



Western Cape  
Government

FOR YOU

# Western Cape Municipal Investment toolkit

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# 1. Executive Summary

The Western Cape Municipal Investment Readiness Support (WCMIRS) initiative outlines a diverse portfolio of investment projects across the Western Cape, aimed at fostering economic development, infrastructure growth, and job creation. Key sectors targeted include renewable energy, tourism, logistics, real estate, ICT, agri-processing, and urban development.

Major highlights include the R1.2 billion Cape Winelands Airport Development to boost regional aviation and tourism, the R2 billion Waterfront Hotel and Conference Centre in Cape Town, and strategic energy initiatives such as the Touwsrivier CPV Solar Project and Beaufort West Renewable Energy Park. Additionally, infrastructure developments like the George Airport Industrial Park and the Saldanha Bay Industrial Development Zone are set to bolster manufacturing and logistics capabilities.

Partnerships span private investors, international firms, local municipalities, and community stakeholders, reflecting strong public-private collaboration. With investment values ranging from R200 million to over R1.8 billion per project, and implementation timelines extending through 2029, WCMIRS plays a pivotal role in positioning the Western Cape as a dynamic investment destination.

## 2. Introduction

Investment is a key driver of local economic growth, job creation, and development. For municipalities, attracting investment is essential for stimulating economic activity, expanding revenue, and improving infrastructure and services. It not only fosters business growth but also boosts employment and raises residents' living standards. However, investment readiness goes beyond attraction; it involves supporting existing businesses to ensure sustained economic activity. Retaining investment relies on good governance, efficient service delivery, and a stable, business-friendly environment that fosters investor confidence and reinvestment. By prioritising investment readiness, municipalities can remain competitive, resilient, and unlock their full economic potential

### 3. How important are investments for municipalities

Investments are vital for municipalities as they drive economic growth, improve infrastructure, and enhance service delivery. By attracting businesses, municipalities create jobs, expand their tax base, and stimulate local development. This increased revenue allows for better roads, water systems, and public services, improving residents' quality of life.

Infrastructure projects, often funded through public-private partnerships, enable municipalities to develop essential services without overreliance on government grants. Investments also promote skills development and help reduce unemployment through job creation.

Financially, investments support municipal sustainability by diversifying revenue sources. Environmentally, they enable green, climate-resilient projects that benefit communities in the long term. In short, investment is a key enabler of sustainable, inclusive, and prosperous municipalities.

## 4. What is meant by investment facilitation

**Investment facilitation** refers to a set of policies, institutional arrangements, and practices designed to make it **easier, faster, and more transparent** for investors to establish and expand operations in a country or municipality.

### Key Objectives of Investment Facilitation

- Reduce administrative and regulatory barriers to doing business.
- Support investors through every stage of the investment lifecycle — from inquiry and approvals to expansion and retention.
- Improve coordination between government departments and agencies.
- Build trust and transparency between the public sector and investors.

### At the Local Level (Municipalities)

In a municipal context, investment facilitation involves:

- Helping businesses navigate local land use planning, licensing, and infrastructure access.
- Serving as a liaison between investors and various municipal departments (planning, water, electricity, etc.).
- Promoting investment-ready sites and priority sectors (like agri-processing, tourism, green energy).
- Ensuring timely and consistent communication.

