaknesses make it hard for new graduates to gain access to appropriate employment opportunities. The most competitive economies in the world are usually those in which concerted efforts are made to structure policies in an all-inclusive manner that recognizes the importance of a broad assortment of factors and their interconnection in a proactive way. The thrusts comprising the GCI will be used as the base for providing guidelines for improving the investment environment in the West Rand District in such a manner that a solid foundation may be laid for the development and consolidation of investment activities.

The West Rand District Investment Strategy is thus underpinned by theories of competitiveness. Increases in competitiveness allows for improvements in productivity of resources, which in turn improves the rate of return on investment, increasing the attractiveness of investment.

The primary goal of this strategy is to formulate guidelines for the District for retaining the existing businesses, assisting in their expansion, and ultimately attracting new investment. This goal is supported by the following objectives:

- To create a clear understanding of the area's potential
- To improve the capacity of the District with regard to supporting existing businesses
- To identify mechanisms to overcome potential obstacles and ensure successful implementation

2.3 BUSINESS RETENTION AND EXPANSION INTERVENTIONS

A favorable investment environment is required for any type of development, regardless of sector or projects details. To a certain degree, the success of specific projects is dependent upon interventions to improve the investment environment. The Investment Strategy consists of a number of strategic thrusts, largely based on those underpinning the GCI. Each thrust will consist of a number of programmes, representing the key components of each thrust in need of addressing. Finally, a set of functional tasks that are required to implement the programmes will be provided.

The below following Figure illustrates the sequence of strategies.

Programme 1
Programme 2
Programme 3

Task 1

Task 1

Task 2

Task 2

Task 3

Task 3

Figure 2.2 Sequence of strategies

The thrusts and programmes to enable investment conduciveness are listed in the below Table and detailed upon there under.

Table 2.1: Business retention and expansion strategic Thrusts and Programmes

THRUST	PROGRAMME
Good economic governance, communication and strategic partnerships	 Improved governance Human resources management and institutional transformation Communication and information intervention
2. Improved municipal service delivery and economic infrastructure investment	Improved service delivery (Electricity and Water)Road and transport connectivity

2.3.1 THRUST 1: GOOD ECONOMIC GOVERNANCE, COMMUNICATION AND STRATEGIC PARTNERSHIPS

Good governance focuses on sustainability management, community participation, responsiveness to citizens and co-operative governance.

The District's role entails the facilitation of economic development (which is promoted through investment), by creating an enabling environment. The competitiveness of West Rand District depends on the strength of its institutions, and for that reason, it is essential that any factors which may be hindering the smooth functioning of the municipal institution in creating an enabling environment must be addressed. A number of challenges impeding the institutional functioning of the DM and its Local Municipalities have been identified.

Information is also an important determinant of the level of efficiency in a market. Where information is perfect, conditions of perfect competition are attained. The less perfect the flow and availability of information, the more likely the potential for markets to fail to produce optimal outcome. Thus it is important that all (potential) participants should have access to the information that they require to make optimal decisions.

The following programmes, discussed hereunder seek to correct challenges identified:

- **Programme 1.1**: Improved governance
- Programme 1.2: Human resources management and institutional transformation
- **Programme 1.3**: Communication and information interventions

Programme 1.1: Improved Governance

'Good governance' principles need to be included in the economic governance structure of the District. Good governance is an important catalyst for growth. Areas that are growing do not suffer from the impact of corruption to the same extent than areas suffering from poor economic performance. Poor governance thus impacts worse on areas already struggling while not necessarily inhibiting growth in areas already performing well. Good governance in weak regions is thus doubly important.

Municipal strategic efforts to address the condition of poverty focus on providing basic services and run the risk of crowding out interventions focusing on creating growth.

Institutional capacity through which to implement this strategy through government structures is limited and requires consideration of wide-ranging partnerships. It would be desirable for the West Rand District to build partnerships with adjacent municipalities (such as City of Johannesburg and City of Tshwane) to avoid negative competition in favour of positive coopetition¹.

Better government service delivery is required in order to have higher levels of public confidence.

20

¹ Coopetition or Co-opetition (sometimes spelled "coopertition" or "co-opertition") is a neologism coined to describe cooperative competition.

The following **tasks and initiatives** serve as the key aspects in terms of good governance within the District and local municipalities:

- Improve intergovernmental relations, co-ordination and planning
- Develop partnerships (i.e. business sector, NPO's, NGO's) and facilitate institutional demarcation through establishment of economic networks and linkages between entities to ensure coordination of development activities
- Strengthen and build a structured 'co-opetition' partnerships with strong regional economic centres such as City of Johannesburg Metropolitan and City of Tshwane Metropolitan
- Undertake higher levels of interaction between communities and local municipalities with quality customer care facilities and better service delivery with high levels of maintenance, cleanliness and law enforcement, with associated high levels of public confidence
- Lobby with role players (i.e. public works, international funding organisations, etc.)
- Provide capital budget for the implementation of the programmes and tasks listed in this strategy
- Secure off-municipal budget funding for implementation
- Where necessary, provide capital budget for the implementation of the programmes and tasks listed in this strategy

Programme 1.2: Human Resources Management and Institutional Transformation

Key initiatives of human resource management focus on the following aspects:

- Human Capital Development and institutional capacity building
- Review and align the organisational structure to strategic objectives
- Protocols and procedures

The below Table provides an indication of the local municipalities in which institutional interventions are required to eliminate factors that are hindering the smooth functioning of the Municipality in achieving its mandate. These spatial guidelines were derived from the Local Municipality IDP's and interviews with selected personnel.

Table 2.3: Spatial Guidelines for implementation of institutional interventions

Municipality	Human Capital Development	Review and align organisational structure	Protocols/procedures
West Rand DM			
Merafong City LM	Ø		
Mogale City LM	Ø		
Westonaria LM	Ø		
Randfontein LM	Ø		

Many of the local municipalities within the West Rand District are faced with the challenges of high vacancy rates, high staff turnover rates, as well as insufficiently skilled staff. It has negative impacts on the effectiveness of municipalities in performing their functions, as staff is ultimately responsible for carrying out tasks. Where positions are not filled or are filled by persons lacking requisite skills, service delivery is comprised.

Human Resource developments of officials in the LED units (and even relevant members from LED forums) are a prerequisite. The Regional LGSETA in Bedfordview, Johannesburg, should be contacted accordingly. Some suggested training avenues include:

- Management
- Participation
- LED
- Marketing
- Investment attraction
- Data management: the value of data, data collection methods and sources, working with data and data interpretation.
- Sector Analysis: methodologies, role players, SWOT analyses and sector policy analysis

Human resource development of municipal staff in general (i.e. not just LED unit staff) is also required in order to ensure efficient government service delivery.

To ensure that institutional functions are carried out efficiently, it is essential that procedure manuals be developed to streamline delivery. This includes clearly differentiating between District and Local Municipality functions with regards to economic development.

Recommended strategic tasks:

- Proactively seek to fill all available positions
- Undertake staff survey to determine reasons for high staff turnover rate in order to obtain suggestions for retention and initiate staff retention actions
- Conduct a staff skills audit to determine skills gaps and required curriculum for training and undertake vigorous and comprehensive staff training programmes
- Develop new staff recruitment methods
- Set up a comprehensive list of municipal level economic tasks and functions
- Identify needs with regard to availability and/or possible revision of existing manuals
- Develop and disseminate procedure manuals for all municipality tasks and functions
- Review and align the District organisational structure to strategic objectives

Timeframes and Participation:

 As soon as convenient, West Rand District Municipality should meet with all the local municipalities to discuss how the recommended interventions will be addressed.

Programme 1.3: Communication and Information Interventions

Improved information flows toward potential investors, entrepreneurs and established businesses, is essential for the facilitation of investment in the District. It is vital that investors are aware of investment opportunities and that established businesses are regularly updated regarding changes in technology and demand. Local businesses that are aware of the existence of local suppliers of raw materials they use, will save costs if this information is made available.

The below Table provides an indication of the communication/information needs per municipality.

Table 2.4: Spatial	Guidelines for im	plementation of	f communication interventions
		p	

Municipality	Investment Information Desk	LED Forum	Business directory	Interactive website
West Rand DM				
Merafong City LM				
Mogale City LM				
Westonaria LM	Ø		Ø	
Randfontein LM	Ø			

It is critical that the District be able to guarantee the efficient and effective dissemination of information and expansion of LED knowledge and know-how throughout the region. It is thus advised that an advisory service centre or investment promotion centre be established. Such a center should:

- assist entrepreneurs with market information, requirements and advice,
- support entrepreneurs with the removal of procedural and administrative bottlenecks,
- facilitate investment,
- Coordinate technological support and finance,
- Organise training programmes and seminars
- Establish market research facilities
- Link producers with markets (or buyers), etc.

Furthermore, gaps exist in the data management systems of the District as no ad hoc surveys get undertaken, there are no municipal databases and spatial data has been indicated as being inaccessible.

Promotion of the District is also essential. Although mention has been made of databases, it is critical to note that a definitive body of knowledge has been built up (see separate marketing information developed as part of study) which needs to be made available to potential investors. Besides overviews of the District more in-depth profiles of the more interesting opportunities have been developed. There is thus a lot of data available that needs to be

marketed (internet and brochures) to prospective investors. See marketing strategy elsewhere in report.

A fully representative system of LED Forums is required, from local through to Provincial level, with the DM LED Forum focusing on District level LED issues, while simultaneously acting as the appropriate link between the local and provincial spheres.

Recommended Strategic Tasks:

- Inventories of all current investment activities, trends, future plans, skills and financial assistance are required.
- Establish a District Advisory Service Centre
- A business directory for each municipality should be created to be made available at Local Municipalities. Note that the Chamber of Commerce has recently developed a business directory. The District needs to partner with the Chamber of Commerce in order to ensure that the business directory covers not only the members of the Chamber of commerce but is as comprehensive as possible of all businesses in the area.
- WRDM and all the Local Municipalities have interactive websites. These websites however require revision with regard to the contents and investor information contained therein.
- Assist with the establishment of municipal LED forums by consulting good working LED Forums and LED Departments as learning organisations.
- Communicate the aims of the LED Forum, as aligned with the Department of Economic Affairs' Terms of Reference for District LED Forums.

Timeframes and Participation:

 Much information gathering and analysis will have to occur before the information desks, directory and websites can be implemented. However, given the potential investment and savings that these projects may generate, it is essential that data gathering and analysis not be drawn-out, and occurs within 6 months of the acceptance and approval of the Investment Strategy.

2.3.2 THRUST 2: IMPROVED INFRASTRUCTURE SERVICE DELIVERY AND ECONOMIC INFRASTRUCTURE INVESTMENT

Linked to the previous thrust of good governance is municipal service delivery. The rationale for strategic investment in key economic infrastructure is that this improves productivity and 'crowds in' private sector investment. Firms are better able to compete when the quality of infrastructure they are faced with is high. Improved infrastructure leads to improvements in productive procedures, which increases productivity. Furthermore, locations equipped with high quality infrastructure are more attractive to entrepreneurs than those of poor quality.

Inadequate infrastructure entails possible cost and time implications for investors that may divert investment to better-endowed areas.

Despite progress made with addressing services backlogs in the local municipalities a growing need for investment in bulk services infrastructure is evident.

The enabling environment created by power, water, rail and road infrastructure may mean that other, unrelated activities, such as agri-industry may be established. This may lower the economic hurdle of the production or adding of value to agricultural produce that would not be possible was this infrastructure not in place.

The below Table indicates the Local Municipalities that require infrastructure interventions. In terms of the information gathered from local municipality IDP's, it is apparent that all of the Local Municipalities in the study area require some form of infrastructure development.

This thrust is based on the premise that optimal resource utilisation needs to be ensured.

Table 2.5: Spatial Guidelines for implementation of infrastructure interventions

Municipality	Electricity	Water	Roads & Transport	Serviced industrial space
Merafong City LM		abla		
Mogale City LM		V	Ø	
Westonaria LM	Ø	V		
Randfontein LM	Ø	V		

Investment in economic infrastructure and the transport system entails the Districts investment into strategic infrastructure which includes aspects such as service delivery improvements, the development of a freight airport, transport corridor, etc.

The following programmes are aimed at addressing this thrust:

- Programme 2.1: Improved service delivery (Electricity and water)
- Programme 2.2: Road and transport connectivity
- Programme 2.3: Business regeneration and expansion

Programme 2.1: Improved service delivery

Good governance also goes hand in hand with good service delivery. Building a vibrant service economy is essential and the single most important economic sector common to weak region turnarounds across the world. This sector is constrained by the limits to government growth. One important approach to both broaden economic participation and increasing economic activity is to acknowledge both the importance of the government in the economy as well as the relative inefficiency of government in the local economy. The District could play an important

role in building a sustainable high employment services economy by unbundling some of its activities to private sector service providers, in particular, municipal services.

Most formal businesses cannot function without a reliable and sufficient supply of electricity. In terms of competitiveness, electricity supply is highlighted as an essential element by the GCI. Furthermore, in the context of growing concern about environmental sustainability, it is not unrealistic to expect that as the more developed countries increase their renewable energy capacity; more and more non-tariff barriers will be erected with regard to the type of energy used in the manufacturing process. Countries and regions that are pro-active in their development of their renewable energy sources will naturally benefit when such conditions come to pass.

The below Figure shows electricity diversification opportunities in the country and shows that coal is mostly considered in the Gauteng Province.

Here it is also relevant to note that electricity is available throughout the District, but any major new developments would require considerable upgrade to the supplies which are designed for town and farming purposes.

Domestic water in residential areas is provided by Rand Water, which generally abstracts water from outside of the catchments in the WRDM due to dolomitic conditions.

The District should engage with the Local Municipalities, National Department of Public Works, Water Services Authorities, the Department of Water and Environmental Affairs, ESKOM, etc. to determine how the following **recommendations and strategic tasks** will be implemented:

- Establish a municipal services monitor at the District level, whereby the district maintains a clear investment picture to inform planning, prioritisation and decisionmaking
- Identify and prioritise economic concentrations that do not have access to electricity and water services
- Liaise with local municipalities to consider unbundling state services provision to stimulate a local service industry
- Launch a district-wide infrastructure maintenance and expansion financing strategy towards building a richer range of infrastructure development alternatives in order to speed up delivery.
- Utilise existing inter-governmental structures and local economic development forums to lobby the responsible authorities to prioritise key logistical infrastructure linkage investment benefiting the West Rand District

Programme 2.2: Road and Transport Connectivity

Transport infrastructure is of primary importance to economic development as it connects consumers to suppliers and the labour force to places of employment. The requirement is a transport system that drives economic growth.

The district is well serviced in terms of east-west regional linkages and these directly link the WRDM to the northern and central Gauteng economic powerhouses to its east and the agricultural and mining zones of the North West Province to its west.

There are currently only two main rail commuter services operated within the jurisdictional area of the West Rand. Most commuters in the West Rand only have access or only make use of minibus taxis as their mode of transport, which is the most expensive public transport mode.

Although the Lanseria Airport does not fall within the jurisdictional area of the West Rand District Municipality, it is still seen as an important strategic project and programme for the West Rand District.

Here it is relevant to note that the West Rand District Municipality's SDF, 2010, has identified the N12 as an important connectivity linkage. The N12 has been identified as the Treasure Route Spatial Development Initiative.

The District should engage with the Local Municipalities, National and Provincial Department of Transport, National Department of Public Works, etc. to determine how the following recommendations will be implemented:

- Determine current and future strategic roads and conduct an audit on the state of these roads
- Lobby to create better spatial linkages through encouraging SANRAL and other agencies
 to rebuilding/upgrade the N12, linking the WRDM with the North West Province, as well
 as the R28/N14, linking the West Rand with the rest of Gauteng, in particular, City of
 Johannesburg and City of Tshwane.
- Overcome freight logistical isolation by supporting manufacturing of low volume and high value goods.

It is important that these infrastructure interventions be undertaken as speedily as possible, since the provision of adequate infrastructure crowds in private investment, which will be essential to the industrial development envisioned.

Programme 2.3: Business regeneration and expansion

The District needs to catalyse the development of new business opportunities (i.e. agri-industry) as well as to expand its existing businesses (i.e. manufacturing) and retain the businesses that are considering relocating outside the municipality in order to realise its vision.

This requires Business Development Retention and Expansion. Economic growth is driven by three pillars of economic development. These pillars are:

- Existing business,
- Existing businesses that are expanding, and
- Newly developed businesses.

Historically, government concentrated on supporting attraction of new businesses. In other words, the majority of government policies aimed at the development of an economy focused on the provision of an environment conducive for new business establishment. Thus, the policies overlooked imperative factors of economic growth, such as expansion and retention of economic activities. Government support of expansion and retention of businesses is, however, crucial in ensuring job creation in the economy as it secures jobs that already exist in the economy and generates new employment opportunities within already established businesses.

Government support of the three pillars of economic growth could be achieved through formulation and implementation of the Retention, Expansion and Development Framework. The main objective of the Framework is to improve the quality of life and liveability of the area through economic growth that creates jobs, generates wealth and attracts investments. This framework incorporates two strategies that are briefly discussed in more detail below:

- Retention Strategy: The existing businesses provide current jobs and constitute a tax base for local government. Their support is, therefore, essential to safeguard the foundation for economic growth. The Retention Strategy aims at improving the competitiveness of the existing businesses by identifying their needs and concerns.
- Expansion Strategy: The Expansion Strategy is directly linked with the Retention Strategy as it focuses on the current businesses. Its main purpose is to provide necessary support to the local businesses to build on existing opportunities through their expansion.

The Retention Strategy should focus on the following tasks:

- Evaluation of businesses in the area and high priority retention targets
- Identification of the strengths and weaknesses of the current business climate through the undertaking of a annual business confidence survey
- Establishment of assistance mechanisms, including marketing, technology and skills development

- Develop commodity working groups and stimulate dialogue over issues and problems within specific sectors/commodity groups in order to stimulate collective action
- Support cluster learning networks
- Show case successful implementation of economic initiatives to stimulate existing business confidence

Here it is also advised that an annual business confidence survey be undertaken. This need not be a costly and time consuming survey, but can simply be done with members of the Chamber of Commerce. An example of such as survey is attached in Annexure A1

The main tasks of the Expansion Strategy are as follows:

- Linkages with the Retention strategy
- Identification of business expansion opportunities
- Development of mechanism to communicate the identified opportunities to businesses
- Formulation and implementation of a business expansion incentive programme (see Annexure C for more detail)
- Supply chain management development

A summary of the thrust, programmes and actions are provided hereunder:

Table 2.6: Summary of business retention and expansion Interventions

THRUST 1: GOOD ECONOMIC GOVERNANCE, COMMUNICATION, AND STRATEGIC			
	PARTNERSHIPS		
PROGRAMMES	ACTIONS		
Improved Governance	 Improve intergovernmental relations, coordination and planning Develop partnerships and facilitate institutional demarcation through economic networks and linkages between entities Strengthen and build a structured 'co-opetition' partnerships with strong regional economic centres such as City of Johannesburg Metropolitan and City of Tshwane Metropolitan Undertake higher levels of interaction between communities and local municipalities with quality customer care facilities and better service delivery with high levels of maintenance, cleanliness and law enforcement, with associated high levels of public confidence Government Funding: Lobby with role players (i.e. public works, international funding organisations, etc.) Provide capital budget for the implementation of the programmes and tasks listed in this strategy Secure off-municipal budget funding for implementation 		

 Human Resources Management 	 Proactively seek to fill all available positions Undertake staff survey to determine reasons for high staff turnover rate in order to obtain suggestions for retention and initiate staff retention actions Conduct a staff skills audit to determine skills gaps and required curriculum for training and undertake vigorous and comprehensive staff training programmes Develop new staff recruitment methods Set up a comprehensive list of municipal level economic tasks and functions Identify needs with regard to availability and/or possible revision of existing manuals Develop and disseminate procedure manuals for all municipality tasks and functions Review and align the District organisational structure to strategic objectives 			
Communication and Information interventions	 Inventories of all current investment activities, trends, future plans, skills and financial assistance are required. Establish a District Advisory Service Centre A business directory for each municipality should be created to be made available at Local Municipalities. Partner with Chamber of Commerce's recently released director to develop a comprehensive directory of all businesses in the area. WRDM and all the Local Municipalities have interactive websites. These websites however require revision with regard to the contents and investor information contained therein. Assist with the establishment and revitalisation of municipal LED forums by consulting good working LED Forums and LED Departments as learning organisations. Communicate the aims of the LED Forum, as aligned with the Department of Economic Affairs' Terms of Reference for District LED Forums. 			
THRUST 2: IMP				
	THRUST 2: IMPROVED MUNICIPAL SERVICES DELIVERY AND ECONOMIC INFRASTRUCTURE INVESTMENT			
PROGRAMMES	ACTIONS			
Improved service delivery	 Establish a municipal services monitor at the District level, whereby the district maintains a clear investment picture to inform planning, prioritisation and decision-making Identify and prioritise economic concentrations that do not have access to electricity and water services Liaise with local municipalities to consider unbundling state services provision to stimulate a local service industry Launch a district-wide infrastructure maintenance and expansion financing strategy towards building a richer range of infrastructure development alternatives in order to speed up delivery. Utilise existing inter-governmental structures and local economic development forums to lobby the responsible authorities to prioritise key logistical infrastructure linkage investment benefiting the West Rand District 			

 Road and Transport connectivity 	 Determine current and future strategic roads and conduct an audit on the state of these roads Lobby to create better spatial linkages through encouraging SANRAL and other agencies to rebuilding/upgrade the N12, linking the WRDM with the North West Province, as well as the R28/N14, linking the West Rand with the rest of Gauteng, in particular, City of Johannesburg and City of Tshwane. Overcome freight logistical isolation by supporting manufacturing of low volume and high value goods.
 Business regeneration and expansion 	 Evaluation of businesses in the area and high priority retention targets Identification of the strengths and weaknesses of the current business climate Establishment of assistance mechanisms, including marketing, technology and skills development Identification of business expansion opportunities Development of mechanism to communicate the identified opportunities to businesses Formulation and implementation of a business expansion incentive programme

2.4 PRIORITY BUSINESS RETENTION AND EXPANSION ACTIONS

In order for the implementation of the retention and expansion strategy to take place in an effective, efficient and sustainable manner, there are several priority actions that must be taken by the key role-players. These are outlined hereunder:

- Attend to water and electricity problems timeously
- Set reasonable timeframes and keep monthly/weekly track records to effectively evaluate the progress of all necessary actions.
- Have a member of council, preferably the LED councillors, focused exclusively on the implementation of the Strategy alongside the Development Agency
- Develop a complete business inventory
- Conduct a annual business survey
 - Improve understanding of businesses' needs and concerns
 - Addresses businesses concerns in a timely manner
 - Assist businesses to link with suppliers/distributors
 - Illustrate pro-business approach of the local government
- Launch outreach activities
 - Meetings with business representatives
 - Competitions, i.e. "Business of the month"
 - Breakfast with the mayor
 - Trade shows, etc.