# 5. Understanding Investment Facilitation & Toolkit

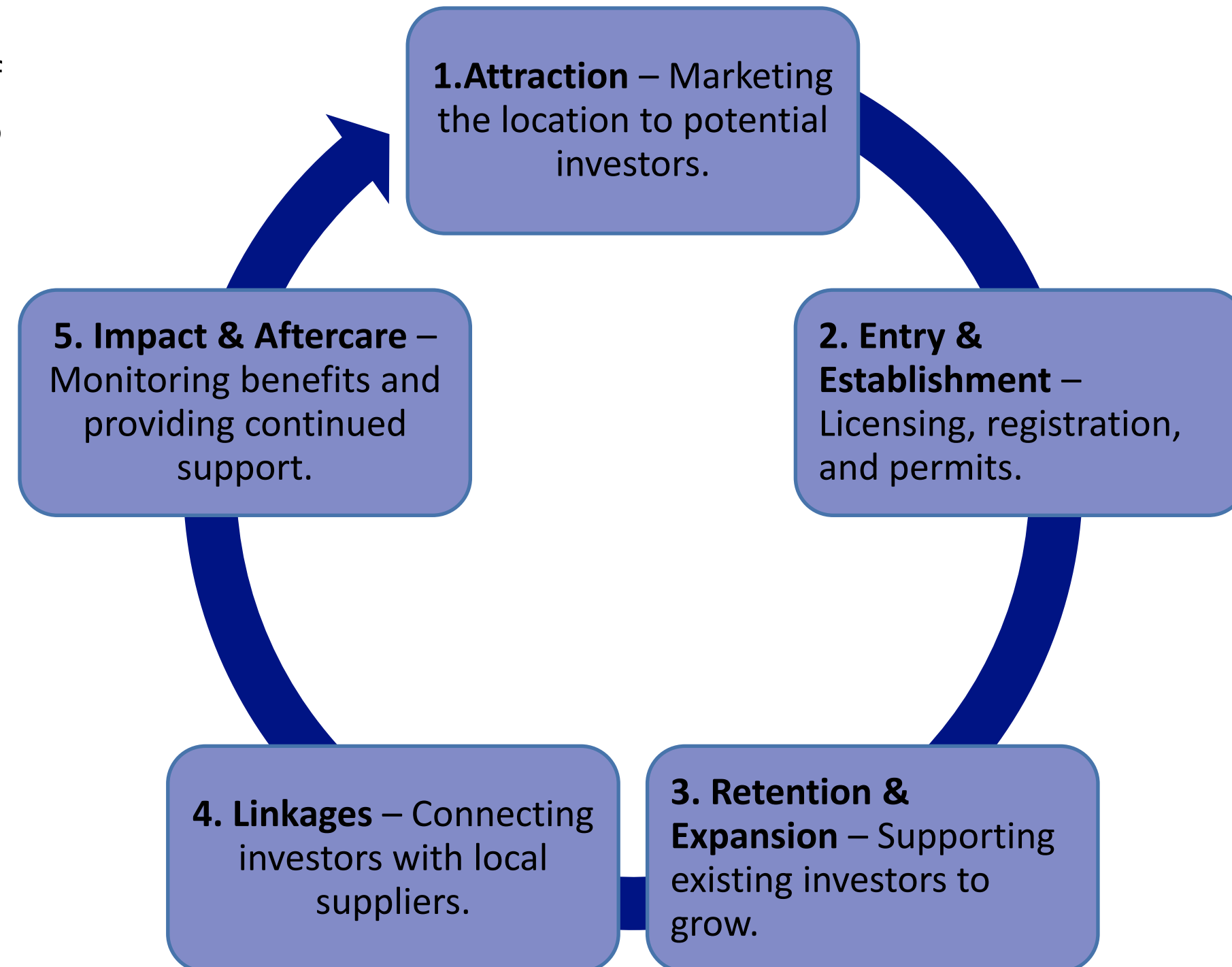
## 5.1 Definition and Principles

Investment facilitation refers to the set of policies, practices, and services that help investors start, operate, and expand investments efficiently and transparently.

### Core Principles:

- Transparency & Predictability
- Timeliness & Efficiency
- Investor-centric Services
- Coordination & Cooperation
- Aftercare & Retention

## 5.2 Investment Cycle





### 5.3 Investment Facilitation Services

Key services offered by municipalities or IPAs (Investment Promotion Agencies):

- Pre-investment advisory
- Permitting & licensing guidance
- Coordination with government agencies
- Fast-tracking of approvals
- Aftercare services
- Local supplier matchmaking

### 5.4 Standard Operating Procedures (SOPs)

SOPs define step-by-step procedures for investment-related services, ensuring consistency, transparency, and accountability.

#### **Examples:**

- Land use applications
- Business licensing
- Environmental approvals
- Incentive applications

#### **Benefits:**

- Reduced red tape
- Improved investor confidence
- Standardized service delivery



5.4 Site visits are structured tours arranged for potential investors to assess the location, infrastructure, and opportunities.

**Key Elements:**

- Logistics coordination
- Stakeholder meetings
- Site readiness checklists
- Investment pitch deck

**5.6 One-Stop Shop (OSS)**

A centralized service point (physical or virtual) for investors to access all required procedures and information.

**OSS Services:**

- Business registration
- Licensing support
- Permitting assistance
- Tax/incentive guidance

**5.7 Query Forms & Digital Tools**

Digital platforms help streamline communication and service delivery.