Provide assistance to businesses as per the outcomes of the business survey and the outreach activities

SECTION 3: BUSINESS ATTRACTION STRATEGY

This Section presents the business attraction framework and strategic interventions. A favourable investment environment is required for any type of development, regardless of sector or economic project. The success of economic initiatives, to a degree, is dependent on investment interventions to improve the investment environment. This section recommends strategic interventions required to improve the environment in a manner that will facilitate investment into the West Rand District.

This section addresses the following components:

- Current business attraction and marketing environment
- Business attraction support framework
- Business attraction strategy

3.1 CURRENT BUSINESS ATTRACTION AND MARKETING ENVIRONMENT

In developing a strategy for investment promotion activities, it is necessary to find the appropriate balance between the investment promotion principles and aspects, taking into account important factors such as the investment environment with regards to target market, global developments, and the recognition that these factors change over time. The investment also entails understanding what to promote, where to promote, etc.

The following is referred to in this sub-section:

- Local target market
- International target market

3.1.1 LOCAL TARGET MARKET

Based on the location and main routes to and from the District (see Figure 4.1), various local markets have been identified.

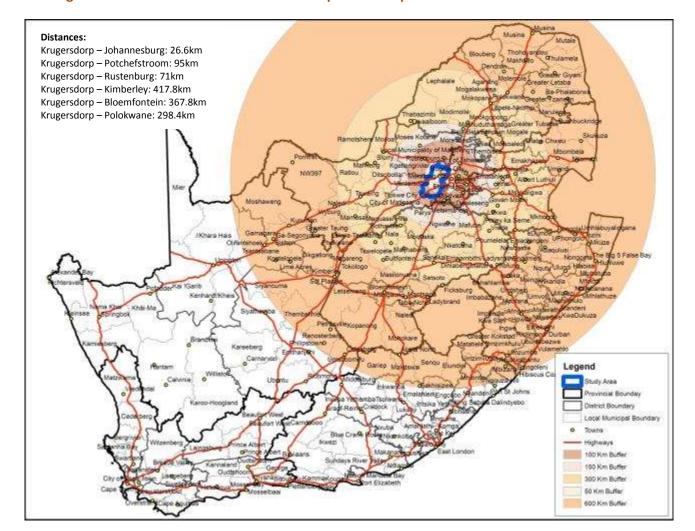


Figure 3.1 West Rand DM in relationship with transport routes and local markets

A description of the local markets in terms of the implications of their spatial relationship is as follows:

- City of Johannesburg Metropolitan: Johannesburg is the largest city in South Africa by population, and is the provincial capital of Gauteng. Johannesburg is served by O.R Tambo International Airport, the largest and busiest airport in Africa and a gate way for international air travel to and from the rest of Southern Africa. More recently Lanseria International Airport has started international flights, and is situated conveniently on the opposite side of the metropolis and in closer proximity to the West Rand District. The West Rand's easy accessibility to the City of Johannesburg creates various economic and tourism-related opportunities, especially in terms of access to the international market.
- City of Tshwane Metropolitan: Pretoria serves as the executive (administrative) and de facto national capital city and is the seat of government and houses the headquarters of

the main government departments and ministries. As the de facto capital city, it also hosts the foreign embassies and diplomatic missions. The city is a major commercial centre and an important industrial centre. Its main industries are iron and steel works, copper casting, and the manufacturing of automobiles, railway carriages and heavy machinery. The close proximity of the WRDM to Tshwane Metropolitan Municipality creates opportunities in regards to industrial development and activities.

- Potchefstroom: Potchefstroom is not only home to the North West University's
 Potchefstroom campus but also has the very well-known Agricultural Centre and
 College, which is currently the largest single agricultural service point on one terrain in
 Southern Africa. This creates numerous opportunities for agricultural training and
 linkages with the WRDM.
- Others include Rustenburg, Kimberley, Bloemfontein and Polokwane

3.1.2 INTERNATIONAL TARGET MARKET

The analysis of international trade of the West Rand District Municipality, particularly with regard to the main export partners of the District, assist in identifying countries that create the demand for local goods and products. These countries are considered to be potential investors in the WRDM, as they could be involved in expansion of the local business or investment in new operations in those sectors that produce and manufacture products that are currently exported to these countries.

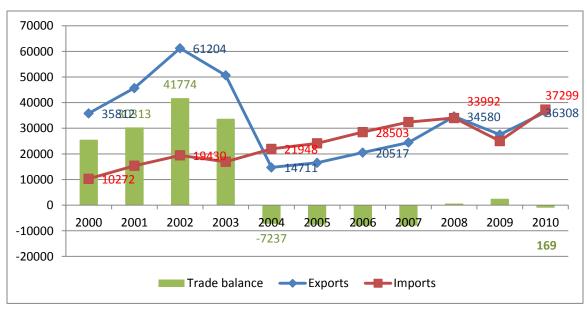


Figure 3.2 West Rand DM International Trade Dynamics (R'million, current prices)

(Source: Quantec Research, 2012)

The trade balance in the West Rand DM accounted for 10.8% of its GGP in 2009, and dropped to -4.1% in 2010; this however needs to be seed against the backdrop of the economic recession. The composition of the District economy is not diversified and many of the sectors are not self-sufficient. Therefore it is expected that to a large extent goods and products in the West Rand District are imported not directly from foreign countries but from other Provinces within South Africa.

In 2010, the international trade of the West Rand DM was valued at R73.6 billion in current prices. Of this, 49% were exports and 51% were imports.

According to the Quantec database (2012), the main export item of the West Rand District in 2010 was vehicles and associated transport equipment, accounting for fifty-three percent (53%) of exports. Other products exported, in order of importance include:

- Machinery & mechanical appliances
- Mineral products
- Miscellaneous manufactured articles
- Products of the chemical or allied industries
- Base metals & articles of base metal
- Vegetable products
- Optical, photographic, cinematographic, measuring, clocks & watches; musical instruments; parts & accessories thereof
- Plastics & articles thereof; rubber & articles thereof
- Natural or cultured pearls; precious or semi-precious stones, precious metals, etc.
- Prepared foodstuffs; beverages, spirits & vinegar, tobacco, etc.
- Pulp of wood or of other fibrous cellulosic material; waste & scrap of paper of paperboard, etc.
- Articles of stone, plaster, cement, asbestos, mica or similar materials; ceramic products;
 glass & glassware
- Textiles & textile articles
- Live animals, animal products
- Raw hides & skins, leather, and leather articles
- Works of art, collectors' pieces & antiques
- Animal or vegetable fats & oils and their cleavage products
- Wood & articles of wood, basketware & wickerwork
- Special classification of original equipment components/parts for motor vehicles
- Footwear, headgear, umbrellas, sun umbrellas, walking-sticks, seat-sticks, whips, ridingcrops & parts thereof; prepared feathers & articles made therewith; artificial flowers; articles of human hair

The majority of exports are sold to Northern America (see below Figure) of which 90.2% is sold to the United States of America and the remainder to Canada and Mexico.

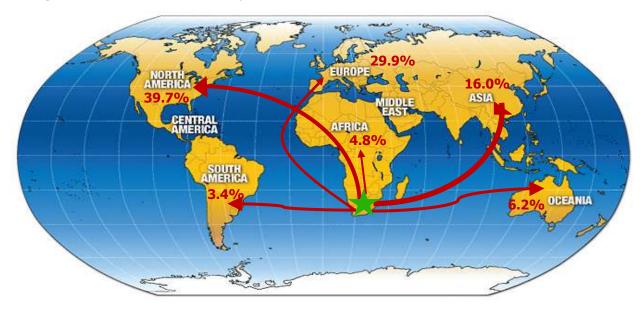


Figure 3.3 West Rand DM Export flows

The Table below shows the share of export countries of products from the West Rand DM.

Table 3.1: Share of export countries

Country	Region	Share within County	Total share
	Kenya	7%	0.4%
	Uganda	2%	0.1%
	Madagascar	1%	0.0%
	Djibouti	1%	0.0%
	Total Eastern Africa	11%	
	Zimbabwe	17%	0.8%
	Mozambique	15%	0.7%
	Zambia	14%	0.6%
Africa	DRC	8%	0.4%
Africa	Tanzania	5%	0.2%
	Angola	4%	0.2%
	Mauritius	4%	0.2%
	Malawi	4%	0.2%
	Total SADC	71%	
	Nigeria	3%	0.1%
	Ghana	2%	0.1%
	Senegal	2%	0.1%
	Côte d'Ivoire	1%	0.0%

Country	Region	Share within County	Total share
	Mali	1%	0.0%
	Total Western Africa	9%	
	Algeria	5%	0.2%
	Sudan	2%	0.1%
	Total Northern Africa	7%	
	Congo	1%	0.1%
	Total Middle Africa	1%	
	TOTAL AFRICA	100%	4.8%
	Japan	27%	4.3%
	China	19%	3.0%
	Korea	13%	2.0%
	Taiwan	10%	1.6%
	Hong Kong	3%	0.5%
	Total Eastern Asia	71%	
	India	15%	2.3%
	Nepal	1%	0.2%
Asia	Total South-central Asia	16%	
	UAE	5%	0.7%
	Turkey	4%	0.6%
	Saudi Arabia	1%	0.2%
	Total Western Asia	10%	
	Singapore	3%	0.4%
	Total South-eastern Asia	3%	
	TOTAL ASIA	100%	16.0%
	Germany	62%	18.7%
	Finland	10%	2.8%
	Spain	7%	2.0%
	Belgium	5%	1.6%
	Netherlands	5%	1.4%
	United Kingdom	3%	0.8%
	Czech Republic	2%	0.7%
Europe	France	2%	0.5%
	Sweden	1%	0.4%
	Italy	1%	0.4%
	Denmark	1%	0.3%
	Total European Union	99%	
	Switzerland	1%	0.2%
	Total Western Europe	1%	
	TOTAL EUROPE	100%	29.9%
Americas	United States of America	90.2%	38.9%
Ailleileas	Canada	1.8%	0.8%

Country	Region	Share within County	Total share
	Mexico	0.5%	0.2%
	Total NAFTA	92.5%	
	Brazil	6.4%	2.8%
	Venezuela	0.6%	0.3%
	Guyana	0.3%	0.1%
	Chile	0.1%	0.0%
	Total South America	7.4%	
	Trinidad and Tobago	0.1%	0.0%
	Total Caribbean	0.1%	
	TOTAL AMERICAS	100%	43.1%
	Australia	97.4%	6.1%
	New Zealand	2.1%	0.1%
Oceania	Papa New Guinea	0.3%	0.0%
Oceania	Fiji	0.1%	0.0%
	Guam	0.1%	0.0%
	TOTAL OCEANIA	100%	6.2%
	TOTAL		100%

From the above Table it is evident that the major countries, to which the WRDM export, in order of importance, are:

- Northern & Southern America (Americas)
- Europe
- Asia
- Africa

Major regions, other than the United States, in order of importance, are:

- Germany
- Japan
- China
- Finland
- India
- Korea
- Spain

Each of the product categories for export from the West Rand DM is listed in the table below along with the top 20 countries who import the products

 Table 3.2: Export partners of local products

Exporting items	Destination
Live animals, animal products	Spain, DRC, Guam, Portugal, Zambia, Zimbabwe, Hong Kong, United Kingdom, Malawi, Australia, Switzerland, Nigeria, Netherlands, Kuwait, Germany, Sudan, Mozambique, France, United States, Malaysia.
Vegetable products	United Kingdom, Netherlands, Sudan, Zimbabwe, DRC, Zambia, UAE, Côte d'Ivoire, Kenya, Germany, Korea, Japan, Maldives, Mozambique, Angola, Sri Lanka, Ghana, India, Uganda, Morocco.
Animal or vegetable fats & Oils	DRC, Zambia, Zimbabwe, Malawi, Mozambique, Djibouti, Congo, Kenya, Mauritania, United Kingdom, Ghana, Guinea-Bissau, Fiji, Korea, Mauritius, Belgium, Trinidad and Tobago, United States, Sierra Leone, Papua New Guinea.
Prepared food, beverages, etc.	Netherlands, Italy, Tanzania, Mauritius, DRC, Zimbabwe, Mozambique, UAE, Zambia, Angola, Sudan, Malawi, Ghana, Madagascar, Kenya, Australia, Germany, Nigeria, Uganda, Congo.
Mineral products	Finland, China, India, Taiwan, Brazil, Netherlands, Germany, Korea, Belgium, France, Spain, Denmark, Italy, Switzerland, Japan, Mexico, Hong Kong, Australia, Guyana, Senegal.
Products of the Chemical or allied industries	United States, Germany, Zimbabwe, Mozambique, Zambia, Japan, United Kingdom, France, Kenya, Brazil, Australia, Turkey, Angola, China, Tanzania, Taiwan, Canada, Israel, Korea, Ghana.
Plastics & articles thereof; Rubber & articles thereof	Germany, Zimbabwe, Zambia, Mozambique, United States, Malawi, Mauritius, DRC, Hong Kong, Netherlands, Sudan, Australia, Kenya, Israel, Tanzania, UAE, New Zealand, Angola, China, United Kingdom.
Leather and leather products	Hong Kong, Austria, Hungary, Uruguay, Italy, Germany, United States, Canada, Mozambique, Angola, Uganda, UAE, Australia, Belgium, Denmark, Malawi, Tanzania, Zimbabwe, Guinea, Kenya.
Wood & articles of wood, etc.	Zimbabwe, Mozambique, Germany, Fiji, United States, Australia, Angola, DRC, UAE, Zambia, Malawi, Sudan, Italy, Kenya, Canada, Cameroon, Seychelles, France, Nigeria, Central African Republic.
Pulp of wood & other fibrous cellulosic material, paper, etc.	Zambia, Congo, Mozambique, Malawi, Angola, Kenya, Zimbabwe, Guinea- Bissau, China, DRC, Ghana, Burundi, Germany, United States, Nigeria, Sudan, United Kingdom, Uganda, Malaysia, Madagascar.
Textiles & textile articles	Kenya, DRC, Mozambique, Zimbabwe, Italy, UAE, Australia, Malawi, Zambia, Tanzania, Canada, Nigeria, Kazakhstan, Germany, Turkey, Burkina Faso, Djibouti, United Kingdom, United States, Guinea
Footwear, Headgear, Umbrellas, etc.	Zimbabwe, UAE, Mozambique, Réunion, Malawi, Uganda, Côte d'Ivoire, Nigeria, DRC, Angola, Germany, Zambia, Australia, United Kingdom, Sudan, Madagascar, Canada, Ghana, Congo, Brazil.
Articles of stone, plaster, cement, asbestos, mica or similar materials, etc.	Germany, Saudi Arabia, Zimbabwe, Angola, United States, Mozambique, UAE, Iran, United Kingdom, Zambia, Australia, Brazil, Chile, Malawi, DRC, Madagascar, Kenya, India, Ghana, Seychelles
Natural and cultured	United States, Germany, Nepal, Netherlands, Hong Kong, Mauritius, Korea,

Exporting items	Destination
pearls, precious or semi-	China, Japan, United Kingdom, Switzerland, Uganda, Spain, France,
precious stones, etc.	Portugal, Australia, Mozambique, Côte d'Ivoire, Zimbabwe, Malaysia
Base metals & articles of	China, Netherlands, United States, DRC, Mozambique, Zambia, Belgium,
base metal	Japan, Italy, Brazil, Zimbabwe, Germany, Sweden, Canada, Turkey, United
base metal	Kingdom, Korea, UAE, Nigeria, Czech Republic.
Machinery & mechanical	Germany, Brazil, United States, Spain, Belgium, Czech Republic, Turkey,
appliances, electrical	Netherlands, India, United Kingdom, Sweden, Australia, Venezuela,
equipment, etc.	Zimbabwe, Mozambique, Zambia, China, Nigeria, Luxembourg, Algeria.
Vehicles, aircraft, vessels	United States, Australia, Japan, Germany, Korea, Taiwan, Canada, Hong
& associated transport	Kong, UAE, Singapore, Mozambique, New Zealand, Sweden, Kenya,
equipment	Zimbabwe, Algeria, Tanzania, Italy, United Kingdom, India.
Optical, photographic,	UAE, Algeria, Germany, United Kingdom, Pakistan, Zimbabwe, China,
cinematographic	France, Mozambique, Sweden, United States, Angola, New Zealand,
instruments and	Uganda, Belgium, Sudan, Switzerland, Ghana, Italy, Libyan Arab Jamahiriya.
apparatus, etc.	
Miscellaneous	Germany, Spain, Zambia, Zimbabwe, Mali, Malawi, DRC, Luxembourg,
manufactured articles	Eritrea, Kenya, Mauritania, Australia, Mozambique, Burkina Faso, Untied
manufactured articles	States, Tanzania, Poland, Indonesia, Nigeria, Angola.
Works of art, collectors'	United States, Denmark, France, Germany, Canada, Ukraine, Spain, Finland,
pieces and antiques	New Zealand, Pakistan, Italy, Tanzania, Australia, Belgium, Brazil, United
	Kingdom, Sweden, Netherlands, Portugal, Switzerland
Original equipment,	Germany, Mauritius, Zimbabwe, United States
components/parts for	
motor vehicles	

The below Table provides the destination (possible investors) and the main exporting items (potential products). These countries are seen as the international target market, and all international marketing strategies should be focused on them.

Table 3.3: Potential international target markets

Destination	Main exporting item
Australia	 Live animals, animal products, etc. Prepared food, beverages, etc. Mineral products Products of the Chemical or allied industries Plastics & articles thereof; Rubber & articles thereof Leather and leather products Wood & articles of wood, etc. Pulp of wood & other fibrous cellulosic material, paper, etc. Textiles & textile articles Footwear, Headgear, Umbrellas, etc. Articles of stone, plaster, cement, asbestos, mica or similar materials, etc. Natural and cultured pearls, precious or semi-precious stones, etc.

Destination	Main exporting item
Destination	
	Machinery & mechanical appliances, electrical equipment, etc. Walkings given to appliance of a property applies and the property of
	Vehicles, aircraft, vessels & associated transport equipment
	Optical, photographic, cinematographic instruments and apparatus, etc.
	Miscellaneous manufactured articles Made of orthogolar to a last to a continuous.
	Works of art, collectors' pieces and antiques
	Live animals, animal products, etc.
	Vegetable products Dranged food, because at a
	Prepared food, beverages, etc. Minarel modulete
	Mineral products Products of the Chamical or allied industries
	 Products of the Chemical or allied industries Plastics & articles thereof; Rubber & articles thereof
	Leather and leather products
	Wood & articles of wood, etc.
	Pulp of wood & other fibrous cellulosic material, paper, etc.
	Textiles & textile articles
Germany	Footwear, Headgear, Umbrellas, etc.
	 Articles of stone, plaster, cement, asbestos, mica or similar materials, etc.
	 Natural and cultured pearls, precious or semi-precious stones, etc.
	Base metals & articles of base metal
	Machinery & mechanical appliances, electrical equipment, etc.
	Vehicles, aircraft, vessels & associated transport equipment
	Optical, photographic, cinematographic instruments and apparatus, etc.
	Miscellaneous manufactured articles
	Works of art, collectors' pieces and antiques
	Original equipment, components/parts for motor vehicles
	Vegetable products
	Mineral products
	Products of the Chemical or allied industries
	Plastics & articles thereof; Rubber & articles thereof
	Pulp of wood & other fibrous cellulosic material, paper, etc.
Japan	Textiles & textile articles
	Natural and cultured pearls, precious or semi-precious stones, etc.
	Base metals & articles of base metal
	Machinery & mechanical appliances, electrical equipment, etc.
	Vehicles, aircraft, vessels & associated transport equipment
	Optical, photographic, cinematographic instruments and apparatus, etc.
	Live animals, animal products, etc.
	Vegetable products
	Animal or vegetable fats & Oils
	Prepared food, beverages, etc.
	Mineral products
USA	Products of the Chemical or allied industries
	Plastics & articles thereof; Rubber & articles thereof
	Leather and leather products
	Wood & articles of wood, etc.
	Pulp of wood & other fibrous cellulosic material, paper, etc.
	Textiles & textile articles

Destination	Main exporting item
	 Articles of stone, plaster, cement, asbestos, mica or similar materials, etc. Natural and cultured pearls, precious or semi-precious stones, etc. Base metals & articles of base metal Machinery & mechanical appliances, electrical equipment, etc. Vehicles, aircraft, vessels & associated transport equipment Optical, photographic, cinematographic instruments and apparatus, etc. Miscellaneous manufactured articles Works of art, collectors' pieces and antiques Original equipment, components/parts for motor vehicles

The above countries are considered to be potential investors for the West Rand District, as they could be involved in expansion of the local business or investment in new operations in those sectors that produce and manufacture products that are currently exported to these countries.

Apart from specific target markets (as per the above table) that could be identified for each project or product in the West Rand District, the following stakeholders should also be included in marketing initiatives:

- **National**: Brokers, Developers, Investors, Professional organizations, Government (local and national), Chambers of commerce, Trade unions, Statutory bodies, Local communities.
- International: Investment brokers, Governments, Trade missions, Ambassadors, and Investors.

The reason for including the above range of stakeholders lies in the fact that one of the objectives of the marketing program is to inform people of what the District has to offer.

3.2 BUSINESS ATTRACTION SUPPORT FRAMEWORK

This subsection reviews the capacity of the WRDM and its Local Municipalities with regard to investment promotion and entails an evaluation of:

- Current organisational structures and personnel
- Marketing and LED budget
- Marketing capacity, materials and marketing drives

3.2.1 CURRENT ORGANISATIONAL STRUCTURES AND PERSONNEL

The below Table provides a detailed description of the organisational structure of the municipalities with specific reference to marketing and LED.

Table 3.4: Marketing and LED organisational structure

MUNICIPALITY	LED/MARKETING ORGANISATIONAL STRUCTURE	
	The District is constituted out of 7 departments under the Municipal	
	Manager, namely:	
	Economic Development	
	 Technical Support Services 	
	 Regional Development Planning & Environmental 	
	Management	
	Corporate Services	
	Financial Services	
	Health & Social Development	
	Public Safety	
	The District LED Unit falls under the Department of Economic	
	Development. This Department is constituted by the following 3	
	units:	
	 Agriculture and Rural Development 	
	Enterprise Development	
	Tourism	
WRDM	Within the LED Unit there are the following personnel:	
	Manager: LED & Tourism	
	Tourism Coordinator	
	Tourism Officer	
	LED Coordinator	
	Enterprise Development Coordinator	
	Clerical Assistant	
	Half of the personnel within the LED Unit have tertiary education.	
	In other words there is a Manager, Tourism Coordinator, Tourism	
	Officer, LED Coordinator, Enterprise Development Coordinator and a	
	Clerical Assistant. Furthermore, the Gauteng Tourism Authority has a	
	dedicated Regional Officer for the West Rand to assist where	
	necessary. The Regional Officer is however not based at the WRDM	
	offices. The Gauteng Department of Economic Development also has	
	dedicated officials who assist the LED unit.	
	Capacity in terms of manpower or staff allocation for Tourism in	

MUNICIPALITY LED/MARKETING ORGANISATIONAL STRUCTURE extremely necessary, especially staff that are fluent in African languages. The LED Unit of the WRDM has a LED Forum. The LED Forum is represented by the LED Managers of the various local municipalities. The LED Forum has been described as having regular meetings and ad hoc meetings when the need arises. Neither the LED unit nor any other department in the WRDM has a dedicated marketing division or personnel. The District Municipality only has a Communication Officer at the moment. The WRDM has already established a District Development Agency. The West Rand Development Agency has been established to spearhead economic development in the West Rand. The key performance areas for the West Rand Development Agency are: Achievement of financial independence Become an information hub on economic development for the region Implement key strategic projects Become a proactive voice on trade promotion & investment facilitation Effective coordination of region-wide integrated planning Establish & strengthen strategic partnership The strategic objectives of the West Rand Development Agency are: The generation of economic growth & diversification in the West Rand District economy The creation & fostering of partnerships and cooperative networks between all relevant stakeholders on programme and project-based initiatives that will promote local economic development The leveraging of public and private resources for development around opportunities that offer economic, social an spatial development potential The creation of business environment conducive to public and private sector investment, operational efficiency, business confidence and productivity.

MUNICIPALITY	LED/MARKETING ORGANISATIONAL STRUCTURE
Merafong City LM	The Merafong City Local Municipality has a LED Unit under the
	Directorate of Economic Development and Planning. This Directorate
	is responsible for LED & Tourism, Spatial Planning, Integrated Development Planning, Housing and Performance Management.
	Development Flamming, flousing and Ferformance Management.
	The LED unit has the following posts:
	LED Manager: Tertiary Qualification
	Tourism Officer: Diploma
	 Project Coordinator: Grade 12
	SMME Developer: Grade 12
	 Agriculture Developer: Grade 12
	Admin Clerk: Grade 12 and Secretarial course
	Agriculturalist – currently vacant
	Tourism Developer – currently vacant
	Merafong City LM does not have a LED forum, and are still in the
	process of forming one. The Municipality does however reportedly
	have a dedicated marketing division.
Mogale City LM	There are 6 Departments that report to the Municipal Manager,
	namely:
	Infrastructure services
	Social services
	Economic services
	Environmental Management
	 Financial Management, and
	Corporate support services
	Local Economic Development (LED) is dealt with by the Municipality's
	Enterprise Development division that falls under the Directorate
	Economic services.
	The Directorate Economic Services are responsible for :
	Enterprise Development
	Human Settlement
	Development and Planning
	Rural Development
	The Enterprise Development Division is responsible for enterprise
	development, SMME development and Tourism. The Division has the

MUNICIPALITY	LED/MARKETING ORGANISATIONAL STRUCTURE
	following posts:
	 Manager: Enterprise Development
	 Administrative Assistant: Enterprise Development
	SMME Specialist
	Tourism Specialist
	 Business License Coordination Superintendent
	Business Development Officers
	 Business Development Project coordinators
	Information Officers
	Business Licensing Coordinators
	Tourism Officers
	The Enterprise Development Division currently has four vacancies.
	The Municipality does not have a LED Forum, but does however have
	a dedicated Marketing Division or Personnel.
Randfontein LM	There are 6 Directorates that report to the Randfontein Local
	Municipality's Municipal Manager, namely:
	 Corporate Support Services
	Finance
	Infrastructure Development
	Development Planning
	Social Services
	Public Safety
	Local Economic Development falls under the Directorate Development
	Planning. This Directorate is responsible for the following:
	Local Economic Development
	Town Planning
	Human Settlement
	 Valuation Services
	The LED unit has a Managar Administrator and three LED
	The LED unit has a Manager, Administrator and three LED officers/spordingtors. All the personnel within the LED Unit have
	officers/coordinators. All the personnel within the LED Unit have three year tertiary qualifications.
	tinee year tertiary quanneations.
	There are currently 3 vacancies within the LED unit.
	There are currently 5 vacancies within the LED unit.
	The Local Municipality has a LED Forum comprising of business

MUNICIPALITY	LED/MARKETING ORGANISATIONAL STRUCTURE
	organisations and other interested parties. The LED has quarterly meetings.
	The Local Municipality does not currently have any personnel dedicated Marketing and Investment Promotion.
Westonaria LM	The Westonaria LM has a LED Unit that falls under the Directorate of Finance. The municipality has recently appointed a new LED manager. Other than the LED manager, posts within the LED Unit are currently all vacant. The Municipality does not have a LED Forum or a dedicated Marketing Division.

Table 3.5 below provides a summary of the staff component of LED in the Municipalities

Table 3.5: Summary of Marketing and LED staff

Component	WRDM	Merafong City LM	Mogale City LM	Randfontein LM	Westonaria LM
Number of posts in LED Unit	8	6	17	9	Unit exists. All posts vacant
Number of vacant posts	2	2	4	4	All
Dedicated marketing/investment department/personnel	No	Yes	Yes	No	No
LED forum	Yes	No	No	Yes	No

The West Rand District Municipality, Merafong City Local Municipality and Mogale City Local Municipality have well-staffed LED units. In Westonaria LM all of the LED Unit posts are currently vacant and hence no LED implementation capacity exists.

With the exception of the West Rand District and Randfontein Local Municipality, none of the other Local Municipalities have LED forums. It has been noted that confusion sometimes exists with regards to the role of the District versus the role of the Local Municipality with regards to LED implementation.

Only Merafong City LM and Mogale City LM have dedicated marketing and investment departments or personnel.

3.2.2 MARKETING AND LED BUDGET

The below Table provides the latest budget of the West Rand District Municipality's LED Unit according to the SDBIP 2011.

Table 3.6: WRDM LED Unit Budget and Projects

Activity	Description	2011/2012 estimate		
LED PROJECTS				
	LED Summit	R100 000		
	Revised GDS, Marketing & Investment	R835 000		
WRDM	Strategy and Economic Development Plan	11033 000		
	Industrial Strategy	R525 000		
	Installation of bio-digester	R500 000		
	Training	R25 000		
Merafong Flora	Promotional material	R20 000		
ivieratorig Flora	Plant seedlings	R250 000		
	Fertilizer & pesticides	R90 800		
Advertising	Advertising	R580 000		
	Indaba International Show – exhibitions &	R425 000		
Tourism Marketing	SMME exposure	11425 000		
	West Rand Tourism Award	R350 000		
Tourism	Township Festivals	R150 000		
Development	Updating of the West Rand (AA) Map	R100 000		
Programmes	Tourism Routes & Packages	R400 000		
i rogrammes	RTO launch	R200 000		

The West Rand DM indicated that no capital expenditure has been set aside for the Local Municipalities, and so far only roll over finances are available. The projects that were budgeted for are as follows

- Westonaria LM: R2 million for the upgrading of halls
- Randfontein LM: Nearly R1 million for new projects of which the business plans still needs to be approved
- Mogale City LM: Nearly R2 million for projects that include: services to 45 families, refurbishment of building on the P26, etc.

The following annual meetings are hosted by the WRDM LED unit:

Management meetings:

Section 80: 1 per month
Strategy projects: 20 per annum
Finance: SDBIP: 3 per annum
Budget: 3 per annum
IDP: 2 per annum

Tourism meetings:

Local Tourism Association: 2-3 per quarter
 Tourism Technical Task Team: 1 per quarter
 Tourism Awards (plus judging): 30 per annum
 International Tourism Indaba: 5 per annum
 Map Project: 5 per annum
 RTO Project: 10 per annum

Enterprise Development Meetings:

Mining Government Structure: 1 per month
Mining Forum: Bi-monthly
Merafong Flora Project: 1 per week
Workshop: 1 per annum
Summit: 1 per annum

The following meetings are <u>attended</u> by the WRDM LED Unit:

Management meetings:

Management: 2 per month
 Mayoral Committee: 1 per month
 WRDM Council: 1 per month
 Finance: SDBIP: 4 per annum
 Budget: 3 per annum
 IDP: 3 per annum

Bid specifications:
 Projects: Neighbourhood Dev:
 Liquor Board:
 2 per annum
 5 per annum
 1 per week

o IGR: 2 per annum & adhoc.

Tourism meetings:

GTA Marketing Forum: Approx. 1 per quarter
 GTA Development Forum: Approx. 1 per quarter

○ N12 Treasure re-route: 3 – 4 per annum (if time allows)

Internal Audit: 2 per annum

Events: Indaba Show: 4 per annumMeetings Africa: 2 per annum

Tourism Month: 2 per annum

It is also relevant to take note of the following promotional projects or drives budgeted for by the West Rand District:

- Events: The Green IQ, Randfontein Show, Indaba Tourism Show & Tourism Awards
- Advertising: WRDM Newsletter & WRDM website

3.2.3 MARKETING CAPACITY, MATERIALS AND MARKETING DRIVES

The below table provides more detailed information regarding the investment promotion capacity of the WRDM and the Local Municipalities.

Table 3.7: Municipalities' investment promotion capacity review

Component	WRDM	Merafong City LM	Mogale City LM	Randfontein LM	Westonaria LM
Investment Promotion Centre	No	No	No	No	No
LED/Marketing Strategy	* LED strategy reviewed 2008 * Marketing strategy currently being undertaken * Tourism Marketing Plan (2005) * West Rand Tourism Sector Strategy (2010)	* GDS 2008	* LED Strategy in the approval stages * Marketing Strategy developed in 2008	LED Strategy, 2009	LED Strategy, 2007
Incentive package	No	In process	No	No	No
Promotional material	*West Rand Tourism brochures (township, map, generic) * Magalies Meander brochures * Cradle of Humankind brochures	Merafong Tourism brochures	Mogale City Tourism brochures	None	No
Website	Yes (www.wrdm.gov.za) WRDM Tourism (www.westrandtourism. co.za)	Yes www.merafo ng.gov.za	Yes www.mogale city.gov.za	Yes www.randfont ein.gov.za	Yes www.westo naria.gov.za
Database of potential	No	No	No	No	No

Component	WRDM	Merafong City LM	Mogale City LM	Randfontein LM	Westonaria LM
investors					
Marketing activities/drives	*Annual Tourism Awards (incl. Township Festivals) * Tourism Exhibitions (Indaba, Getaway, Meetings Africa, etc.) * Placement of advertisements * Tourism Events (Robertson Wine Festival) *Establishment of Local Tourism Associations	*Tourism Awards * Mayoral Golf Day * Mayoral Soccer Days * Durban Indaba Show	* SoccerEx Indaba Show	* Randfontein Show	None
Budget for LED project implementation	R4,150,800 PLUS R500,000 provincial grant	Sources funding from private sector	R4.5 million	R 800 000	
Budget for Marketing	R 775,000 (2011/12) for Tourism			R 100 000	
How are budgets allocated	Decision by Top Management		Submitting bids for projects	Annual allocations	
Main challenges	Lack of Financial and Human Resources	No budget allocated for projects	Inadequate funds to implement projects	Fiscal and human capital	

As is noted from the above, there is a lack of capacity to undertake research, draw up marketing materials, undertake investment promotion and project implementation, etc. None of the municipalities have an Investment Promotion Centre, and not a single municipality has a database of potential investors. At the same time, the local municipalities are lacking promotional material, and their marketing activities are generally limited to the organisation of local shows, markets and indabas.

From a provincial perspective, information regarding potential projects is usually collected from the LED strategies of the Local Municipalities and the District Municipality. At the same time, potential projects need to be packaged in a business plan format, which is not usually possible for all projects identified in the LED Strategy due to financial constraints. Ideally local

municipalities should be formulating the business plans themselves, but this is not possible due to capacity issues at the LED units.

The other issue that was identified as one of the constraints to the Local Municipalities' ability to market the area efficiently is poor communication between the Local Municipalities and other government spheres and organisations. A lack of communication exists between the District and the Local Municipalities as well as between the District and the Province.

The following table provides more detailed information of the promotional materials utilised by the WRDM.

Table 3.8: Promotional Materials

The West Rand District's website: www.wrdm.gov.za



The West Rand District Municipality's website has got limited information on each of the four local municipalities with a link to each of the local municipalities' websites.

It also has the following sections:

Websites

- Home: very short and limited profile of the West Rand District
- **Residents:** very limited information provided in regards to services offered to the residents of the West Rand
- Business: Registration form and Procurement Policy provided for all suppliers seeking registration as an approved supplier
- **Municipality:** Limited information with vision, mission, Municipal Manager, Executive Mayor, Departments, etc.
- News: with outdated municipal news
- Events: schedule of council meetings for 2011
- Vacancies: no vacancies available
- Tender/RFQ's: List of adverts for tenders/RFQ's
- Links: links to the websites of each of the four local municipalities
- **Documents:** IDP, Legal docs, LED, Annual Reports, Presentations, etc.
- Contact us: Contact details
- **Visitors:** a link to West Rand Tourism's website (<u>www.westrandtourism.co.za</u>) and (<u>www.thewestrandmap.co.za</u>)



These links have more detailed information on the attractions, services sector linkages, important information (accommodation, restaurants, shopping, tour operators), weather, media, news, tourism award and useful telephone numbers, links and maps.

All four local municipalities have their own websites as depicted below.

Merafong City's website: www.merafong.gov.za



Mogale City's website: www.mogalecity.gov.za



Randfontein's website: <u>www.randfontein.gov.za</u>



Westonaria's website: www.westonaria.gov.za



The Gauteng Tourism Authority website: www.gauteng.net



The Maropeng Visitor's website: www.maropeng.co.za



The Cradle of Humankind World Heritage Site's website: www.cradleofhumankind.co.za



The Magalies Meander website: www.magaliesmeander.co.za

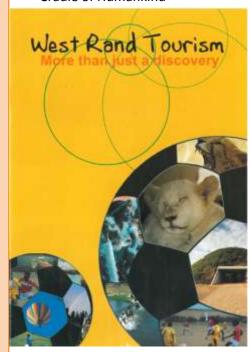


Magazines None

West Rand Tourism: More than just a discovery

A very informative brochure with information regarding the following:

- An introduction to the West Rand Tourism
- Cradle of Humankind



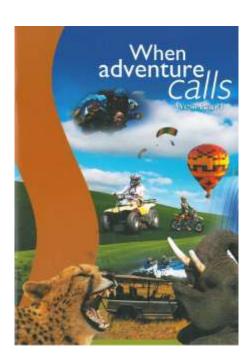
Magaliesberg

- Crocodile Ramble
- Mogale Tourism
- Magalies Meander
- A Map of the West Rand Tourism attractions
- Mogale City Local Municipality
- Randfontein Local Municipality
- Westonaria Local Municipality
- Local Townships
- Gauteng Tourism Authority
- Tour Operators
- Registered Tourist Guides
- Travel Agencies and Contact details

It is however evident from the above, that information is outdated in the light that Merafong City is not included in the brochure.

2009 Publication.

Brochures



When Adventure calls - West Rand

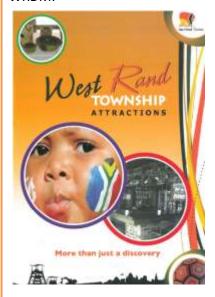
A brochure with details and information on the adventure and leisure activities with the West Rand District. It includes various maps indicating the locality of the numerous adventure activities and venues.

The activities offered and included in the brochure includes abseiling, bridge swinging, bungee jumping, rock climbing, caving, gliding, gyrocopter flying, hot air ballooning, micro lighting, paragliding, skydiving, drag racing, motocross racing, canoeing, river rafting, cycling, festivals, hiking, fly fishing, horse riding, mountain biking, 4x4, quad biking, game drives, and many more.

The brochure also includes an events programme and useful contact details and numbers. 2011 Publication.

West Rand Township Attractions

This brochure provides information regarding accommodation; performing arts; restaurants, taverns and catering; arts and crafts and tour operators for the following townships within WRDM:

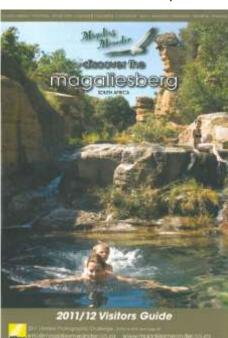


- Merafong City Townships:
 - Khutsong
 - Wedela
 - Kokosi
- Westonaria Townships:
 - Bekkersdal
 - Simunye
 - Zuurbekom
- Mogale City Townships:
 - Kagiso
 - Munsieville
 - o Ga-Mohale
- Randfontein Townships:
 - Mohlankeng

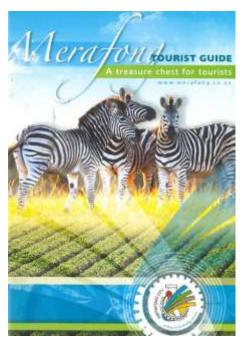
2010 Publication.

Discover the Magaliesberg: 2011/12 Visitors Guide

This Visitors Guide brochure provides information on the following topics:



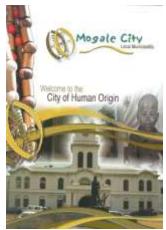
- Accommodation and Hospitality
- Birds of the Magaliesberg
- History of the Magaliesberg
 - Information and Reservations
- Map of the Magaliesberg
- Things to do:
 - Adventure
 - Arts & Crafts
 - Camping & Caravanning
 - Conferencing
 - Fishing & Fly Fishing
 - Hiking, Horse Riding & Mountain biking
 - Health, Wellness and Spas
 - Recreation & Places of Interest
 - o Restaurants & Tea Gardens
 - Shopping
 - Wedding Venues



Merafong Tourist Guide: a treasure chest for tourists

The Merafong Tourist Guide brochure covers the following topics:

- Heritage sites
- Main attractions
- Accommodation and Facilities
- Wine and Dine
- Arts and Crafts
- People and Culture
- Tour Guides and Operators
- A Tourist Map



Mogale City Local Municipality: Welcome to the City of Human Origin

This brochure provides a short description of the History and Background of Mogale City Local Municipality. It also useful contact details regarding tourism info and bookings as well as township tourism.

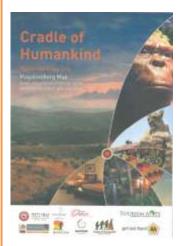
The main feature of this brochure is however a Tourist Map indicating 27 tourism attractions within the Local Municipality as well as the relevant contact details for each of the tourist attractions.



West Rand Tourism Map

The West Rand Tourism Map provides information regarding various tourism activities and attractions within the West Rand Area. This brochure provides information such as Contact numbers and GPS coordinates for tourism attractions per area within the West Rand. The brochure also provides general tourism information and useful contact details as well as emergency numbers.

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Cradle of Humankind World Heritage Site: Magaliesberg Map

The Cradle of Humankind World Heritage Site's Magaliesberg Map provides the locality and contact details of various activities and attractions in the area, such as accommodation, arts & crafts, restaurants, adventure activities, wildlife, shopping, etc. It also provides a map of the exits from OR Tambo International Airport to the R24/R21 as well as the routes exiting from OR Tambo International Airport onto the N1 towards Pretoria and the N3 towards Roodepoort. In addition it also provides a map of a couple of accommodation options/sites in the Greater Pretoria and Greater Johannesburg areas.

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From the above it is evident that most of the marketing material for the district and its local municipalities are mostly related to tourism and tourism activities. There exists no marketing or promotional material for possible business investment opportunities that can attract potential investors to the area.

The above highlights that Municipalities are in need of the following support:

- Capacity building and training related to business development, identification of business opportunities, and investment promotion
- Establishment of a structure of communication between Local Municipalities, District Municipality and provincial organisations
- Financial assistance with regards to the development of Incentive Packages and Promotional material
- Preparation and, if possible, participation in the inward and outward Provincial missions

3.3 THEORETICAL FRAMEWORK OF THE BUSINESS ATTRACTION STRATEGY

A favourable investment environment is required for any type of development, regardless of sector or economic project. The success of economic initiatives, to a degree, is dependent on investment interventions to improve the investment environment. This section recommends strategic interventions required to improve the environment in a manner that will facilitate investment in the District.

This section addresses the following components:

- Theoretical framework of the attraction strategy
- Business attraction interventions
- Priority actions

The ultimate aim of the investment attraction strategy is to attract new development and direct investment to the West Rand District. The objectives can be summarised as follows:

- To target both South African and foreign investors
- To improve and promote the District image within the investment community as a
 favourable location for investment with government workforce dedicated to address the
 needs of potential investors. I.e. entails image-building activities and promotion as a probusiness environment.
- Create awareness of the areas locational advantages within Gauteng
- Make potential investors and stakeholders aware of competitive advantages and potential business opportunities in the municipality in order to generate investment directly in such sectors as (i.e. investment-generating activities):
 - Tourism
 - Agriculture
 - Mining and Mineral Processing and Beneficiation
 - Manufacturing
 - Green energy technology
- To provide services to prospective and current investors and create an environment conducive for their business development. I.e. entails investment- service activities.

3.4 BUSINESS ATTRACTION INTERVENTIONS

The business attraction strategy consists of two strategic thrusts, each with a number of programmes, representing the key components of each thrust in need of addressing.

The thrusts and programmes to enable business development and investment attraction is listed in the below Table and detailed upon there under.

Table 3.9: Business attraction strategic Thrusts and Programmes

THRUST	PROGRAMME		
	Increase intensity of local competition		
Market efficiency and	 Reducing red tape 		
innovation	Alignment of skills and human resources strategies		
	• Promote product, process, marketing and organisational		
	innovation		

THRUST	PROGRAMME
2. Leverage growing strategic sectors to optimise investment opportunities	Business developmentKey catalytic sector interventions

3.4.1 THRUST 1: MARKET EFFICIENCY AND INNOVATION

Market efficiency depends on a number of factors, many of which Municipalities are unable to control, for example, trade barriers, foreign ownership restrictions, and the efficiency of the legal framework, as these are strictly within the scope of the national government. However, there are certain factors related to market efficiency that municipalities have the ability to influence. These include the level of competition intensity in the local market, the time required to start a business, skills leakage, and ease of access to funding and finance.

Procedure manuals and staff training as recommended in thrust one will facilitate the process of red tape reduction.

The below Table indicates that all Local Municipalities in the study area require market efficiency interventions aimed at improving the competitiveness of the business environment. The focus of these interventions should be on enlarging the consumer and supplier market, improving access to information, reducing barriers to entry, and improving quality to enable increasing substitutability of established products.

Table 3.10: Spatial Guidelines for implementation of market efficiency interventions

Municipality	Intensity of competition	Red Tape Reduction	Innovation, technology and product development
Merafong City LM		Ø	
Mogale City LM		☑	
Westonaria LM			
Randfontein LM			

Innovations result in product, technology, and trade development. Technological advances allow for cost reductions that imply lower prices, increased demand, and possibly new trade relations as consumers switch to the purchase of lower priced products. New technology leads to product improvements and differentiation that have the potential to extend demand. One of the best methods for stimulating innovation is the promotion of competition. When competition is fierce, firms go all-out to develop mechanisms that will distinguish their production and products from the masses.