**Tools to Include:**

- Online query forms (for investment enquiries)
- Permit tracking dashboards
- Investment opportunity portals
- GIS-enabled land identification tools
- CRM systems for investor relations

# 6. What are the steps to facilitate investments at local municipalities?

## Step 1

Define an Investment Vision and Strategy.

Align your LED strategy with national and provincial goals, identify high-potential sectors (e.g., agriculture, tourism, renewables), and assess market needs and barriers.

## Step 2

Strengthen Governance and Capacity.

Establish or enhance an investment unit, train staff in facilitation and service, and promote transparent decision-making.

## Step 3

Simplify Regulations and Processes.

Set up a One-Stop Shop for approvals, cut red tape, and update zoning to be investor-friendly.

## Step 3

Upgrade Infrastructure and Services.

Improve roads, utilities, and ICT; develop serviced investment zones; and ensure reliable service delivery.

## Step 4

Promote Investment Opportunities

Develop investment brochures, host events, and partner with agencies like Wesgro for broader outreach.

## Step 5

Engage Stakeholders and Communities.

Create dialogue platforms, involve local leaders and chambers, and support skills and enterprise development.

## Step 6

Monitor and Improve Performance.

Use tools like MIRS, gather investor feedback, and regularly review progress to refine strategies.

# 7. How to set up an investment facilitation unit

## 1. Secure Political and Administrative Buy-in

Present a business case to the Mayor, MM, and EXCO. Show how investment supports job creation and service delivery. Align with the IDP and LED strategy.

## 2. Define the Unit's Mandate

**Clarify whether the IFU will focus on:**

- Investment promotion
- Regulatory facilitation

## 3. Institutionalize the Unit

Integrate the IFU into the municipal organogram. Allocate staff (e.g., Investment Officer). Define roles and KPIs.

## 4. Develop SOPs

Create clear procedures for handling investor inquiries, coordinating approvals, and resolving issues. Consider a Municipal Investment Committee.

## 5. Digitize and Map Processes

Map approval processes (permits, zoning, etc.) and digitize them where possible (e.g., online portals).

## 6. Build Staff Capacity

Train staff on investor engagement, sector knowledge, and coordination. Use resources from DTIC, SALGA, and DEDAT.

## 7. Develop Investment Tools

Create investment profiles, opportunity brochures, GIS maps, and launch an investor info portal.

## 8. Monitor and Report

Track investor inquiries, jobs created, and investment value. Use MIRS to assess and improve readiness.

## 8. What are the key components of Investment Readiness?

Investment readiness is not limited to the presence of financial resources or physical infrastructure. Instead, it is influenced by a wide range of factors, including governance, infrastructure, workforce capacity, service delivery, and regulatory environment. These factors are interdependent and must be aligned to create a cohesive strategy for attracting and sustaining investment.

Components include:



## 9. What is the **Municipal Investment Readiness Scoreboard (MIRS)**

The Municipal Investment Readiness Scorecard (MIRS) is a tool designed to evaluate a municipality's ability to attract, support, and retain investment. It provides both quantitative and qualitative insights into key areas affecting investment readiness. Aligned with SALGA's Municipal Investment Competitiveness Index (MICI), the MIRS uses locally relevant indicators rooted in national standards and international best practices. This alignment helps municipalities assess performance, track progress, and implement targeted reforms to boost investor confidence.

## 10. What is the Purpose of MIRS?

The Municipal Investment Readiness Scorecard (MIRS) is a tool designed to evaluate a municipality's ability to attract, support, and retain investment. It provides both quantitative and qualitative insights into key areas affecting investment readiness. Aligned with SALGA's Municipal Investment Competitiveness Index (MICI), the MIRS uses locally relevant indicators rooted in national standards and international best practices. This alignment helps municipalities assess performance, track progress, and implement targeted reforms to boost investor confidence.

# 11. What are the key Dimensions of the MIRS?

The MIRS helps Western Cape municipalities systematically assess their investment readiness. It aims to:

- Evaluate performance in key areas like governance, infrastructure, service delivery, and workforce.
- Identify strengths and areas for improvement using both data and perceptions.
- Track progress and reform impact over time.
- Benchmark against other municipalities to gain insights and adopt best practices.

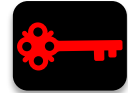


## 12. How to interpret the Scorecard

The MIRS evaluates key sub-indices vital to investment readiness, using both data and perceptions to assess the broader business environment. This helps Western Cape municipalities identify improvement areas—even beyond their direct control—to attract investment and boost local competitiveness.