In the context of continued globalization of economic activities, those localities that are able to continually innovate will become the choice destination of international investors, since

innovation is synonymous with cost savings, the development of niche markets, and higher returns on investment.

The programmes aimed at achieving greater market efficiencies are:

- Programme 1.1: Increase intensity of local competition
- **Programme 1.2**: Reducing red tape
- Programme 1.3: Alignment of skills and human resource strategies
- Programme 1.4: Promote product, process, marketing and organisational innovation

Programme 1.1: Increase Intensity of Local Competition

The development of any sector depends on the demand for its products. Economic theory teaches that the most significant determinants of demand include price, consumer tastes and preference, and (disposable) income. Supply is derived from demand; actions must be taken to modify prices, income, tastes, and preference to stimulate additional demand. Prices are primarily influenced by the stimulation of competition. When firms compete for sales, they are compelled to charge as low a price as possible. In general, there exists a positive relationship between price and monopoly power. Thus, the intensification of competition leads to a reduction in price, which stimulates demand.

Competition also indirectly influences disposable income: when prices are reduced, the purchasing power of income increases, and hence consumers are able to purchase more goods and services with the same amount of money they possessed before price cuts, which further stimulates the demand for commodities.

Since tastes and preferences are subjective, these determinants are more difficult to change. However, marketing and advertising campaigns that expose consumers to new and/or different products, may affect the consumers tastes.

Promoting competition reduces prices, which increases demand. Perfect competition refers to the state in which individual producers have no control over the price that they charge to consumers. This prevents potential exploitation of monopoly power that could adversely affect society. Perfect competition occurs when the following conditions are simultaneously attained:

- Too many consumers to allow any individual consumer to have an influence over price;
- Too many suppliers to allow any single producer to have an influence over price (implicitly: no collusion);
- Perfect information regarding all aspects of production and sales;
- The absence of barriers to entry;
- Homogenous products.

Perfect competition is rarely if ever achieved. However the closer an environment moves toward its simulation the more likely the benefits of such a state will be achieved.

Recommended tasks that can be taken to promote a movement toward the conditions of perfect competition within the District are:

- Determine the most pertinent barriers to new business development and develop a strategy to address.
- Determine the most appropriate products to form the basis of export promotion and import competition
- Enlarge the consumer market: export promotion to increase international consumer based and labour intensive industries to increase the number of persons with access to income, thus increasing the domestic consumer market
- Promote entrance of new businesses: promote entrepreneurship and ensure an adequate source of funding
- Improve access to information: potential investors should be able to access the marketing information developed with regard to development potential in all sectors in the District.
- Reduce barriers to entry: largely of a financial nature by improving availability of information regarding funding and assisting in completing funding applications

Programme 1.2: Reducing Red Tape

Red tape or needlessly time-consuming bureaucratic procedures decelerate the pace of development. Where the local and district municipalities are able to contribute to the reduction of such procedures, every effort should be made to do this as lengthy procedures are likely to divert investor interest to areas that have less cumbersome procedures.

Proven approaches frequently adopted by governments to reduce and streamline administrative procedures include simplification of permits and license procedures and time limits for decision-making.

Recommended strategic tasks include:

- The District and Local Municipalities must take stock of all procedures and regulations related to investment and determine where efficiency improvements and/or changes are required. I.e. as a first step it is required that the investment turnaround time within each of the local municipalities be evaluated so that areas of improvement can be noted.
- Plans should be developed to implement required efficiency improvements and/or regulations as speedily as possible

Programme 1.3: Alignment of skills and Human resource strategies

Strategies supporting inter-generational economic mobility are crucial. Investing in people and their ability to engage economic opportunities is a priority. Inter-generational economic mobility means ensuring that every generation is better off than their parents; it also means that

opportunities need to be created whereby people can incrementally move from the second to the first economy through a ladder of opportunity.

The alignment of skills and human resource development strategies is mainly concerned with industry-based skills training, improving the intermediate level skills base of the District as well as labour market training for target groups (focusing on the unemployed, retrenched workers, youth, women, people with disabilities, etc.).

The District is also currently faced by large 'brain-drain' to Johannesburg and Pretoria as a result of a lack of tertiary educational facilities.

An adequately and appropriately skilled workforce is essential for the competitiveness of an area. Technology breakthroughs are to an extent dependent upon the possession of an adequately and appropriately skilled labour force.

Given the extent of low education and skills levels amongst the current potential economically active population as well as the increasing pace at which the technology changes, it is essential that employers provide on-the-job training.

West Rand District's Investment Promotion Strategy should therefore focus on:

- Addressing the lack of accredited tertiary institutions
- Expanding and retaining educational facilities (primary, secondary and tertiary)
- Conducting a skills requirements assessment
- Developing a database of unemployed and their skills levels
- Develop a database of employment opportunities, compiled with information regularly provided by businesses
- Assist labour market efficiency by developing a public recruitment agency, that matches appropriately skilled unemployed individuals with employers who are in the market for hiring
- Encourage business to integrate skills strategies into business strategies and plans
- Promote mentoring programmes in which 'veterans' team up with 'rookies' to guide them through their initial period of employment
- Ensure an increase in the West Rand District's labour base's skills profile, through registered accredited training linked to the National Qualifications Framework (NQF),
- Improve the relevance (align with industry needs), effectiveness and cost of skills development

The skills profile of an area affects the mix of economic activities that it may pursue. Therefore, it is essential that education and training programmes be initiated quickly and on a continuous basis, in line with the developmental goals of the District. The District should engage with National Department of Education, Provincial Government of Education, Local Municipalities, Local businesses, Research Institutions and SEDA, to implement the recommendations made.

Programme 1.4: Promote product, process, marketing and organisational innovation

Product innovation entails improvements in existing products and/or the development of new products. One of the best ways for stimulating such innovations is the promotion of competition. When competition is fierce, firms endeavor to develop product characteristics that will set their product apart from the masses.

Process innovation entails improvements in the techniques of production. Two principal sources of process innovation are improvements in labour and improvements in capital. Improvements in the quality of labour may permit the workforce to work more efficiently, which ultimately improves the efficiency of production. Improvements in production techniques require new technology. Process innovation is promoted by an incubator environment that hosts a number of similar and related firms. Knowledge transfers and sharing are more likely in such conditions; which improves the possibility of discovering new production techniques.

Marketing plays a large role in the strategic positioning of industries in the local, provincial, national, and global arena. More effective marketing campaigns lead to a greater awareness of product markets and new business opportunities that lead to new business attraction and wider demand markets. For more detail refer to the detailed marketing strategy in the next Section of the report.

Organisational innovation entails improvements in the manner in which firms or collections of firms are structured. Organisational innovations in the form of cluster complexes have huge potential benefits based on savings generated by the close proximity of supportive and related firms and industries.

Recommended strategic tasks:

- Continuous research of trends in consumer demand through subscribing to an appropriate economic database and relaying information to businesses and investors.
- Communication of changes in trends to businesses and investors
- Host international trade exhibitions
- Increase the quantity and quality of scientific research institutions by developing innovative mechanisms for attracting research institutions to the area
- Improve businesses' knowledge of the availability of funding for research and development by compiling and distributing an inventory of available R&D funding relevant to businesses in the study area
- Promote collaboration between tertiary education facilities and industries
- Any new projects should be implemented in a manner that promotes the development of clusters. Multiple projects should link with each other and every effort should be made to contain all stages of production within the boundaries of the District Municipality, where financially feasible.

- Compile an inventory of all inputs required by industries operating in the District, which provides details of suppliers
- Develop a clear spatial vision of economic development
- The District should actively promote innovation by continuously engaging with the DTI, local municipalities, local businesses, research institutions and educational facilities.

Timeframes and Participation:

Red tape and bureaucratic procedures should be reduced as quickly as possible in order to prevent a decelerated pace of development. The West Rand DM and the Local Municipalities should participate to ensure that administrative procedures and time limits for decision-making are reduced and streamlined.

3.4.2 THRUST 2: LEVERAGE GROWING AND STRATEGIC SECTORS TO OPTIMISE INVESTMENT OPPORTUNITIES

In order to promote investment into the West Rand District, certain sectors have been identified as needing special priority focus. These rapidly growing sectors possess economic growth and development as well as business development and employment opportunities.

The District has reviewed their LED Strategy in 2008, and therefore this Thrust only touches on key investment related components of economic development.

This Thrust underlies the importance of promoting both local and international investment in the Districts economy and is comprised of the following two programmes:

- **Programme 2.1**: Business development
- **Programme 2.2**: Key catalytic sector interventions

Programme 2.1: Business development

In addition to business retention and expansion, the municipality also needs to support the development of new business opportunities. The steps to be covered when implementing investment projects are illustrated in Figure 3.4 below.

In this sub-section, general step-by-step implementation guidelines are provided to indicate the steps to be followed when implementing investment projects. The steps to be covered include, but are not limited to, the following steps as illustrated in the below Figure and described hereunder.

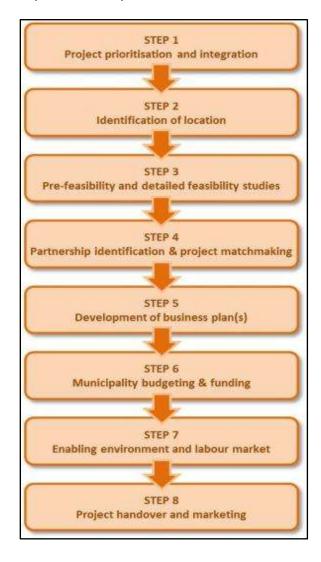


Figure 3.4 Project implementation process

STEP 1: INTEGRATION AND PRIORITISATION

Numerous business opportunities were identified in the Business Investment Guide (see separate document), however other sources such as the LED strategy of the District, the PGDS, IDP documents, etc., also have recommended projects that would assist economic development in the West Rand District. For this reason the identified projects needs to be integrated and prioritised in order to effectively allocate District resources and maximise the economic growth and output potential.

All identified projects cannot be implemented simultaneously. As a result certain projects need to be prioritised. Nonetheless the Development Agency should continue to function as a one stop business referral desk too. I.e. the Development Agency should be responsible for any

potential business investment opportunities as the opportunity arises from the marketing drive undertaken.

Project prioritisation can be undertaken by engaging stakeholders in the District. The LED forum and business chambers should be allowed to suggest additional opportunities and to evaluate the projects already identified in the District.

Typical criteria that can be used to prioritise projects are provided in the Table below:

Table 3.11: Project prioritisation criteria

Criteria D	escription		
Economic Development Potential			
Sectoral Linkages	The extent of significant backward and forward linkages, as well		
Sectoral Ellikages	as the extent of linkages with other projects		
	The size of the multiplier effect is examined in terms of GGP. It		
Multiplier effect	indicates the extent to which the project contributes to the GGP,		
	household income and business sales		
Labour intensity	Number of sustainable employment opportunities (jobs) created		
Social Development Potentia	l		
	This is evaluated on the basis of techniques used and products		
New skills development	manufactured, e.g. organic cotton is a new skills to teach old		
	farmers		
Mobilisation of existing skills The extent to which existing skills are utilised by the project			
Potential for BEE The extent of growth in the Human Development Index			
Potential for SMME	SMME involvement and sustainable SMME development and		
Fotential for Sivilvic	support		
Project sustainability and Implementation			
Environmental Impact			
Francisco and inconting	The availability of funding and incentives for project		
Funding and incentives	development		
Implementation readiness	A measure of the extent of studies, lobbying, etc., required		
implementation readilless	before the project can be implemented.		

STEP 2: IDENTIFICATION OF LOCATION

Once the project to be implemented has been identified and prioritised, the next step would be to identify possible locations for the project and compare the best alternatives to identify the ideal feasible location for the proposed project (development). Taking into consideration the local municipality to operate in, as well as the city or town and suburb within the town, the following factors should be taken due cognizance of:

- the cost of land
- location of the target market (end user)
- sources of raw material and other inputs
- available resources for production such as utilities and labour
- availability of transport for workers, raw materials and final produce
- marketability, networking and accessibility
- existing activities in that area and agglomeration advantages
- possibility of aligning or complementing already-existing programmes

Thereafter, the availability of land is taken into consideration as well as the aspect of land ownership.

STEP 3: PRE-FEASIBILITY AND DETAILED FEASIBILITY STUDIES

A pre-feasibility study indicates actions that are the precursor to a feasibility and design study. Its main purpose is to ensure there is a solid basis for undertaking a feasibility and design study. There are two key applications of a prefeasibility study:

- **Implementation Design** The most common application indicates the first step in activity preparation after activity identification is complete. Therefore a pre-feasibility study is undertaken for selected projects to prepare a design for implementation.
- Activity Identification The second application of a pre-feasibility study indicates application
 as part of activity identification. This would typically occur when enough is already known
 about the development situation to enable an identification mission to carry its analysis and
 reporting through to the standard pre-feasibility study level. In this case the pre-feasibility
 study undertakes the basic analysis and option development work of an activity identification
 mission as well as information gathering, design analysis and activity description to the prefeasibility stage.

The tasks and terms of reference will vary somewhat between these two cases, with the prefeasibility study during identification usually needed to start from an earlier stage of analysis and to spend more time on basic definition and assessment of the initial activity options.

After the pre-feasibility study, a feasibility study is conducted to analyse the viability of an idea or project in more detail. A feasibility assessment is essentially comprised of the following factors:

- location analysis
- initial environmental assessment
- market research (which is a demand and supply analysis)
- identification and quantification of income streams
- identification of potential funding sources

Following the feasibility assessment the development concept is refined and the concrete concept designing specifics and planning is conducted.

STEP 4: PARTNERSHIP IDENTIFICATION AND PROJECT MATCHMAKING

With the completion of project and location identification as well as feasibility assessments, existing or potential partnerships should be identified as it could support advantages of agglomeration through networking and marketability.

The purpose of this step is thus to identify possible partnerships that can be formed. It will also identify the parties that will be involved with implementing projects. The correct stakeholders, beneficiaries and project leaders need to be identified.

This step is generally comprised of the following actions:

- Hosting an opportunities awareness campaign. This campaign will assist the West Rand
 District to find interested parties, who will be willing to run with the project by bringing
 various quotas of the District population into contact with each other;
- Project-specific workshops can follow the initial one to ensure that the interested parties identified understand the project. At this stage the training requirements, if any, are identified;
- Investment matchmaking. The campaigns will also assist to match investors to projects that are already running in the district, and also to the identified but not yet implemented projects.

The involvement of the private sector should be regarded as a high priority with establishing sustainable partnerships and matching similar projects of both the public and private sectors. The LED forum can be utilised as a tool in private sector involvement.

Private sector involvement can be regulated and managed by means of the LED forum that acts as a communication medium and mediator between the municipal government and the private sector. The LED forum could also be involved in the matching of similar private sector projects that will provide mutual advantages to both projects.

STEP 5: DEVELOPMENT OF A BUSINESS PLAN(S)

Business plans are developed for two purposes: Firstly to provide a project roadmap i.e. to map out how a project will be executed and secondly, they are required with the application for funding. Business plans provide details about the project that give funders the liberty to decide whether they want to invest their money in a specific project.

A business plan should have the following key components:

- Description of the Proposed development project
- Operational plan to give a concise, clear and understandable description of the input and capital requirements, production, operational and logistical strategies and systems that will be applied by the proposed development
- Impact assessment to assess the project's impact on levels of economic activity, the increase in production (GGP) in Rand terms, how the general market will be affected and to analyse potential risks
- Organisational, management and staffing plan This will show how many people are required to run the project/business. It will also clarify at what levels they will work, e.g. managerial, administrative, or operational
- Financial plan Analyses envisaged income and expenditure of the project
- Implementation and action plan to provide clear, functional guidelines with respect to implementing the preferred development concept
- Monitoring, evaluation and mitigation framework This highlights Key Performance Indicators and remedial actions to take should KPI's fail to be achieved

STEP 6: MUNICIPAL BUDGETING AND FUNDING

The District Municipality LED department is also tasked to procure and provide funding for the promotion of economic development.

Effective communication is required between the Local Municipalities and the District Municipality to ensure that all economic development related issues at local level are communicated upwards. This will enable the District Municipality plans to draw up informed budgets for economic development in the District. By the same token, the district municipality may need to delegate some responsibilities to the local municipalities as some of these projects will be located within the borders of one specific Local Municipality. These should also be communicated to the LMs in order for the LMs to be able to budget accordingly. Project feasibility studies are most likely to be undertaken by the district using financial information from the feasibility and business plan stages to draw up municipal budgets.

In this part of the report, recommendations of various cross-cutting functions that are necessary for the implementation of LED projects are discussed. These include sources of finance, skills procurement and development as well as other programmes designed to drive economic development initiatives.

Support structures to be addressed in this sub-section are financial assistance and SMME support.

1. Financial assistance

One of the most common challenges faced by entrepreneurs and government departments alike is the access to funding. There are various institutions that have funds allocated specifically to support economic development initiatives.

To obtain capital funds from banks many requirements, such as credit-worthiness, entrepreneur's assets, time of operation, viability of the business and so forth should be met. Furthermore, banks charge the prime rate plus a margin. These margins vary from bank to bank and they also depend on the entrepreneur's relationship with their bank. As a result many emerging entrepreneurs are unable to source sufficient funding from mainstream financial institutions. In this section possible funding options available for businesses in the formal sector, as well as SMMEs, besides those offered by commercial banks and merchant banks are analysed.

When considering funding sources, the municipality or the entrepreneur needs to look at the following factors:

- Project focus available funding is normally allocated to strategic industries which assist government to attain goals such as economic development, job-creation, skills enhancement etc. Industries identified to best meet these goals in the South Africa context are clothing and textiles; capital equipment manufacture and metals beneficiation; chemicals, pharmaceuticals and plastic manufacture; and forestry and downstream industries that flow from it like paper and furniture manufacture (IPAP, 2007)
- **Determine available funds and the shortfall** a business plan is required in order to convince funders that the project is not a fly-by-night project. Business plans give details about the project that give funders the liberty to decide whether or not they want to invest their money in the project. The entrepreneur should have some equity in order to give evidence of their commitment to the project. This can be in the form of personal funds, savings, or capital equipment.

2. SMME Support

Small and small to medium enterprises are known for their potential to generate job opportunities. The SMME sector is also one of the key sectors earmarked for growth by the South African Government. Therefore, the West Rand District Municipality needs to be in a position to give mentorship to such enterprises or at least to direct them to where they can receive assistance. The following mentorship and funding enterprises listed below are available to provide support to SMME's in the West Rand District (for more details and contact details see Section 2.2 of this report):

 The Small Enterprise Development Agency (SEDA): SEDA is a government agency and a member of the DTI group. The mandate of SEDA is to implement the national

- government small business strategy in line with the DTI's Integrated Small Enterprise Development Strategy. SEDA also supports, promotes, and grows enterprises with a special focus on co-operative enterprises located in rural areas.
- The Department of Labour: The Department of Labour provides support to employers including SMMEs through legislature that guides employment conditions (Department of Labour website, 2009).
- **Business Partners**: Business Partners is a specialist investment company providing debt and equity investment, mentorship and property management services to especially SMME's in South Africa (Business Partners website, 2009).
- Independent Development Trust (IDT): The Independent Development Trust is a development agency which supports government in managing the implementation of development programmes that are directed at poverty reduction, employment creation, and local economic development. The IDT also acts as a link between poor communities and government in meeting resource needs and invests in enhancing institutional capacity for programme delivery and for sustainable development.
- Business Referral and Information Network (BRAIN): The Business Referral and Information Network provide up-to-date information for business owners on aspects ranging from guidelines on starting a small business, to where to find finance. The Business Referral and Information Network locate news on tenders and advise on how to find out about drawing up a business plan.
- Council for Scientific and Industrial Research (CSIR): The CSIR, located in Tshwane, Gauteng assists business owners who want to improve on or develop a product with market-related research and product testing.
- The National African Federated Chamber of Commerce (NAFCOC): The National Federated Chamber of Commerce represents the interests of black businesses and provides networking and lobbying for small business members.
- The South African Bureau of Standards (SABS): The SABS assists small businesses
 with accreditation of products and services with a 50% subsidy from the
 government.
- Small Business Project: The Small Business Project provides assistance to small businesses through their Linkage Programme with link-ups and joint ventures with corporate business.

STEP 7: ENABLING ENVIRONMENT AND LABOUR MARKET

1. Enabling Environment

The environment indicates the surrounding social and economic activities that have the potential to influence a specific business. For this reason an enabling environment describes an environment that is external to a business or any other entity which promotes a sustainable trajectory of market development (Porteous D, 2006). While most

businesses can control internal matters such as finance and human resources, certain outside factors cannot be changed by private entities.

The availability of sufficient quantity and quality of the following production inputs is required for an enabling environment that is conducive to business development and expansion:

- **Skilled labour**: For a business to function well, the local population and potential labour market should be well skilled. This can be achieved if there are sufficient schooling and training in the District to ensure emerging businesses and entrepreneurs that aim to start a business in the District have sufficient access to well skilled labour.
- Water and sanitation: The availability of sufficient clean and usable water for both human consumption and industrial uses is imperative. The provision of adequate sanitation facilities goes hand in hand with the provision of clean water. Waterborne sanitation systems are known to be the most efficient. However, other sanitation methods that require less water usage are also available to be utilised in areas where water is not as readily available such as bucket latrines and chemical toilets. Bio-augmentation products may be used at the sewerage works plant in order to reduce the amount of water required. The Integrated Algal Ponding System (IAPS), a method of treating sewerage, can be used in the sparsely populated rural parts of the district (Cambray, G., 2007).
- Transport Infrastructure: Efficient road linkages are required to develop an effective distribution network internal and externally in the District to link businesses in various towns and link the business and production activities with the rest of the country. Therefore required road upgrades and maintenance should regularly be investigated to ensure the transport infrastructure in the District is adequate and conducive to business development and expansion. If a Distribution Hub is to be set up in the district, the standard of the roads must make it easier for trucks, and people to travel between different nodes in the district.
- Public Transport: The provision of effective, reliable and affordable public transport systems along key linkage routes is required. The public transport could be implemented to transport labour from residential areas to places of work as well as raw products (inputs) and final produce between various locations.
- Disaster management: An enabling environment should take possibilities of natural disasters into consideration. Disaster management strategies ought to be present in every municipality to plan for the possible occurrence of a natural disaster. A disaster management strategy should indicate how emergency services will be deployed as well as assistance to be provided to the local population and businesses.

The District needs to ensure that these abovementioned factors are sufficiently addressed to provide an enabling environment conducive to business development. Also see the Investment Promotion Strategy (in Section 3 of this report) in this regard.

2. Labour Market

The District hast vast rural areas with mostly mining areas, and selected agriculture and tourism activities. In addition, the business opportunities identified will require a sufficient skills base without which the projects cannot take off. Further, existing businesses need to enhance the skills of the current workforce. This part of the report, seeks to highlight ways of ensuring that the labour force is appropriately skilled.

In South Africa, SETAs (Sectoral Education and Training Authorities) have the mandate to fulfill JIPSA objectives, i.e. to ensure that crucial skills are acquired. They are regulated by the Skills Development Act no. 97 of 1998. There are 23 SETAs in South Africa. However, not all are expected to be fully active in the West Rand District. The below Table shows identified projects and the skills required for the projects listed as well as for the already present economic activity within the District. The SETAs expected to be operational in the District are also shown in the Table, together with other stakeholders that may provide further training or advice.

Table 3.12: Skills requirements in West Rand District

Business Opportunities Skills required **Training Stakeholders Economic Development Potential** Agriculture Sector Education and Irrigation techniques Training Authority (AGISETA) Produce-grading Department of Agriculture Deciduous and berry Landscaping **Experienced farmers** fruit production Horticulture Civil and Mechanical Engineers Vegetable & speciality Greenhouse production Food and Beverages vegetable production Hydroponics production Manufacturing Industry Sector Cut flower production Food technologists **Education and Training Authority** Aquaculture (FOODBEV) Electricians development South African National Halaal Processing skills Maize, green maize and Authority Machine Operating skills dry bean production Clothing, Textiles, Footwear, and Quality controlling Egg Production Leather Sector Education and Artisans & Mechanics • Milk production Training Authority (CTFL) Research science & technology Broiler production South African Health Products chemistry & bio-chemistry theory Leather tanning **Regulatory Authority** and application Flour milling Manufacturing, Engineering and Separation processes (i.e. extract-Dairy product **Related Services Sector Education** on of simple compounds from processing and Training Authority organisms for use in industry & (MERSETA) medicine) •

Business Opportunities	Skills required	Training Stakeholders	
Mining & Mineral Beneficiation			
 Mineral recovery and rehabilitation of old mining dumps Small Scale Mining (sand, etc.) International Centre of Mining Excellence Jewellery manufacturing Gold processing for catalysis and other industrial uses Refinery 	 Occupational Health Gold processing Electrical engineering Mechanical Engineering Metallurgy Surface Mining Rock engineering Small scale mining Financial Management Skills Health & Safety Skills Environmental Management Skills 	 Mining companies already operating in the area Mining Qualifications Authority (MQA) Department of Mineral Resources Financial and Accounting Services Sector Education and Training Authority (FASSET) The Accounting Standards Board South African Institute of chartered accountants Chemical Industries Education and Training Authority (CHIETA) Manufacturing, Engineering and Related Services Sector Education and Training Authority (MERSETA) 	
Tourism			
 Tourism branding & marketing Game farming & safari tourism Cradle of Humankind educational tourism Magaliesburg Ecotourism route Sports-related tourism Expansion of Magaliesburg steam train attraction Mining-based tourism Katlego Cultural facility N12 Treasure re-route Development & improvement of tourist facilities & accommodation 	 Tourism marketing Understanding tourist market Development of tourism packages Organisational skills Hospitality skills Tour guides Travel agents Tour operators Banking and finance Health services Safety & Security Legal services Design skills 	 Tourism Hospital and Sport Education and Training Authority Tourism and Hospitality SETA (THETA) South Africa Tourism Gauteng Tourism Authority (GTA) Local Tourism associations and tourism boards Tourism product owners Tourism departments 	
Manufacturing		T	
 Industrial Cluster development Organic food supplement and biomedical product manufacturing Downstream processing of ostrich products 	 Electricians Processing skills Machine Operating Skills Artisans & Mechanics Research Science & Bio-chemistry theory and application Electrical engineering Mechanical Engineering 	 Clothing, Textiles, Footwear and Leather Sector Education and Training Authority (CTFL) Manufacturing, Engineering and Related Services Sector Education and Training Authority (MERSETA) Construction education and 	

Business Opportunities	Skills required	Training Stakeholders
 Mining product beneficiation Agro-industrial processing "Green" manufacturing opportunities (i.e. chemical waste sector disposal) 	 Machine repair skills IT Skills Fitters and Turners Plumbing Civil engineering Occupational health Automotive electrician Diesel Mechanic 	 Information systems, electronics and telecommunications technologies Insurance sector education and training authority Wholesale and retail sector education and training authority

(Source: The South African Labour Guide and SETA websites)

A key problem in the labour market is solving the asymmetric information problem. The asymmetric information problem can be explained by the following example: there are many employers who know the type of people they want to employ in their organisation but cannot find them. This asymmetric information problem can only be properly addressed if adequate information and transparency is evident. Ways of bridging this information gap and attracting the required skills to the West Rand District are:

- Career and employment expo's;
- Publicising the type of employees sought in the district using media and the internet:
- Documentaries/infomercials advertising potential opportunities within the District;
 and
- Educating learners within the district about the opportunities available in the West Rand District to prevent skilled persons from migrating to other regions in search of employment already available within the West Rand DM

The West Rand DM does not have sufficient capacity and therefore cannot be expected to provide training in all nine economic sectors. However, they do have an important role in mobilising human resources in the District in the following ways:

- Marketing Opportunities: Marketing the development opportunities within West Rand will ensure that the public (local public as well as the rest of South Africa) will be familiar with the exploitable opportunities within the district. Such publicity will assist with the mobilisation of investors and labour to the district.
- Municipality as Mediator: The LED officials in the LED unit (local and District) and the Development Agency will have to play a mediating role between potential investors from outside the District as well as those already present within the District. The DM will be responsible to convey training needs to tertiary institutions and assist with the organisation of information sharing and training workshops.
- Training PPPs: At government level, it is more cost effective to offer general training, rather than specialised training, which should be undertaken by the private sector. However, since this private sector investment provides beneficial skills transfer to specific portions of the population, they may contribute financial

resources and possibly training facilities for specialised private sector training. This partnership will ensure that there are leaders in those sectors in which training is offered. However, in the case that there is no leadership in a specific sector in the form of an entrepreneur/visionary, that sector will fall by the wayside losing the training gained. Therefore, training and development should be aimed towards sectors where there is leadership and likely to be continued growth.

- Basic education and training: the municipality's main responsibility is to ensure that there is sufficient basic education and training within the District, distributed so that all children of school going age have access to education. The Department of Education needs to ensure that sufficient educators are in the district and that resources required by schools are delivered in time.
- Business retention and expansion (BR&E): Business retention and expansion along with business attraction is one of the core objectives to facilitate economic development and forms part of creating an enabling environment. As an environment is enabling to business development it would encompass the ability to retain existing businesses and provide opportunities for businesses to expand. The high importance of business retention and expansion indicates the need for a dedicated body in the District to be involved only with governing and driving BR & E activities. With regards to BR&E the Development Agency will thus have the following roles and responsibilities:
 - Championing business retention and expansion and motivating stakeholders to participate
 - Organising the task force and steering committee for programmes comprising representatives of both public and private sectors
 - Determining timeframes and scope of business audits and surveys
 - Appointing of consultants (if needed)
 - Volunteer recruitment
 - Overseeing and supporting implementation
 - Organisation of community outreach activities
 - Development of action plan to address immediate business needs and constraints

STEP 8: PROJECT HANDOVER AND MENTORING

The idea is that after a year or so, the project should be operated independently by the private sector, with continued public sector support where necessary and/or applicable. Therefore, project leaders and the project team should be encouraged to register the project as a business venture. This means that the role of the District will gradually become a supportive and mentorship role.

Mentorship can also be provided with the establishment of support structures and support from established private sector businesses. The role of the local and district municipalities is to ensure that the environment is conducive to business development and expansion providing the District with the opportunities to attract new investors as well as retaining the existing businesses.

The final step in the implementation process of a project includes the progress and performance monitoring of the project and the final handover. The purpose of step will be to establish indicators/proxies for monitoring the development by the new business partners. An indicator can be defined as a generally acceptable expression that is seen as being representative (quantitatively and qualitatively) of the aspects that need to be addressed.

Once the requirements are met with, the projects will be handed over.

However, ongoing support will be provided in terms of:

- Providing key focus areas for future intervention,
- Intervention priorities that will require implementation in the event of pre-identified risks transpiring
- Sustainability guidelines
- Likely future growth forecasts
- The priority future needs of the business
- Realistic general performance indicators, etc.
- Important milestones will be identified as well as timeframes

Furthermore mentoring should be continuously provided after handover. This implies that continuous monitoring should occur and as soon as any problems are noted, key specialists should be appointed to attend to the specific problem within their field of specialisation. This will ensure that problems are identified and rectified as soon as possible before serious problems are encountered such as business closure and/or failure.

The Development Strategy concludes the Framework. It aims at attracting new business in the local economy and maintaining a business climate conducive to future investments. **The Development Strategy focuses on the following tasks:**

- Identification of new business opportunities, including cluster development
- Marketing strategy
- Supply chain development
- Skills development
- Infrastructure development

Programme 2.2: Key Catalytic Sector Interventions

This programmes focuses on growing certain identified economic sectors, in order to attract investment into the specific growth clusters. In so doing the District will develop businesses, increase trade levels, increase sustainable job opportunities and promote economic development.

In addition, the roles and responsibilities of the District in respect of sectoral support are highlighted. It is critical that the District have a clear understanding of its mandate and the types of interventions that are thus possible. Given the importance of the District government mandate, this section identifies the scope of interventions required at the District level to shift negative sector momentums, support re-positioning in relation to export and domestic markets, and facilitate operational upgrading.

It is recommended that business attraction in the West Rand DM is geared towards attracting businesses that can capitalise on the local opportunities and create clusters of competing, connected, and complementary industries. The biggest benefit of clustering is the establishment of linkages between the interrelated companies, increased competitiveness between the competing industries, and improved productivity resulting from these relationships.

Clustering of economic activities involves the establishment of an economic infrastructure including the provision of industrial estates with serviceable sites, financial assistance, and consulting services.

It is also important for the District to ensure permit application processes are dealt with efficiently. Time taken in issuing various development approvals is the indication to potential investors of the dedication of the local government to economic development and their interest in attracting new investments. Timely response with regard to permit applications should be viewed as one of the key components of local government's investment strategy. In this context it is recommended that strict competitive deadlines for permit approvals be adopted and adhered to. This refers to the following permits:

- Town planning approvals
- Site development plan approvals
- Building plan approvals
- Development approvals
- Development agreement signage

The West Rand District Municipality developed an Environmental Management Framework (EMF) in 2006; it has however not yet been updated or reviewed. In order for the District to assist expediting approvals at a local municipality level it is necessary that the District review and update the EMF, which focuses on ecological, social, economic and institutional indicators, including their sensitivity, extent, interrelationships and significance within the District. The aim

of the EMF is to provide guidance to government departments, environmental assessment practitioners (EAP's), as well as developers, as to how and where development is desirable or undesirable within specific regions (priority areas) as well as establish the status quo in terms of environmental, social and economic attributes. Special emphasis is placed on operational and strategic issues within the three spheres of government. An EMF also provides applicants with an early indication of the areas in which it would be potentially appropriate to undertake an activity. An EMF also provides information for all decision making authorities which support their decision making process and promotes initiatives and development that can be able secure long term sustainable income. All in all, EMFs are one of the environmental management tools used to provide a safe and healthy environment. If developed correctly and implemented appropriately, it will assist in making informed decisions which in turn will assist in the processing of development applications even faster.

Furthermore, since not all municipalities are capable of managing a financial incentive policy, the following activities are proposed:

- Design and pilot investment incentive in the District and its Local Municipalities by focusing on non-financial incentives.
- Compare incentive schemes with those offered by other District Municipalities being identified as competing locations of the West Rand DM.
- Consult the Draft Investment Incentives document created (separate document) for consideration by the West Rand District Municipality.

Firms in the District don't operate in isolation from global and national forces and the value chains in which they find themselves embedded strongly in form opportunities for growth and development. Understanding these value chains is also important in respect of attracting new investments and identifying further value added opportunities within the District. The following clusters, in no particular order, have been identified as those with the highest potential to attract investment:

- Tourism The District has a very rich heritage. The most important tourist attraction being the Cradle of Humankind World Heritage Site. The Cradle of Humankind World Heritage Site has been identified as one of Gauteng's Blue IQ projects (projects designed to maximize job creation and stimulate economic development. The largest part of the COH WHS falls within the boundaries of the West Rand District Municipality and this bodes very well for tourism development in the WRDM. The West Rand must capitalise on the consequential opportunities for tourism development that will be created, which will allow the West Rand to increase its share of international and domestic tourism arrivals and capitalise on the resultant opportunity for economic growth. The West Rand also have various other leisure and adventure tourism activities.
- Agriculture Due to the strategic location of the WRDM in relation to the Gauteng Province,
 the agriculture sector has huge potential to grow and stimulate economic development. The

advantage held by farmers within the WRDM is their close proximity to the largest consumer market of perishable food in South Africa (i.e. City of Johannesburg and City of Tshwane). The WRDM has areas with good to excellent agricultural potential, especially in Mogale City and Westonaria. Mogale City is by far the most important agricultural district. The main types of agricultural activities in the West Rand are large-scale commercial farming, intensive commercial farming, urban agriculture, rural residential agriculture and subsistence farming. The WRDM also possesses the potential to develop agro-processing within its borders as the majority of required resources are readily available. The pursuit of this opportunity is in line with the priorities of provincial and national government. The WRDM has been identified by GDARD as one of seven Agricultural Hubs within the Gauteng Province. These hubs have been delineated using farm boundaries and taking into cognizance clusters of commercial and developing agricultural activities taking place in the province. The WRDM also forms part of GDARD's Maize Triangle Project.

- Mining and Mineral Processing and Beneficiation Mining is still a very important economic sector in the West Rand, both in terms of production and employment. Gold is the most important mineral mined in the WRDM, with some of the largest unmined gold reserves in South Africa. Even though the mining industry in the WRDM has been in decline for the past decade, an increase in international gold prices since 2004/05 has had positive implications for profitability of South African gold mines. Apart from gold, the other mineral deposits mined within the WRDM include manganese, clay, dolomite, serpentine, peat, dimension stone, building sand and nickel. None of the mining products extracted from the WRDM are being beneficiated locally, but are mainly exported to international markets for further processing and beneficiation. This locally available mining produce can be processed locally through the development of mineral processing and beneficiation activities that focus on the training and employment of local people. The establishment of downstream gold activities in the area can include the application of gold in catalysis and other industrial uses such as electronics and dentistry; refinery and jewellery manufacturing. Various benefits exist for the mining industry within the WRDM by strengthening backward and forward linkages.
- Manufacturing The largest portion of manufacturing output and employment is situated in Mogale City. In terms of manufacturing in the West Rand, Mogale City and Randfontein also have a relatively large number of employees per industry and a large gross output in total. The leading manufacturing industries in the WRDM include food products, textiles, non-metallic mineral products, metal products, machinery, motor vehicle accessories and plastic products. The main industrial centres in the West Rand are dominated by the production of machinery and metal products, which is a result of the influence of the mining sector in the area. The following opportunities have been identified in the manufacturing sector within the WRDM:
 - Industrial Cluster Development around growth sectors that appear to have a (potential) comparative advantage - e.g. industries linked to the mining sector and textiles

- Manufacturing opportunities in niche markets e.g. organic food supplements and bio-medical products
- Manufacturing activities using local produce as inputs e.g. mining product beneficiation and agro-industrial processing
- Supportive and service industries linked to the mining sector
- Promotion of further investment in currently successful manufacturing activities
 e.g. Aranda textiles and Metal products
- Promotion of manufacturing activities in accordance with national initiatives –
 e.g. Department of Transport Bicycle Project
- Opportunities within the Waste Disposal Sector e.g. chemical waste processing and refinement

The recommended tasks and actions include:

- Show case successful implementation of LED initiatives in the District and local municipalities to stimulate business confidence (for both existing and potential enterprises)
- Stimulate dialogue over issues and problems within specific sectors (include multi-sectoral issues in a manner conducive to collective action)
- Support cluster learning networks
- Disseminate sector and trade intelligence information
- Review the Environmental Management Framework (EMF) for the District in order to ensure that it is capable of dealing with approvals in a fast and efficient manner
- Establish agro-processing parks in areas with a comparative advantage in agriculture as part of the Agricultural Hub strategy.
- Undertake attraction of businesses operating within the targeted sectors (agriculture, tourism, manufacturing, mining)
- Promote the District as a favourable location for the targeted businesses and create an awareness of various development opportunities in the area
- Respond efficiently to proposed new development.
- Promote and plan the establishment of clusters in the District Municipality.
- Modify and undertake council adoption of incentives and support measures (see separate document for draft District Incentives in **Annexure C**)
- Ensure sufficient provision of serviced industrial space/estates within the local municipalities for potential investors
- Address inaccessibility of information regarding sector opportunities

From the above it can be concluded that the West Rand District's Investment Strategy is built upon a number of strategic interventions that will have a positive impact on the investment environment in the West Rand District Municipality. Recommendations are roughly based on the pillars forming the World Economic Forum's Global Competitiveness Index, which provides insight into factors that determine the competitiveness, and hence the level of investment.

The below Table provides a summary of the investment attraction strategy.

 Table 3.13: Summary of investment attraction Interventions

THRUST 1: MARKET EFFICIENCY AND INNOVATION			
PROGRAMMES	ACTIONS		
Increase Intensity of local competition	 Determine the most pertinent barriers to new business development and develop a strategy to address. Determine the most appropriate products to form the basis of export promotion and import competition Enlarge the consumer market: export promotion to increase international consumer based and labour intensive industries to increase the number of persons with access to income, thus increasing the domestic consumer market Promote entrance of new businesses: promote entrepreneurship and ensure an adequate source of funding Improve access to information: potential investors should be able to access the marketing information developed with regard to development potential in all sectors in the District. Reduce barriers to entry: largely of a financial nature by improving availability of information regarding funding and assisting in completing funding applications 		
Reducing Red Tape	 The District and Local Municipalities must take stock of all procedures and regulations related to investment and determine where efficiency improvements and/or changes are required Plans should be developed to implement required efficiency improvements and/or regulations as speedily as possible 		
Alignment of skills and human resource strategies	 Address the lack of accredited tertiary institutions Expand and retain educational facilities (primary, secondary and tertiary) Conduct a skills requirements assessment Develop a database of unemployed and their skills levels Develop a database of employment opportunities, compiled with information regularly provided by businesses Assist labour market efficiency by developing a public recruitment agency, that matches appropriately skilled unemployed individuals with employers who are in the market for hiring Encourage business to integrate skills strategies into business strategies and plans Promote mentoring programmes in which 'veterans' team up with 'rookies' to guide them through their initial period of employment Ensure an increase in the West Rand District's labour base's skills profile, through registered accredited training linked to the National Qualifications Framework (NQF), Improve the relevance (align with industry needs), effectiveness and cost of skills development 		

Promote product, process, marketing and organisational innovation	 Continuous research of trends in consumer demand through subscribing to an appropriate economic database and relaying information to businesses and investors. Communication of changes in trends to businesses and investors Host international trade exhibitions Increase the quantity and quality of scientific research institutions by developing innovative mechanisms for attracting research institutions to the area Improve businesses' knowledge of the availability of funding for research and development by compiling and distributing an inventory of available R&D funding relevant to businesses in the study area Promote collaboration between tertiary education facilities and industries Any new projects should be implemented in a manner that promotes the development of clusters. Multiple projects should link with each other and every effort should be made to contain all stages of production within the boundaries of the District Municipality, where financially feasible. Compile an inventory of all inputs required by industries operating in the District, which provides details of suppliers Develop a clear spatial vision of economic development The District should actively promote innovation by continuously engaging with the DTI, local municipalities, local businesses, research institutions and educational facilities.

THRUST 2: LEVERAGE GROWING AND STRATEGIC SECTORS TO OPTIMISE INVESTMENT OPPORTUNITIES		
PROGRAMMES	ACTIONS	
Business development	 Continuous identification of new business opportunities, including cluster development Develop a marketing strategy Supply - chain management development Skills development Infrastructure development 	
Key catalytic sector interventions	 Infrastructure development Show case successful implementation of LED initiatives in the District and local municipalities to stimulate business confidence (for both existing and potential enterprises) Stimulate dialogue over issues and problems within specific sectors (include multi-sectoral issues in a manner conducive to collective action) Support cluster learning networks Disseminate sector and trade intelligence information Review the Environmental Management Framework (EMF) for the District in order to ensure that it is capable of dealing with approvals in a fast and efficient manner Establish agro-processing parks in areas with a comparative advantage in 	

agriculture as part of the Agricultural Hub strategy.

- Undertake attraction of businesses operating within the targeted sectors (agriculture, tourism, manufacturing, mining)
- Promote the District as a favourable location for the targeted businesses and create an awareness of various development opportunities in the area
- Respond efficiently to proposed new development.
- Promote and plan the establishment of clusters in the District Municipality.
- Modify and council adoption of incentives and support measures (see Annexure C for draft District incentives)
- Ensure sufficient provision of serviced industrial space/estates within the local municipalities for potential investors
- Address inaccessibility of information regarding sector opportunities

3.5 PRIORITY BUSINESS ATTRACTION ACTIONS

In order for the implementation of the attraction strategy to take place in an effective, efficient and sustainable manner, the priority attraction actions include:

- Appoint investment officer
- Establish a special enquiry point
- Revise LED forum priorities
- Plan and undertake inward and outward missions
 - Conduct information seminars on investment opportunities
 - Undertake 'know your Municipality' tours
 - Develop brochure and CDs of marketing information
 - Update web with marketing information
 - Update, print, and distribute more brochures
- Establish a municipal services monitor
- Develop an inventory of investment activities to assist and develop a monitor to track progress.
- Ensure provision of serviced industrial precinct space
- Conclude concept, feasibility and business plans
- Undertake funding applications



In developing an implementation plan for investment promotion activities, it is necessary to find the appropriate balance between the investment promotion principles and aspects, taking into account important factors such as the investment environment, the comparative advantages of the West Rand District Municipality, global developments, and the recognition that these factors change over time. The implementation of the Investment Promotion Strategy also entails understanding what to promote, where to promote, and how to tailor and time the message to achieve maximum impact, which will be discussed in this Section addressing the marketing aspects of implementing the West Rand District Municipality Investment Promotion Strategy.

Marketing of the District is an essential part of the success of the Investment Strategy. Potential investors are unaware of the business perspectives offered by the DM, mostly because of the limited knowledge they have on all the opportunities in the area which decreases the effectiveness of investment promotion programmes. A component of any Investment Strategy should thus be to increase the awareness of local opportunities.

The Marketing Strategy is thus the cornerstone of the Investment and Promotion Strategy of the WRDM.

4.1 OBJECTIVES OF THE MARKETING STRATEGY

The ultimate aim of the Investment Promotion Strategy is to attract new foreign direct investment to the West Rand District. The objectives can be summarised as follows:

- To improve and promote the West Rand DM image within the investment community as
 a favourable location for investment with government workforce dedicated to address
 the needs of potential investors, i.e. entails image-building activities.
- Create awareness of the West Rand District's locational advantages with the West Rand being ideally situated with relation to the City of Johannesburg and the City of Tshwane, making the District an ideal location for companies, i.e. entails investment-generating activities.
- Make potential investors and stakeholders aware of potential business opportunities in the West Rand District in order to generate investment directly in such sectors as (i.e. entails investment-generating activities):
 - Agriculture and agro-processing

- Mining and mineral beneficiation
- o Tourism
- Manufacturing
- To provide services to prospective and current investors and create an environment conducive for their business development. *I.e. entails investment- service activities*.