# 13. How can municipalities build an investment-friendly environment using the World Café approach?

Municipalities can use the **World Café approach** to create an investment-friendly environment by hosting inclusive, interactive discussions with stakeholders such as investors, businesses, and officials. This helps identify challenges and co-create practical solutions.



## **Key Steps:**

- Set up discussion tables on issues like permits, infrastructure, and skills.
- Rotate groups to gather diverse views and ideas.
- Capture key problems and solutions (e.g. pre-zoned land, faster approvals).
- Summarize outcomes into an action plan aligned with the IDP/LED.
- Assign roles and follow up through regular forums.



## **Benefits:**

- Builds trust with investors
- Encourages collaboration
- Supports practical, locally driven reforms

# 14. How to handle Investor enquiries

## 1. Respond Promptly

Reply within **1 business day** via email, phone, social media, or in person.

## 2. Assign the Right Person

General enquiries → Geographic/area desk

Large or strategic companies → Sector teams/directors

Small firms → Junior staff

## 3. Provide Initial Info

Send country/sector info in the email with **infographics** and summaries.

**Avoid:** Long documents, technical jargon, or large attachments (>10MB).

## 4. Deliver Requested Info

Reply with detailed answers within **5 calendar days**.

If delayed, send available info and **communicate timelines**.

## 5. Engage via Social Media

Connect on LinkedIn. Track interactions in **CRM** (Customer Relationship Management).

## 6. Update CRM (Customer Relationship Management).

Log contact, company details, project data, communication history, and account manager.

## 7. Send a Personalized Info Pack

Tailor to investor's questions.

Send as a PDF (<10MB) with a brief email summary.

## 8. Follow Up

**7 days after** sending the pack: Check in or propose a call.

If no response: Try social media, phone, and a second email. Confirm contact is still valid.

## 9. Continue Engagement

**Day 15:** Ask about project status, suggest a visit, offer newsletter.

**Day 30:** Re-consult and invite feedback via a short survey.

## 10. Maintain Communication

Share relevant updates, event invites, and re-engagement opportunities.

# 15. How to organize site Visits

## Organizing Site Visits (3 Key Phases):

### 1. Before:

- Assign **one skilled Project Manager** (24/7 contact).
- **Deeply understand** investor's project needs & requirements.
- **Agree on a detailed itinerary** with the investor.
- **Confirm logistics** & brief all stakeholders/team

### 2. During:

- **"Hand-hold"** the investor (guide, translate, be flexible).
- **Showcase the location's lifestyle** (schools, safety, recreation).

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### 3. After (Within 5 Days!):

- **Follow up immediately** (thank you, summary, next steps/timeline).
- **Maintain contact** persistently to support their decision.

# 16. How to Identify Companies for Sustainable FDI (Foreign Direct Investment)

To identify companies suitable for sustainable foreign direct investment (FDI), organizations should assess firms based on key sustainability indicators. This includes reviewing whether a company publishes corporate social responsibility (CSR) reports using recognized standards like the Global Reporting Initiative (GRI), holds international certifications such as ISO14001 or SA8000, and demonstrates compliance with environmental and labor standards. Additionally, it's important to investigate any critical reports from credible sources regarding environmental damage, labor violations, or corruption. Companies can then be prioritized based on their commitment to sustainability, with those showing strong, transparent practices and third-party verification considered ideal partners for sustainable investment.

# 17. Conclusion

Municipal investment facilitation and readiness are the cornerstones of sustainable local economic growth. By adopting the WCMIRS framework, municipalities can transform their investment landscape, driving infrastructure development, job creation, and improved service delivery.

- Align strategy with national and provincial goals to target high-potential sectors and projects.
- Institutionalize an Investment Facilitation Unit with clear SOPs, one-stop-shop services, and digital tools to streamline approvals.
- Leverage the Municipal Investment Readiness Scoreboard (MIRS) to diagnose strengths, track progress, and guide targeted reforms.
- Engage stakeholders continuously—using approaches like the World Café—to co-create solutions, build trust, and ensure inclusive development.
- Monitor investor enquiries, site visits, and aftercare services to secure ongoing investment and foster reinvestment.

By implementing these best practices, Western Cape municipalities will strengthen their competitive edge, attract sustainable FDI, and unlock long-term prosperity for their communities.