4.2 BRANDING AND POSITIONING

Image building and positioning constitutes a critical factor in the investment promotion pipeline. The Investment Promotion Management Body should utilise marketing materials (see separate Business Investment Guide in Annexure B) and be guided by this Investment Promotion Strategy to re-brand the District as a favourable investment destination, mainly through the utilisation of the following ten marketing techniques:

- Advertising in Mass Media: The merits of advertising in mass media such as local newspapers, radio, television, magazines, etc. should be exploited to the advantage of branding the Investment Promotion Management Body.
- Participating in Investment Exhibitions: This method of branding yields to higher success, especially because of human interaction and relationships that are forged between encounters of people in the events.
- Advertising in Sector and Industry Media: Advertising is a good tool to build a brand. This should consist of the Investment Promotion Management Body proliferating information in a form of magazines, newsletters in companies and other targeted sectors.
- **Conducting Investment Seminars:** This method is crucial and it presupposes that the Investment Promotion Management Body facilitates investment opportunities to the region.
- Developing a business investment Website: The District municipality has a website although
 no body of knowledge regarding business investment opportunities. It is advised that a
 separate dedicated marketing website be developed. The website should be very informative
 and will embody all interests and values of the Investment Promotion Management Body.
 The website on its own will not suffice to market the Investment Promotion Management
 Body and must therefore be supplemented by other relevant marketing material developed
 (see separate Business Investment Guide developed in Annexure B).
- **Image Reputation:** Marketing should concentrate progressively on developing strong brand reputations to build equity and ownership.
- Uniqueness Reputation Management: While naturally having a unique and self-contained context-brand, the Investment Promotion Management Body should acknowledge several factors at the national context and translate them where possible into a marketing strategy at local context.
- Management Informal Modes of Communication: Verbal communication and information propagated through conversation and informal modes impact on how the Investment Promotion Management Body will be perceived by prospective clientele and potential

investors. This approach entails motivating the District's residents of the importance of the area's image and reputation. For example, attracting tourists or delegates who come to the area for official purposes such as conferences, research, etc. should be instilled with positive feelings and are able to give strong recommendations on return to their home countries. However, if they return with negative experiences or perceptions, their word-of-mouth comments will severely affect the District's reputation.

- Creation of Investors Friendly Climate: From an investment perspective, is critical to turn
 raw data into intelligence for strategic decision-making and identification of key industries
 and opportunities. A critical success factor to prospective investor is the provision of reliable
 information and research. The easier to access reliable information the quicker to make
 decision to invest on the part of potential investors.
- **Follow-up Processes:** This entails devising follow-up mechanisms to revive all investment pledges and economic development treaties agreed upon.

All the branding and positioning aspects as outlined above are necessary for a successful Investment Promotion Strategy in order to ensure that the Investment Promotion Management Body develops a unique reputable brand.

More detail on the above techniques is outlined in the next Section.

4.3 MARKETING TOOLS

The following sub-sections provide the DM with tools to use in order to market the area with the target markets identified. The initial focus of this Section is on promotional information that the DM can use to make investors more aware of the area. These promotional tools should be directed to the target markets identified in the previous section.

4.3.1 INTRODUCTORY BROCHURE

The purpose of this brochure is to provide social and economic information about the West Rand DM. A high quality brochure is the first step in showing potential investors the government's dedication in pro-active approach to business development in the area, professionalism, and high standard of service offered.

A Business Investment Guide has been developed as part of this study (see Annexure B). The Business Investment guide will however still require maps, pictures and photographs, fancy layouts, special messages (e.g. from the mayor, Chambers of Commerce, etc.), as well as advertisers, etc.

To be effective a brochure must have three fundamental qualities:

- It must contain information that the target market wants to know. Too often brochures say more about the creative skill of their designers than about the information that will assist the reader. The literature has however been produced on sound knowledge of market needs and this is thus not a concern.
- It must be purposefully distributed into the hands of the target market. Thousands of
 expensive brochures and leaflets lie on dusty shelves out of sight of those who need them, or
 else are scattered wastefully as junk mail in "mail drops" or press inserts. Before any
 brochure is produced, the method of its effective distribution must be planned and later
 executed.
- It must be accurate and up to date. For this reason long print runs should be avoided even if they appear to present cost savings; they are a false economy. Short print runs also give the opportunity to refresh the appearance of the literature and sustain the interest of those who read and distribute it.

4.3.2 SECTORAL STUDIES AND BUSINESS OPPORTUNITIES

The main purpose of the sector studies is to provide detailed information on priority industries in the West Rand DM, their competitive advantages, and business opportunities. This information should assist potential investors to differentiate the West Rand DM from other localities in the Province and country.

Business opportunities need to be identified through conducting sectoral studies. These sectoral studies should include the following information per sector

- Overview of sector
- Economic overview
- Availability of Land and Water
- Economic linkages
- Availability of Labour
- Main Features
- Development constraints
- Business opportunities

4.3.3 BUSINESS OPPORTUNITIES PORTFOLIO

A business opportunities portfolio has been designed to support sector studies and supply information on quality investment and partner opportunities in the area (see separate Business Investment Guide document).

The business opportunities portfolio should consist of a collection of brief profiles of business prospects in the West Rand DM for each priority industry. It needs to be used to market the area to investors. Each profile serves as a preliminary concept plan that can be given to an investor to indicate the local opportunities with regard to specific industries and businesses.

4.3.4 BUSINESS DIRECTORY BROCHURE

It is also suggested that a business directory brochure be designed. This purpose of which is to provide a detailed directory of local businesses, imposing business networking of existing companies in the area. The target market of the brochure should mainly be businesses that plan to expand or establish a new company in the area, and therefore, need to identify suppliers and buyers, as well as to know their competitors. The brochure should contain the following information:

- Brief introduction to the West Rand DM
- Regional road and local street maps
- Sector and resources allocation map that would show spatial distribution of economic sectors in the District and location of mineral resources and other natural resources and major infrastructure, etc.
- Details of the local businesses grouped according to the sectors. The details should contain information such as postal and physical address, e-mail, website, contact numbers, operating hours, main-, secondary- and intermediate products or services offered.

It is suggested that advertising space is sold to cover the costs incurred. The brochure should be updated on a regular basis (yearly if possible).

Note that the Chamber of Commerce has recently developed a business directory. The District needs to partner with the Chamber of Commerce in order to ensure that the business directory covers not only the members of the Chamber of commerce but is as comprehensive as possible of all businesses in the area.

4.3.5 ELECTRONIC MEDIA

The business investment information developed (see separate Business Investment Guide) can also be put on the internet and CD's for easy accessibility of potential or current investors.

For the internet, a dedicated website needs to be developed that would include a summary form of the marketing materials developed (see separate Business Investment Guide document), extracts from sector studies, and a database of local businesses. This portal could also be used to update the business database by allowing new business and existing businesses to enter or amend their information. The website could also be used for communication with potential investors requesting them to submit their enquiries. The website content should be

displayed and navigated under the following heading (as guided by the sections in the marketing materials developed):

- **Home** (main page)
- **Socio-economy** at a glance: demographics, economic indicators, labour/employment & education, household income, bulk infrastructure and access to municipal services, accommodation, health, shopping and lifestyle, safety and security
- **Education** (with links to public, private and post-secondary education)
- Recreation (with information and links to community sports, leisure and clubs within the city)
- Doing business in the West Rand District: Why invest in SA, Gauteng and WRDM?,
 Comparative advantages, business trade performance, land use, natural resources, superior
 infrastructure, quality labour pool, business incentives, banking and foreign exchange,
 attractive cost competitiveness, regulatory environment.
- **Business Zone** (with links to small, medium and large business information and references for key contacts: like building permits etc.)
- **Strategic economic growth sectors**: Agriculture and agro-processing, mining and mineral beneficiation, tourism, and manufacturing and other sectors,
- Business opportunities: Agriculture and agro-processing, mining and mineral beneficiation, tourism, and retail, trade and other sectors.
- Comprehensive support structures: Business support structures, business associations and networks, government departments
- Publications (links to all city publications under the same links as the main links of the website)
- **Feedback** (a link to all relevant email and contact information for the key sectors defined above as that makes the user feel as if they can be part of community, as well as being able to contact key personnel with questions, comments, complaints, etc.)
- Making contact: key contact details and links to other websites
- **Search** (an availability to search is central to the site as it will allow users to search for specific information)

It is however important to recognise that the internet has become both friend and foe in the marketing battle, as the internet can both allow you to expand the breadth of your marketing skills or prove detrimental if it's not done effectively. Some key aspects to consider for the website design and data:

Set-Up/Aesthetics: Stick to the KISS (i.e. keep it simple stupid) rule and don't try to appear
too 'high-tech' and 'modern'. Include a vertical orientation of the main content bars (as per
content section) that when a mouse is placed upon would outline the choices available to the
user according to that category. In terms of colour schemes, it would obviously be most

beneficial to play into the District existing colour scheme if possible and create a symbol that reflects the agricultural, mining and tourism background.

- Target Audience: Half the battle in creating an effective website is the recognition of who
 your audience is and how to target for them. Prospective businesses that fit in within the
 current business goals need to be targeted and not the 'it' sector but the sector that will
 result in the best fit with the District.
- Visuals: Because of the need to make the site dynamic, the use of graphics, photos, web cams, etc., is suggested to provide unobtrusive and interesting visual displays of the District in the past, and in the present. Charts of relevant statistical data (like education backgrounds, average salary, etc.) should also be used in order to make the numbers 'pop' and come to life.
- Engagement: Finally, in order to make the site participatory and engaging, which is two key elements that are important for local economic development, and extensive feedback section as well as a fun element to the site, like a daily trivia question, a video link, the daily weather, or a joke written by a local resident should be included.

An electronic CD could also be developed. The CD should include complete information contained in the brochure, sector studies, business opportunities portfolios, and business database and should be properly organised with a menu that links specific items on the CD.

4.3.6 OTHER PROMOTIONAL TOOLS

Various marketing and promotional tools are available. Factors such as budget, time, visibility, appropriateness in terms of reaching targeted market segments, etc. provide an indication as to which methods and tools should be utilised.

Using a variety of media will enhance the dissemination of information that will position the District in good prospects, thus shaping its image and attract potential investors and clientele. The fundamental principle in this regard is advertising the District as a unique region on its own right.

A mix of media is ideal for the purpose of marketing the District as an investment destination. The type of audience as well as the cost of the marketing mediums should however be kept into consideration.

For example, newspapers, as compared to radio, are cost-effective in terms of printing costs but ineffective in terms of reaching the audience in previously disadvantaged areas. On the other hand radio would be far more effective, yet expensive in terms of time and costs.

The following table provides an overview of the advantages and disadvantages of basic promotional tools available.

Table 4.1: Promotional Tools

Marketing Methods	Advantages	Disadvantages
Newspapers	Print advertising is an effective way to reach the audience. The ad has size and shape, and can be as large as necessary to communicate as much of a story as you care to tell. The distribution of your message can be limited to your geographic area. Free help is usually available to create and produce your advertisement.	Have to compete with other ads. Poor photo reproduction limits creativity. A price-orientated medium. Short-shelf life. The day after a newspaper appears it is history.
Magazines	Higher reader involvement means more attention will be paid to your advertisement. Less waste circulation. You can place your ads in magazines read primarily by buyers of your product or service. Better quality paper permits better photo reproduction and full-colour ads. The smaller page permits even small ads to stand out.	Long lead times (generally 90 days) mean you have to make plans long in advance. Higher space costs plus higher creative costs.
small ads to stand out. A good medium for targeting audience. Universal medium that's accessed at home, work, while driving. Most people listen to the radio at some point during the day. Radio Permits you to reach the illiterate audience. Permits you to target your advertising funding to the market most likely to respond to your offer. Rates can generally be negotiated.		Because radio listeners are spread over many stations, to totally saturate your market you have to advertise simultaneously on many stations. Radio is a background medium. Advertising costs are based on ratings.

Marketing Methods	Advantages	Disadvantages
Brochures	Brochures can be distributed at target locations i.e. indabas, municipal offices, etc. Provides in-depth information to interested prospects. Can be kept for reference.	Can be expensive and unnecessary if distributed to people who haven't expressed interest. Can require vigilance to continually update its look and feel, pricing and product information.
Websites	International as well as domestic audience can be reached via the medium. Websites are important tools from a target marketing perspective. Combines text, graphics, sound and movement to provide information. Interesting, useful sites build loyalty.	Website must be marketed so investors know is exists. Regular updates required. Can be relatively expensive.
Low cost. High reach and frequency for general audiences. Can be hard to ignore.		Extremely limited message length. Best when paired with another medium. Production cost can be expensive.
Route Signage Route Signage "Branded" on and off site signage will create awareness and ease visitor movement through the area.		This tool is only effective once visitors are already in the area.
Public Relations	Exceptionally useful and cost effective where most segments of the domestic market is concerned. TV and Radio is a powerful medium to create general awareness. Builds credibility with investors. Provides feedback about the initiatives image and position	Faulty PR efforts can hurt the initiative and Municipality. Can be time consuming.

The Table below lists types of print and electronic media that could be utilised locally, nationally and internationally when marketing the West Rand District and its business opportunities. To

make effective use of the media selected, the Investment Promotion Management Body must have sufficient knowledge regarding the technology of each medium to prepare the content and message properly.

Table 4.2: Local, National and International Promotional Mediums

Medium Type	Local	National	International
Radio	 Community radio Impact Radio Rainbow FM Jozi FM Stereo Radio Pretoria 	SA FMMetro FM	
Television		 SABC1 – In the Public Interest SABC 2 – Morning Live SABC 3 – Interface 	SABC AfricaBBC
Magazines	 Tourism Booklets: West Rand Tourism West Rand Township Attractions West Rand – When adventure calls Gauteng Chambers of Commerce Quarterly reports 	 ToGoTo Magazine Weg Getaway Africa Geographic SAA In-flight Magazines 	 Time Magazine Lonely Planet Backpacker's Guide
Newspapers	 Randfontein Gazette Roodepoort Record Krugersdorp News North side Chronicle 	 Daily Sun The Citizen Sowetan City Press Sunday Times Financial Mail Business Day 	

In order to attract international audience, television and digital technology are ideal. The Investment Promotion Management Body might choose to advertise its products on international television channels such as SABS Africa, BBC, SKY TV, CNN, etc. Distribution of digital materials and glossy magazines to travel agencies will reach travelers and tourists.

4.4 PUBLIC RELATIONS

Information about the West Rand DM is very limited and potential investors are not necessarily aware of its business opportunities. To address this problem, it is recommended that the Municipality conducts a public relations campaign to generate favourable publicity. The public relations campaign could be a cost-effective method of raising awareness about the local economy and its potential. In this regard it is proposed that the following activities are implemented:

- Domestic PR Campaign: The target market that the West Rand DM should attract to the area
 includes South African and foreign investors. South Africa has headquarters of numerous
 international corporations. Thus by conducting a domestic PR campaign, the DM will not only
 target potential domestic investors but also foreign investors that have already established
 their businesses elsewhere in the country.
- International PR campaign: International PR Campaign is aimed at improving business
 relationships with the countries that were identified as the target market. This campaign is
 run through international media. During inward and outward missions, the West Rand DM
 should capitalise on the opportunity to talk to the journalists and give them details of one or
 two major investment projects taking place in the area.

With regards to public relations and communication in general, it is relevant to note that the recommendations with regard to communication as contained in the *District Wide Communications Strategy for West Rand District Municipality and its Local Municipalities, undertaken by Oresego Holdings in 2012* need to be followed as it relates to the communication actions for the following audience groupings:

- Internal
- Executive Leadership
- Management of all levels
- Employees
- New recruits
- Potential recruits
- Strategic partners
- Government Departments
 - National Government
 - Provincial Government
 - Government Communication Officials
 - Other Government Departments
 - Other Government Agencies

Business

- SMMEs
- Entrepreneurs
- o Industry business leaders
- Smart industries
- Large Gauteng businesses
- BEE companies
- Private sector consultants and vendors

Labour

- Labour organsations
- Trade unions

Suppliers

- Managed service providers
- Suppliers of materials/ services
- Awarding bodies
- Research agencies
- o Communications, marketing and brand agencies
- Consultants
- o Employment agencies

Special Interest Groups

- Women's organisations
- Youth organizations
- Disabled organizations
- Environmental organizations

Academic

- Tertiary learning institutions
- Higher learning institutions
- Academic and research institutions

Media

- Specialist industry magazines
- o Gauteng and national newspapers
- Community newspapers
- Local and national radio
- o Independent community radio
- o National television
- Digital media

Industry Sectors and Associations

- o Technical & engineering
- Manufacturing
- Trade and services

- Health sector
- o ICT
- Financial services
- o Education sector
- Social and economics sector
- Tourism sector
- o SETAs
- NGOs

The above have been identified as being of importance to the WRDM in terms of communications reach and specific messages have been tailored according to the needs of each audience segment to maximize impact in the WRDM Communications Strategy of 2012. As such detail regarding marketing messages and communication is not provided in this strategy.

4.5 INWARD AND OUTWARD MISSIONS

Inward and outward missions include various activities that involve participation in domestic and foreign seminars, conferences, and exhibitions the purpose of which is to establish business contacts and promote local business opportunities. Since the DM does not necessarily have financial capacity to conduct these missions on its own, it is recommended that they actively participate and synchronise marketing initiatives with Provincial initiatives and missions organised by the Province. This also entails being fully prepared for these missions in terms of having complete information packages about the West Rand DM.

It is also recommended that the District undertake 'know your District tours'. There are many opportunities available locally which many of the local stakeholders and role-players are not aware of. It is suggested that local LED forum members and other key stakeholders and role-players be taken on "Know your District" tours so that they are able to market the area through word of mouth. These could be arranged are relatively low cost as attractions and areas visited can charge only costs (not including profits) as this will assist with marketing of their attraction. It is always good for those promoting the area to know what must be done, seen, tasted, experienced, etc.



The task of marketing the District is a task that occupies much of the time of many economic development officials. It is only by making people and business leaders aware of your community's assets, skills and resources that will allow growth and development to occur. This Investment Promotion Strategy is the start of providing guidance towards mobilising government and the private sector towards accelerated and shared economic growth, as well as realising the vision and mission of the West Rand District, through a developmental system of local government and the rendering of efficient, effective and affordable services. This Section provides strategic guidelines for the implementation of the West Rand DM's Investment and Marketing Strategy and includes recommendations regarding the appropriate institutional framework for implementation as well as priority investment and marketing actions for implementation of priority projects.

The following sub-sections form part of this Section:

- Institutional framework
- Implementation guidelines
- Preliminary action plan
- Medium to long-term investment and marketing actions
- Funding mechanisms to support implementation

5.1 INSTITUTIONAL FRAMEWORK

Institutional arrangements are extremely important to ensure the successful coordination, implementation, management and monitoring of initiatives that support investment. Certain structures, networks and organisational arrangements therefore need to be established as mechanisms through which the Investment and Marketing Strategy for the West Rand District can be successfully implemented. The following sub-section will therefore focus on the role of municipalities in LED, and make recommendations towards strengthening the implementation capacity of the District LED Unit.

5.1.1 LED ROLES AND RESPONSIBILITIES

The DPLG National Framework for Local Economic Development promotes a shift to a more strategic approach to the development of local economies and emphasizes the importance of

alignment with the National Spatial Development Perspective (NSDP), the National Industrial Policy Framework and Action Plan, and the Provincial Growth and Development Strategies (PGDSs). The role of the District LED unit relates to the municipal roles and responsibilities, as mentioned including, inter alia:

- Coordination and management of Local Economic Development (LED)
- Creating an enabling environment
- Providing infrastructure
- Building local capacity
- Encouraging public participation in LED
- Promoting inter-departmental collaboration
- Promoting and facilitating public-private-partnerships (PPPs)
- Monitoring and evaluating the LED Strategy

Local government is however, **not** responsible for:

- Running of businesses and projects
- Creating an unfair advantage for some role-players
- Creating new industries
- Developing and handing out business plans to potential entrepreneurs

Hereunder are key roles and responsibilities for District Municipalities and local municipalities:

District Municipalities' roles and responsibilities:

- Establish a LED institution which includes the DM and LMs to foster cooperation and coordinate LED policies, structures and projects in the district municipality;
- Identify "lead" LED sectors within the district that can drive development, by undertaking economic analysis and studies;
- Collect and disseminate information to assist local municipalities with LED interventions;
- Identify resource availability (grants available at provincial level, land, infrastructure);
- Maintain strong relationship with the province;
- Build capacity of LMs in its area to perform their LED functions;
- Monitor and evaluate LED strategy within the IDP framework.
- Provide assistance to local municipalities in the accessing of funding;
- Develop a district-wide LED/Economic Development strategy.

Local Municipalities' roles and responsibilities:

- Coordinate and manage LED planning within the LM
- Implement LED projects
- Source funding from government and private sector for the implementation of LED projects;

- Establish a LED institution to coordinate LED activities;
- Build local capacity over the long term as LED becomes embedded within the municipality's priorities;
- Encourage and facilitate public participation in LED;
- Promote inter-departmental collaboration;
- Promote and organise PPPs
- Establish sector linkages; and
- Monitor and evaluate the implementation of the LED strategy and specific LED projects.

5.1.2 INVESTMENT PROMOTION INSTITUTIONAL FRAMEWORK

The Investment Promotion Strategy and Implementation Plan provide a sufficient basis for future investment promotion functioning and operational framework, but can however not be effectively implemented without a dedicated body, such as a Development Agency or Investment Promotion Agency/officer, with the sole responsibility of steering the process of promoting investment opportunities within the West Rand District.

The successful implementation of the Investment Promotion Strategy is also dependent on the coordinated and integrated co-operation between an Investment Promotion Management Body and various departments within the West Rand District. The Investment Promotion Management Body should not work in isolation towards their investment goals, but capacity building and teamwork between the Body and the District should be promoted. This will ensure speedy, improved and streamlined processes, procedures and approvals between the Body and all departments within the West Rand District.

It is critical that the District be able to guarantee the efficient and effective dissemination of information and expansion of LED knowledge and know-how throughout the region. It is thus advised that an advisory service centre or investment promotion centre be established. Such a center should:

- assist entrepreneurs with market information, requirements and advice,
- support entrepreneurs with the removal of procedural and administrative bottlenecks,
- facilitate investment,
- Coordinate technological support and finance,
- Organise training programmes and seminars
- Establish market research facilities
- Link producers with markets (or buyers), etc.

The West Rand District Municipality has already developed the **West Rand Development Agency.** The Development Agency must ensure that they focus on the following key areas:

- The planning and implementation of catalytic economic projects that will contribute to economic growth and diversification across all economic sectors
- Marketing and promotion of the economic opportunities in the District area, including investment promotion, research, brokerage/matchmaking and aftercare
- The provision of Business Support Services

In addressing these focus areas, the Agency should be responsible for the identification, planning, conceptualisation, packaging, implementation, facilitation, development and monitoring of economic projects and initiatives that are commercially viable and sustainable.

The West Rand Development Agency is very suitable for the local municipalities within the District which have hardly any capacity to implement even small scale economic projects. The Development Agency can thus assist with:

- Attracting new business and promoting investment in all sectors of the District economy.
- Enhancing District inward investment.
- Promoting and developing business efficiencies and competitiveness.
- Implementing projects identified in the Investment and Marketing Strategy, LED Strategy, IDP, and any other strategy or programme that Council deems necessary.
- Identification, prioritization, planning facilitation and implementation of projects (large and small)
- Advising potential business owners on their business proposals
- Facilitating funding attainment of projects.
- Facilitating partnerships
- Marketing
- Preparing financials and business plans for business owners

This will also ensure that the **Gauteng Economic Development Agency** (GEDA) can continue focusing on large anchor projects in all of the economic sectors throughout the Province.

It is deemed vitally important that the Development Agency should function as an **Autonomous District champion** and as a business support desk and should thus be available at all times and hence not tied up in bureaucratic meetings and administrative tasks. The task of the Development Agency is to **strengthen the capacity of the current LED system** and resources in place within the municipal area, without using a semi-external body. The Development Agency is thus envisaged to be the **focused driver** and **champion** of the investment promotion agenda.

It is however also deemed necessary that within each of the Local Municipality that do not have marketing personnel that a special investment enquiry point be established to deal with marketing and investment matters.

5.1.3 EXTERNAL PARTNERSHIPS

It is critical that a collaborative approach is applied for investment promotion. No organization or person exists in isolation. Provincial governments, municipalities, state-owned entities and civil society must join forces to work on behalf of continued growth and prosperity. The misaligned planning that exists between national, provincial and local government must be addressed.

The West Rand Development Agency and the LED unit of the West Rand cannot undertake economic development in isolation, particularly in view of capacity and budget constraints. Better working partnerships need to be forged between the local LED units, the District LED unit and the Provincial LED unit as well as the Provincial and District's Development Agencies. Partnerships with support organisations also have a vital role to play and have the capacity to support local economic development.

The various support organisations that could partner with the officers in the implementation of investment projects are:

- The LED Units of the LMs
- The Gauteng Province
- Small Enterprise Development Agency (SEDA)
- Sector Education and Training Authority (SETA)
- Trade and Investment South Africa (TISA)
- Department of Trade and Industry (the DTI)
- Integrated Development Corporation (IDC)
- Development Bank of Southern Africa (DBSA)
- National Development Agency (NDA)
- GEDA (or the Gauteng Economic Development Agency)
- West Rand Development Agency
- Gauteng Tourism Authority (GTA)
- The various Chambers of Commerce and Industry within Gauteng
- Gauteng Manufacturing Advisory Centre (GauMAC)

Another key partnership is the LED forum.

None of the local municipalities have a LED forum and the existing District LED forum does not meet regularly or could do with some strengthening. It is thus suggested that **strengthening of the LED Forum** be undertaken as well as greater synergy and support from the targeted local

municipality role-players. The LED forum should comprise the full spectrum of local stakeholders, including all sectors of the economy, relevant departments and local communities. The main function of the LED forum should be to ensure multi-stakeholder involvement in coordinating the activities of local stakeholders, mobilising local resources and commitment to LED and maintaining a common vision for the economic development of the Municipality.

The role of the LED Forum is not limited to giving inputs into the development of the local LED Strategy, but should also be involved in the implementation of projects, the monitoring, evaluation and adjustment of the LED Strategy as local circumstances change, the identification of further opportunities as they arise, identifying and finding solutions for problems constraining local economic development, etc. In this respect, the LED Forum could also establish economic/sectoral working committees that focus specifically on the Agriculture and agroprocessing, mining and mineral beneficiation, tourism, and retail and trade sectors. This will ensure a more focused approach to identifying and addressing issues in each of these sectors. Such committees could also ensure the forging of business related linkages or partnerships between the public and private sectors in undertaking local economic development, providing mentorship and transferring skills.

It is also imperative that Forum members are reminded of their roles and responsibilities, as well as the benefits of participating in the LED Forum, thereby ensuring that they remain committed to being involved in local economic development. The effective functioning of the LED Forum may also require members to undergo LED training, thereby capacitating them to give more informed and valuable inputs in respect of the local economic development.

It must also be determined who the key stakeholders are, what their interests are likely to be, and the best way to involve them in the economic activities. The benefits of involving stakeholders include:

- Stakeholders bring specialist knowledge and different perspectives making the planning process more robust
- They bring professional, financial and physical resources to the table
- They legitimize the process by being involved
- They forestall problems by being engaged in the process
- Business partners are likely to know much more than local government representatives about the true state of the competitive position of the community
- By involving higher tiers of government, strategies are likely to benefit from their support (including financial)
- Local community representatives are likely to be best informed about local problems and opportunities that could be addressed by the LED strategy
- By involving communities, it is more likely that a volunteer effort could be established to support LED implementation programs

• Jobs and economic growth are created in the private sector. Government is usually merely a facilitator in this process.

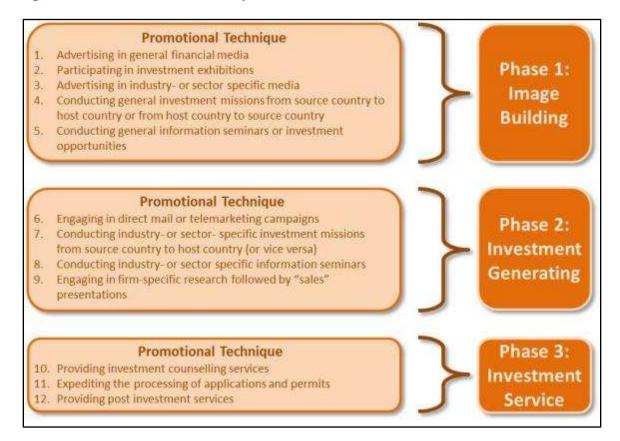
5.2 IMPLEMENTATION GUIDELINES

The purpose of this sub-section is to provide guidelines for marketing and implementing investment projects.

5.2.1 INVESTMENT PROMOTION TECHNIQUES

Promotion can be defined as the coordination of all seller-initiated efforts to set up channels of information and persuasion to sell certain goods and services or promote an idea. Marketing includes the use of promotional techniques in order to provide information to potential investors, creating an attractive image of the West Rand District as a place to invest, as well as providing services to prospective investors. The marketing techniques that must be used by the Development Agency to promote investment opportunities are shown below.

Figure 5.1 Promotional Techniques



From the above it is evident that in order to ensure the most effective technique for generating investment directly, the investment promotion body should focus on direct contact with specific firms within the identified industries as well as including emphasis on personal selling techniques.

The investment promotion body should also engage in all three types of investment promotion activities to varying degrees most of the time, initial focus should however be on image-building activities, where after focus should be on investment generation techniques and finally on the investment services techniques.

The shift from a focus on image building should be when the investment promotion body feels that appropriate images of the District has been built, in the minds of the larger investment community, as well as in those of the targeted groups of investors. Once the investment promotion body has shifted from a focus on image-building activities to a focus on investment-generating activities, the use of more closely targeted promotional techniques should be utilised. As the investment promotion body moves from an emphasis on image building to an emphasis on investment generation, the audience of the investment promotion program becomes more sharply focused.

It is also important to realise that the challenge in selling and marketing concepts and technical information pertaining to development opportunities in the District is to interpret the information for the potential investor. Only one key audience, namely potential investors, will determine the scope, impact and pace of the implementation of development. While the investment promotion body's (and support organisations and public in the wider sense) cooperation and support will be crucial for the project's success, the catalyst for development remains INVESTMENT.

Prioritised projects have been packaged as investment opportunities for marketing and implementation. However, these can be taken to the next step such as feasibilities and business plans. A critical element of this action is to initiate the process of Investment Brokerage, by the investment promotion body including the interpretation and the translation of marketable projects into implementable action plans. The process of project brokerage can be described where business plans are prioritised for implementation on an ongoing basis, therefore ensuring a continuous flow of investment information on bankable opportunities in the area. See below Figures.

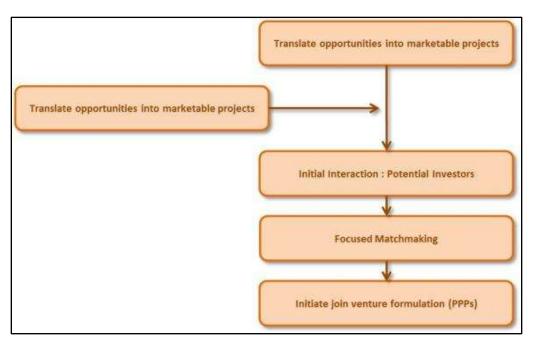
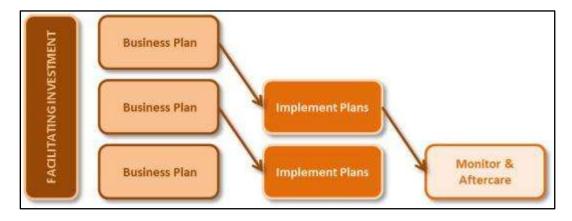


Figure 5.2 Investment Brokerage and Matchmaking

Figure 5.3 Providing information to target audience



It is also relevant to note that since the majority of investor incentives have a 'home' at the local municipal level (except for the non-financial incentives such as availing investor information packs, etc.) the following aspects are considered to be the role of the District (or the Development Agency) in assisting the local municipalities to prepare and implement the incentive scheme (see Investment Incentives document in **Annexure C** for detail):

• The District should consider both positive and negative impacts of incentives on economic development and inform the applicable local municipality thereof.

- District should use a trial period (the initial two years) to evaluate the financial and administrative impacts of incentives in real terms; i.e. actual data should be used and not estimates and assumptions.
- The relevance and effectiveness of incentives should be assessed by the District; i.e. what
 role did it play in the investment decision? Did the incentive cause an increased flow of
 investment to the targeted areas?
- The outcomes of the above should give clear guidance to Council regarding future offering of incentives.
- The District needs to establish joint committees (with District and local role-players) to evaluate applications and make recommendations to the Mayoral Committee.
- The District needs to champion incentives both within and outside of the District,
- The District needs to coordinate role players to ensure a smooth process of application for incentives and involvement of relevant departments to facilitate a recommendation for awarding incentives,
- The District needs to ensure approval/award of incentives in an expedited manner by reviewing municipal regulatory practices that may have a negative impact on business development
- The District needs to monitor awarded incentives and the performance of the scheme to ensure that incentives are achieving intended impacts and are not subject to abuse
- The District needs to promote incentives and the local business environment to potential investors,
- The District needs to strengthen institutional capacity to provide services in terms of the incentives scheme (e.g. facilitating access to national incentives) as well as broader investor support (through enabling business networking, and providing support to potential investors).

5.3 PRELIMINARY ACTION PLAN

In order for the implementation of the Investment Strategy to take place in an effective, efficient and sustainable manner, there are several actions that must be taken by the key role-players. To ensure optimal stimulation of economic development, job creation, poverty alleviation, SMME development, human living improvement, etc., the following are essential actions to be taken:

- Ensure that the District has capacity to operate and function effectively before commencing any investment project implementation
- Have a member of council, preferably the LED councilors, focused exclusively on the implementation of the Investment and Marketing Strategy
- Draft project business plans, conduct feasibility studies and utilise expert networking to obtain sufficient funding sources

- Ensure that all necessary financial sources, equipment, human resources, etc. are in place and available prior to starting with the implementation of a programme and/or project
- Set reasonable timeframes and keep monthly/weekly track records to effectively evaluate the progress of all necessary actions.

The Table below provides key immediate actions and costs (where applicable) for the successful implementation of the Investment Strategy for the West Rand DM.

The light yellow shaded blocks indicate the actions that need to be investigated or researched further, whereas the darker green shaded blocks indicate when the actions should be implemented.

Table 5.1: Implementation Plan

Actions		Ye	ar 1			Ye	ar 2			Yea	ar 3		Cost (in Bond)	Dogwoodhilibu
Actions	1	2	3	4	1	2	3	4	1	2	3	4	Cost (in Rand)	Responsibility
Preparation and launch														
Set up a special investment enquiry point at the District													Internal operational expenditure	WRDM and/or WRDA
Establishment of a special enquiry point/contact person in all LMs for all enquiries concerning investment policies, applications to invest, general business enquiries, etc.													Internal operational expenditure	WRDM and all LM LED units
Develop and disseminate procedure manuals for all municipality tasks and functions and the need for LED forums													Internal operational expenditure	WRDM
Assist with the establishment of municipal LED forums by consulting good working LED Forums and LED Departments as learning organisations and lobby for more role-players and LMs LED officers to attend regularly													Internal operational expenditure	WRDM and all LM LED units
Public relations: improve intergovernmental and public re	latio	ns, co	o-orc	linati	ion a	nd p	lanni	ng						
Hold and attend quarterly District LED forum meetings													Internal operational expenditure	WRDM All LM LED units And other forum members
Attend all Provincial and LMs LED forum meetings													Internal operational expenditure	All LM LED units WRDM And other forum members
Conduct general information seminars on investment opportunities in order to market opportunities, identify additional opportunities, and add value to existing opportunity write-ups													Internal operational expenditure	WRDM and/or WRDA and GEDA

Assigns		Yea	ar 1			Yea	ar 2			Ye	ar 3		Cont (in Board)	Deen on thillie	
Actions	1	2	3	4	1	2	3	4	1	2	3	4	Cost (in Rand)	Responsibility	
Undertake 'Know your District' tours with LED forum and															
other key stakeholders and role-players to identify													Internal operational	MADDAA	
business strengths, weaknesses, District attractions,													expenditure	WRDM	
offerings, etc.															
Strengthen and build a structured 'co-opetition'													Internal operational	WRDM	
partnerships with other municipalities in Gauteng													expenditure		
Undertake continued lobbying with role players (i.e. public													Internal operational	WRDM and/or	
works, international funding organisations, etc.)													expenditure	WRDA and GEDA	
Marketing strategy															
Develop a glossy brochure and CDs of marketing															
information developed (see separate Business Investment													R200k	WRDM	
Guide) and distribute to target market															
Update web with marketing information and contact															
details and awareness of Development Agency/enquiry															
point in order for potential investors as well as existing													R50k	WRDM	
investors/businesses to know who to contact for															
assistance															
Assist all LM's to upgrade and update their websites and													Internal operational	WRDM	
including investor friendly information													expenditure	and all LM LED units	
Plan and undertake inward and outward missions such as													R150k	WRDM and/or	
investment promotion tours and conferences													KIOK	WRDA and GEDA	
Update, print and distribute more brochures and CDs of															
the marketing information developed (see separate													R110k p.a.	WRDM	
Business Investment Guide)															
Business retention and expansion															
													Internal operational	WRDM and	
Undertake a business investment climate survey													expenditure	West Rand Chamber	
													experiulture	of commerce	

Authori		Yea	ar 1			Yea	ar 2			Yea	ar 3		Cont (in Donal)	Decrease the title	
Actions	1	2	3	4	1	2	3	4	1	2	3	4	Cost (in Rand)	Responsibility	
Undertake a business audit. Develop/update a complete														WRDM	
business database in the District. Consult with the LED													R400k	and all LM LED units	
forum regarding questionnaire design, etc.														and an Livi LED units	
A business directory for each municipality should be															
created based on the audit to be made available at Local															
Municipalities and uploaded on the District and LMs															
websites. The businesses should be able to enter the															
database and make changes to their own business profile,													R100k for website	WRDM	
so that the database is continuously updated and													uploads	and all LM LED units	
maintenance free. The database should also indicate															
input requirements by industries operating in the District															
and provide details of suppliers. Partner with the Chamber															
of Commerce in this regard.															
Based on audit outcomes investigate which required															
business inputs could be locally manufactured and include													Internal operational	WRDM	
investor opportunities for marketing, i.e. update Business													expenditure	WINDIVI	
Investment Guide															
Launch business outreach activities as informed by the													Internal operational	WRDM	
needs of the business audit													expenditure	and all LM LED units	
														SEDA	
Develop an unemployed skills register.													Internal operational	WRDM	
													expenditure	and all LM LED units	
Assist labour market efficiency by providing recruitment															
services that matches appropriately skilled unemployed													Internal operational	WRDM	
individuals with employers who are in the market for													expenditure	SETAs	
hiring															
Continuous research of trends in consumer demand															
through subscribing to an appropriate economic database													R100k p.a.	WRDM	
and relaying information to businesses and investors. This															

Actions		Yea	ar 1			Yea	ar 2			Yea	ar 3		Cost (in Rand)	Responsibility	
Actions	1	2	3	4	1	2	3	4	1	2	3	4	Cost (III Kallu)	Responsibility	
is best to be 'managed' at District level so that all the LMs															
can benefit there from															
Investment Brokerage															
Take stock of all District and Municipal level procedures														WRDM services	
and regulations related to investment and determine													Internal operational	Town planning	
where efficiency improvements and/or changes are													expenditure	Engineering	
required (e.g. infrastructure and services provision, permit													expenditure	Etc.	
approvals, etc.)														Etc.	
Establish a municipal services monitor at the District level,															
whereby the district maintains a clear investment friendly													R50k	WRDM	
picture to inform planning, prioritisation and decision-													NJUK	VVNDIVI	
making															
Modify and ensure council adoption (District and LM) of													Internal operational		
incentives and support measures (see separate document													expenditure		
for draft District Investment Incentives)													expenditure		
Undertake inventory of all current investment activities,															
trends, future plans, skills and financial assistance required															
so as to identify where to assist and to develop a monitor													Internal operational	WRDM	
to track progress. No existing or future potential investors														and all LM LED units	
should be left in the dark in which event they may decide													expenditure	and all LIVI LED units	
to locate elsewhere where they obtain better and prompt															
assistance															
Review EMF and undertake municipal land audit and															
available rental industrial space (include rental costs,															
building size, land size, etc.) so that this can be made													R150k	WRDM	
available without delay to potential investors and enable															
speedier decision making															
Ensure sufficient provision of serviced industrial space for													Internal operational	All LM LED units	
potential investors and identify areas, land and service													expenditure	WRDM	

Actions		Yea	ar 1		Year 2					Yea	ar 3		- Cost (in Rand)	Responsibility
		2	3	4	1	2	3	4	1	2	3	4	Cost (III Kana)	Responsibility
requirements for agro-processing parks and other investor opportunity requirements														
Conclude concept plans, feasibility plans and business plans for potential investors or priority investment opportunities													Internal operational expenditure	WRDM and/or WRDA, GEDA and SEDA
Undertake funding applications. Roll-over of these funds should be avoided.													Internal operational expenditure	WRDM and/or WRDA and GEDA and SEDA
Legend: Prior research to be done internal	ly/ap	poin	t cor	nsulta	nts			lm	plem	ent				

The below Table provides a summary of the capital costs involved per action.

Table 5.2: Summary of capital cost involved with implementation plan

Actions	Cost (in Rand)
YEAR ONE	
Develop glossy brochure of marketing information developed (see separate Business Investment Guide) and distribute to target markets	R200k
Update web with marketing information and contact details and awareness of the Development Agency/enquiry point in order for potential investors as well as existing investors/businesses to know who to contact for assistance	R50k
Assist the Local Municipalities to upgrade and update their websites and including investor friendly information	R150k
Undertake a business audit. Develop/update a complete business database in the District. Consult with the LED forum regarding questionnaire design, etc.	R400k
Total Year One	R800k
YEAR TWO	
A business directory for each municipality should be created based on the audit to be made available at Local Municipalities and uploaded on the District and LMs websites. The businesses should be able to enter the database and make changes to their own business profile, so that the database is continuously updated and maintenance free. The database should also indicate input	R100k for website uploads

Actions	Cost (in Rand)
requirements by industries operating in the District and provide details of suppliers. Partner with the Chamber of Commerce in this	
regard.	
Continuous research of trends in consumer demand through subscribing to an appropriate economic database and relaying	R100k p.a.
information to businesses and investors. This is best to be 'managed' at District level so that all the LMs can benefit there from	NIOOK p.a.
Update, print and distribute more brochures and CDs of the marketing information developed (see separate Business Investment	R100k p.a.
Guide)	KIOOK p.a.
Establish a municipal services monitor at the District level, whereby the district maintains a clear investment friendly picture to	R50k
inform planning, prioritisation and decision-making	NJUK
Undertake EMF and municipal land audit and available rental industrial space (include rental costs, building size, land size, etc.) so	R150k
that this can be made available without delay to potential investors and enable speedier decision making	KIOK
Total Year Two	R500k
YEAR THREE	
Continuous research of trends in consumer demand through subscribing to an appropriate economic database and relaying	D100k n a
information to businesses and investors. This is best to be 'managed' at District level so that all the LMs can benefit there from	R100k p.a.
Update, print and distribute more brochures and CDs of the marketing information developed (see separate Business Investment	P100k n a
Guide)	R100k p.a.
Total Year Three	R200k

5.4 MEDIUM TO LONG TERM INVESTMENT AND MARKETING ACTIONS

To harness the advantages of local and foreign investment, it is critical that governments have investment procedures in place that do not unnecessarily increase the costs or risk of doing business, or constrain business competition (which individually or collectively lower productivity and growth). Investment facilitation refers to actions taken by governments designed to attract investment and maximize the effectiveness and efficiency of its administration through all stages of the investment cycle.

Investment facilitation covers a wide range of areas, all with the ultimate focus on allowing investment to flow efficiently and for the greatest benefit. Transparency, simplicity and predictability are among the most important principles. The costs of opacity far outweigh the costs of enhancing transparency. Investors look for an investment environment that is stable, and that offers international best practice standards of protection, including the swift and equitable resolution of investment disputes.

A sound investment facilitation strategy ensures that all investment applications are dealt with expeditiously, fairly and equitably. Investment facilitation also requires creating and maintaining transparent and sound administrative procedures that apply for the lifetime of the investment, including effective deterrents to corrupt practices. Finally, investment facilitation is enhanced by the availability of quality physical infrastructure, high-standard business services, talented and flexible labour forces, and the sound protection of property rights.

Ongoing marketing and facilitation of investment in economic opportunities is needed for effective, efficient and sustainable implementation of the Investment and Marketing Strategy for the West Rand District Municipality.

The following long-term actions to ensure investment facilitation need to be taken:

- Promote accessibility and transparency in the formulation and administration of investment-related policies. Specific actions include:
 - Make available all investment-related regulations in clear simple language, preferably in languages commonly used by business.
 - Make available to investors all rules and other information relating to investment promotion.
 - o Ensure transparency and clarity in investment-related laws.
 - o Encourage on-line enquiries and on-line information on all investment issues.
 - o Publish and/or make available screening guidelines for assessing investment proposals.
 - Maintain a mechanism to provide timely and relevant advice of changes in procedures, applicable standards, technical regulations and conformance requirements.
 - To the extent possible, provide advance notice of proposed changes to laws and regulations and provide an opportunity for public comment.

Establish stability of investment environments, security of property and protection of investments. Specific actions include:

- Establish timely, secure and effective systems of ownerships registration and/or property use rights for land and other forms of property.
- Create and maintain an effective register of public or state owned property.
- o Ensure costs associated with land transactions are kept to a minimum.
- Foster the dissemination of accurate market reputation information including creditworthiness and reliability.
- Encourage and facilitate the use of arbitration and other means of alternative dispute resolution for the settlement of international commercial disputes between private parties.
- Facilitate commercial dispute resolution for foreign investors by providing reasonable cost complaint-handling facilities, such as complaint service centres, and effective problemsolving mechanisms.

• Improve the efficiency and effectiveness of investment procedures. Specific actions include:

- Simplify and streamline application and, registration, licensing and taxation procedures and establish a one-stop authority, where appropriate, for the lodgement of papers.
- Simplify and reduce the number of forms relating to investment and encourage electronic lodgement.
- Shorten the processing time and procedures for investment applications by firstly taking stock of all procedures and regulations related to investment and determine where efficiency improvements and/or changes are required.
- Promote the use of "silence is consent" rules or no objections within defined time limits to speed up processing time, where appropriate.
- Ensure the issuing of licenses, permits and concessions is done at least cost to the investor.
- Simplify the process for connecting to essential services infrastructure.
- Establish and disseminate widely clear and simple instructions and explanations concerning the application and registration process.
- o Facilitate availability of high standard business services supporting investment.

• Build constructive stakeholder relationships. Specific actions include:

- o Promote backward investment linkages between businesses, especially foreign affiliates and local enterprises including through the promotion of industry clusters.
- Build strong relations with the Gauteng Economic Development Agency
- o Build strong relations with the Provincial LED Unit and Forum
- Build strong relations with the LED units and LED forums of the LMs

• Enhance international co-operation. Specific actions include:

 Make use, where appropriate, of international and regional initiatives aimed at building investment facilitation and promotion expertise, such as those offered by the World Bank, UNCTAD and OECD.

- Ensure measures exist to ensure effective compliance with commitments under international investment agreements or twining agreements
- Review existing international agreements (if it exists), to ensure their provisions continue to create a more attractive environment for investment.

5.5 FUNDING MECHANISMS TO SUPPORT IMPLEMENTATION

A range of institutions have been identified which could possibly be utilised as potential funding sources.

The list of potential national funders is illustrated in the below Table. Each of the institutions mentioned is categorised according to the type of economic support for which they could provide funding for.

Table 5.3: List of potential national funders

Type of support	Potential funders	Comments				
	Department of Labour	Skills support programmes				
Skills Development and support	National Productivity Institute Department of Labour DPLG	Social plan programmes				
	Local Government	Consolidated Municipal Infrastructure Programmes				
	Dept. of Water Affairs	Working for water programmes				
	National Government (all Departments)	Poverty relief programmes				
Community Economic Development	Independent Development Trust	Development of the local capacity of communities and business ventures				
Development	DTI	Incentive packages for SMME development Khula provides loans and guarantees to reduce risk for SMMEs Small and Medium Enterprise Development Programme				
	Ntsika	Support and funding				
	DPLG	Social plan fund				
	ARTPAC	Financial capacity support for small contractors and artisans				
Small Business	Business Partners	Support services for small businesses				
Development	NAMAC	Small Enterprise Development Fund Business Referral and Information Network (BRAIN) Franchise Advice and Information Network				
	Industrial Development	Financial incentives to encourage exports				

Type of support	Potential funders	Comments					
	Corporation (IDC)						
	Dept. of Science and	GODISA, which strives to create economic growth and long term employment opportunities through the enhancement					
	Technology	of technological innovation, improvement of productivity, sustainability and international competitiveness of SMMEs					
	DTI	The Support Programme for Industrial Innovation					
Technological support	Dept. of Communication	Bridging the Digital Divide Programmes					
reciliological support	Small Business Project	Private Sector Initiatives					
Tourism Promotion	Dept. of Tourism	Tourism related activity benefits					
Tourish Promotion	DTI	Tourism development finance					
	Business Partners	Support services to SMMEs					
	NAMAC	Coordinates, facilitates, monitors and evaluates activities of MAC's					
	Coega Development Corporation	Job creation community-based projects					
	CSIR	Conducts research, development and implementation activities					
Manufacturing development	DTI	Sector Partnership Fund Support Programme for Industrial Innovation Competitiveness Fund Technology and Human Resources for Industry Programme Competition Policy Procurement reform Finance for textile, clothing, leather and footwear industries					
Agricultural	Agricultural Research Council	Research					
Development	DTI	Agro-industry Development Fund					
	Dept. of Agriculture	Support activities and skills development					
	DPLG	LED Fund for job creation					
Local Economic Development	Khula Enterprises	Equity Fund Emerging Entrepreneur Fund					
Promotion	DPLG	Consolidated Municipal Infrastructure Programme					

The following list of international funders provide a variety of funding options, contributing to the stimulation of economic development and job creation in South Africa:

- Multilateral Investment Guarantee Agency (MIGA)
- International Finance Corporation
- Africa Project Development Facility (APDF)
- British Investment in South Africa (BIS)
- Danish/South African Business-To-Business Programme (DANIDA)
- UK Department of International Development
- German Technical Corporation (GTZ)
- European Investment Bank
- African Development Bank
- World Bank
- Commonwealth African Investment Ltd (COMAFIN)
- Hand-son Training Scheme (HOTS)
- Southern Africa Enterprise Development Fund
- Foreign Investors such as Anglo Gold, Investec, etc.
- Donor Agencies:
 - USAID
 - United Nations
 - EU
 - DANIDA
 - DFID

It is advisable to seek detailed information on their application criteria and financial limits.

SECTION 6: MONITORING AND EVALUATION PLAN

Each and every strategy requires a monitoring and evaluation plan in order to ensure that the Investment Promotion Body can monitor and evaluate and report on findings on how well the local economy is performing against set benchmarks. The evaluation component is also intended to incorporate lessons learnt into the decision-making process of implementing further development programmes.

Monitoring is a continuous process of collecting information using key performance measures (or indicators) to gauge the process or project. Monitoring identifies successes or failures as early as possible.

Evaluation is the process that "uses the information from monitoring to analyse the process, programmes and projects to determine if there are opportunities for changes to the strategy, programmes and projects." Evaluation, like monitoring, should promote learning. In the implementation stage of Marketing and Investment strategy, evaluation is used to determine if the actions are meeting the strategic objectives, efficiently, effectively and/or at all."

Monitoring and evaluation (M&E) should be considered during each step of implementation and not as a specific "add-on" conducted only at the end of the process. M&E should be used to:

- Enhance learning and capacity building throughout all steps of the Marketing and Investment process
- To empower the participants to do a better job
- To help promote implementation partnerships as partners work through the process together
- Inform decision making on project implementation
- Analyse the current situation
- Identify problems and find solutions
- Discover trends and patterns

In short, monitoring ensures that limited resources for economic development can be put to 'best use', and that negative or unintended impacts can be identified and minimised.

The direct costs involved in directly measuring the various performance areas in the local economy are however high, thus a **set of proxies** to indirectly measure the economic impact of

performance areas has been designed. Proxies are based on readily available and reliable data, which allows for annual measurements. These proxies are compiled into a LED development implementation index for the West Rand District Municipality.

The proxies are comprised of **indicators** which can help describe changes over time with a common base value, identify benchmarks and progress in relation to goals as well as reflect the status. Indicators are measurements that give us information about the changes in the condition of something over time. Indicators help us define the nature and size of economic problems, set goals for their solution, and track progress towards those goals. They are useful because they help to express a large quantity of data or complex information in a simple way. Some examples of indicators are: daily temperature (it tells us about weather conditions), colour in fruit (it tells us about how ripe the fruit is), the consumer price index (CPIX gives an indication of how affordable market goods and services are), and the Dow Jones Sustainability Index (gives an indication of the financial performance of all companies listed on this index, for comparison with other companies).

The environment of publicly funded services today demands that we collect and use indicators about program performance. There are three performance areas requiring monitoring and evaluation in this Marketing and Investment Strategy. Indicators were chosen for each performance area was selected on the basis that they would be reflective of the performance area that they were designed to measure. They were also designed to be able to be measured on an annual basis, and be based on reliable data. The following provides an explanation of the indicators designed per performance area:

Performance of the investment enabling environment: The investment enabling environment compares the economic activities of the Province and the Country that have the potential to influence the district's economy. For this reason an enabling environment describes an environment that is external to a business which either promotes/discourages a sustainable/unsustainable trajectory of development. Successful performance of the district's economy can be measured as to how it compares with changes in overall employment. Growth in GDP is another measure of determining success in this performance area as well as the tress index. The Tress Index is a measure of the sectoral composition of economic activity in a region and a good indication of the level of diversification or concentration of the economy. A tress index of zero represents a totally diversified economy. On the other hand, the higher the index (closer to 100), the more concentrated or vulnerable the region's economy to exogenous variables such as adverse climatic conditions, commodity price fluctuations, and so on. An increase in the tress index of a region reflects an increase in the dependence of the local economy on a single or a few economic activities and is an ostensibly negative trend. The following indicators are used to measure the performance of the investment enabling environment:

- Total employment growth compared to the Province
- Total GDPR growth compared to the Province
- Diversification of economy: Tress Index for GDPR compared to the Province
- Performance of entities within the WRDM: Government programs exist in order to deliver services to the various business entities and community. Government employees are entrusted with resources with which they can produce program results. Thus, there is one fundamental reason for developing and reporting indicators about the performance of entities: the indicators must help management and staff of various entities, such as the tourism information centre, the business chambers, etc., to produce results. Here it is also advised that various indicators from an annual business confidence survey can be grouped together to get a business confidence index. This need not be a costly and time consuming survey, but can simply be done with members of the business chamber and local business forums. See Annexure A1 for an example of a business confidence survey. In short, the purpose of this performance area is to determine how the various supporting entities within the WRDM are performing as their performance is also vital to the support framework required by the Development Agency. The following indicators are used to measure the performance of entities in the West Rand:
 - Number of students enrolled in tertiary training facilities
 - Number of registered SMMEs on the District SMME database
 - Number of members affiliated to WRD Chamber of Commerce
 - Current level of utilisation of resources/production capacity: utilise average response from V13 in Annexure A1
 - Percentage not considering to relocate: utilise average response to V18 # 2 in Annexure A1
 - The degree of optimism (good and excellent) of doing business in West Rand:
 utilise average response to V23 # 4 and #5 in Annexure A1
 - Rating of overall efficiency and effectiveness (good and excellent) of West Rand:
 utilise the average response to V36 #4 and #5 in Annexure A1
 - Number of projects successfully implemented by WRDA
- The performance of the marketing and investment unit: Governments today are confronted by public pressures for more accountability, productivity and disclosure. This requires them to come to grips with the need for knowledge of the results produced as well as of the resources used. This Index thus seeks to measure the effectiveness of the Unit in implementing the projects and programmes set out by this Strategy. Through this index, the Unit can measure its performance in implementing this strategy and its effect on the local economy. The number of temporary and permanent jobs created is a measure of the success achieved by the unit for instance. The following indicators are used to measure the performance of entities in the West Rand:
 - The number of successfully hosted/attended LED forum (District and Local) cluster meetings

- Number of people attending District & local LED forum cluster meetings per year
- The number of investment events hosted/attended
- The number of businesses assisted/supported
- The number of businesses attracted
- The number of projects facilitated for S&LPs
- The number of new business entities registered/implemented
- The number of direct permanent employment created
- o The number of direct temporary employment created

Taking these factors into account it is possible to develop a Marketing and Investment Index, which initially sets a benchmark and thereafter can be monitored on a regular basis. Negative trends can be detected reasonably quickly and the Agency and LED unit and forum are provided with key management information to assist them in taking corrective actions on negative trends or in using positive trends in future marketing and development planning.

In order to monitor and evaluate the effective implementation of this strategy, a **Monitoring** and **Evaluation Tool** has been developed setting out the different indexes discussed above, as well as providing the baseline data and/or targets and indicator goals for each of these indexes. The matrix is provided in **Annexure A2.** In populating the matrix, the following important aspects should be noted:

- The matrix should be 'populated' with real values, so that inflation is unaccounted for
- The baseline data is 2010 (at constant 2005 rand values where applicable)
- The 2011/2012 financial year is the first year to be 'populated' in the model
- Once new figures have been inserted, the model needs to be 'SAVED' in order for it to automatically capture the resultant changes; and
- The goals of the indicators/targets are to have a 5% growth per annum with a per annum 1% additional increase.

As part of the Monitoring and Evaluation Tool developed an economic monitor, hereafter referred to as an economonitor, has also been developed. See **Annexure A3**. The purpose of the economonitor is to assess and graphically present the state of the economy and to describe changes over time in relation to Provincial & National changes. This economonitor essentially entails a model with graphs that has been set-up to enable automatic statistical calculations and graphical representation based on readily available and reliable annual data. The indicators for the economonitor are as follows:

Performance of total economy:

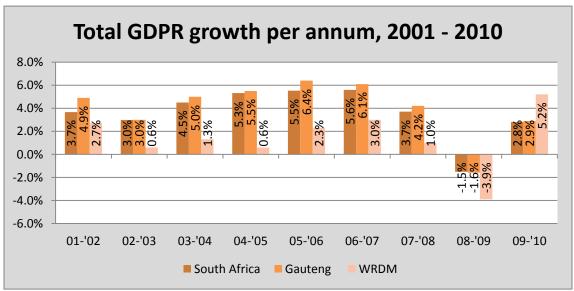
- GDPR growth per annum compared to RSA and Gauteng Province
- Employment growth per annum compared to RSA and Gauteng Province

Sectoral performance of economy:

- Average sectoral GDPR growth per sector compared to RSA and Gauteng
- Average sectoral employment growth per sector compared to RSA and Gauteng
- GDPR tress index compared to RSA and Gauteng

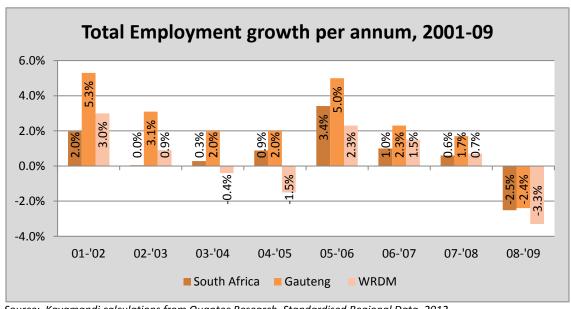
Herewith an indication of the latest trends of the above mentioned indicators.

Figure 6.1: Total GDPR growth per region per annum since, 2001 to 2010



Source: Kayamandi calculations from Quantec Research, Standardised Regional Data, 2012

Figure 6.2: Total employment growth per region per annum since, 2001 to 2009



Source: Kayamandi calculations from Quantec Research, Standardised Regional Data, 2012

Average sectoral GDPR growth (2001-2010) 12.0% 10.0% 8.0% 6.0% 4.0% 2.0% 0.0% -2.0% -4.0% -6.0% -8.0% Total Agri Mining Manu Elec Cons Trade **Trans** Finance Com Gov **WRDM** ■ South Africa Gauteng

Figure 6.3: Average sectoral GDPR growth (2001-2010) per region

Source: Kayamandi calculations from Quantec Research, Standardised Regional Data, 2012

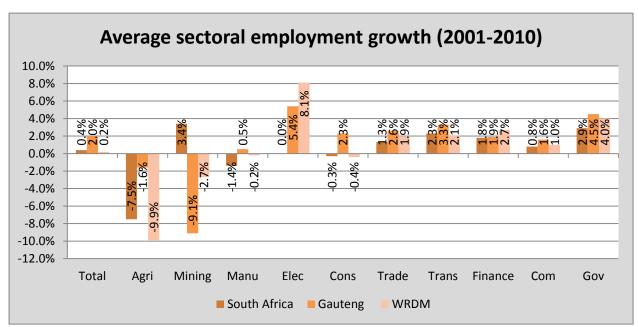


Figure 6.4: Average sectoral employment growth (2001-2010) per region

Source: Kayamandi calculations from Quantec Research, Standardised Regional Data, 2012

GDPR tress index per annum, 2001-2008 70.0 64.2 63.2 62.6 62.6 65.0 61.6 61.3 60.1 58.5 60.0 52.7 55.0 51.9 52.0 51.5 51.3 51.3 51.1 50.8 50.0 45.0 40.0 42.4 41.6 41.9 40.6 40.4 40.3 40.0 40.0 35.0 30.0 2001 2002 2003 2004 2005 2006 2007 2008 South Africa ——Gauteng WRDM

Figure 6.5: GDPR tress index per region (2001 – 2008)

Source: Kayamandi calculations from Quantec Research, Standardised Regional Data, 20120

It is suggested that the monitoring and evaluation tool designed be incorporated into the performance management system so as to ensure accountability and responsibility for the implementation of the Marketing and Investment Strategy.

The below Table provides an indication of the monitoring and evaluation matrix developed.

 Table 6.6: Monitoring and evaluation matrix

Index	Proxy Indicator	Baseline (2010)	2011/12	2012/13	2013/14
WRDM's economic	Total employment growth compared to the Gauteng Province	-2.0%		Į.	
performance to that of	Total GDPR growth compared to the Gauteng Province	-3.2%		176	
the province	Tress index for GDPR compared to the Gauteng Province	-12.6		B	
	Number of students enrolled in tertiary training facilities	1250		SP.	
Evaluation	Number of registered SMMEs on the District SMME database	1		8	
of how various	Number of members affiliated to the West Rand Chamber of Commerce	350			
supporting entities	Current level of utilisation of resources/production capacity	1%			
within WRDM are performing	Percentage not considering to relocate The degree of optimism (good and excellent) of doing business in the West Rand	1%			
performing	Rating of overall efficiency and effectiveness (good and excellent) of West Rand	1%			
	Number of projects successfully implemented by WRDA	1		S.	
	The number of successfully hosted/attended LED forum cluster meetings	1			
	Number of people attending District & local LED forum cluster meetings per year	1			
	The number of investment events hosted/attended	4			
Evaluation	The number of businesses assisted/supported	1			A CONTRACTOR OF THE PROPERTY O
of performance	The number of businesses attracted	1			3
	Number of projects facilitated for SLPs The number of new business entities	1			99)
	registered/implemented	1		1	
	The number of direct permanent employment created	1			e e
	The number of direct temporary employment created	1			



This Investment and Marketing Strategy is the start of providing guidance towards mobilising government and the private sector towards accelerated and shared economic growth, as well as realising the Districts vision and mission of supporting and stimulating the creation of a growing economy by improving the quality of life in the District community.

The Investment and Marketing Strategy as well as the separate Business Investment Guide provides a sufficient basis for the West Rand District's future investment and marketing functioning, but can however not be effectively implemented without a dedicated body, such as the West Rand Development Agency with the sole responsibility of steering the process of promoting investment opportunities within the West Rand District.

The successful implementation of this strategy is also dependent on the coordination and integrated co-operation between the Development Agency and the various departments within the District and the local municipalities. The Development Agency should not work in isolation towards the Districts investment goals, but capacity building and teamwork should be promoted. This will ensure speedy, improved and streamlined processes, procedures and approvals.

It must be iterated that as new information is gathered, new policies and strategies generated, existing strategic objectives and plans changed, revised and updated, it will be appropriate and necessary to update this strategy document and the Business Investment Guide from time to time. This is therefore regarded as a first attempt to enhance the implementation and realisation of the Districts Objectives and Plans for the next three years and must therefore be revised and updated as time continues.



- The National Growth Path
- National Development Plan
- National Industrial Policy Framework and Action Plan (NIPF)
- Regional Industrial Development Strategy (RIDS)
- Integrated Manufacturing Strategy (IMS)
- National Spatial Development Perspective (NSDP)
- The Micro-Economic Reform Strategy (MERS)
- Gauteng Employment, Growth and Development Strategy (GEGDS)
- Gauteng Agriculture Development Strategy
- Gauteng Human Resources Development Strategy
- Gauteng Tourism Development Strategy, 2009
- Gauteng Implementation Strategy for Cooperative Development (2005)
- Gauteng Rural Development Strategy
- Gauteng Provincial Government's Programme of Action, 2009 2014
- Gauteng SMME Strategy
- Gauteng Trade and Industry Strategy, 2003
- West Rand District Municipality (WRDM) Spatial Development Framework, 2010
- WRDM Local Economic Development Strategy
- WRDM Growth and Development Strategy Review 2012
- WRDM Economic Strategy 2012
- WRDM Tourism Strategy, 2011
- WRDM Vision 2016 Strategic Framework, 2011
- WRDM Environmental Management Framework, 2006
- WRDM Integrated Development Plan (IDP), 2011/12 2015/16
- West Rand District Wide Communications Strategy, 2012
- West Rand Communications Operational Manual
- Magaliesburg Sub-Regional Intermodal Transport Facility
- Cradle of Humankind Environmental Management Framework, 2009
- Merafong City Growth and Development Strategy, 2010
- Merafong City Integrated Development Plan, 2008
- Merafong City State of the Environment Report, 2011
- Merafong City Stakeholder Engagement Report for the Air Quality Management Plan,
 2010

- Merafong City Local Integrated Development Plan, 2011
- Merafong City Long Term Vision and Strategic Direction, 2009
- Merafong City Regional Spatial Development Framework, 2011
- Mogale City Integrated Development Plan, 2010/11
- Mogale City Spatial Development Framework, 2009
- Mogale City State of the Environment Report, 2011
- Mogale City Local Integrated Development Plan, 2010
- Mogale City Local Integrated Transport Plan, 2011
- Mogale City LED Strategy, 2010
- Mogale City Rustenburg Corridor Plan, 2011
- Mogale City Strategic Plan, 2009 2014
- Randfontein Spatial Development Framework, 2008
- Randfontein State of the Environment Report, 2011
- Randfontein Local Integrated Transport Plan, 2011
- Randfontein Local Integrated Development Plan, 2010/11
- Randfontein Performance Report: Social Services, 2010 2011
- Randfontein LED Strategy, 2009
- Randfontein draft GDS, 2012
- Westonaria Integrated Development Plan, 2011/12
- Westonaria State of the Environment Report, 2011
- Westonaria Local Integrated Transport Plan, 2011
- Westonaria LED Strategy, 2007

Annexure A:

Business confidence survey, monitoring and evaluation matrix, and econo-monitor

Please refer to separate excel-embodied Monitoring and Evaluation Model.

Annexure B: Business investment guide

Please refer to separate document named Business Investment Guide.

Annexure C: Draft investment incentives

Please refer to separate document named Draft Investment Incentives