



# ERLN Practice Guide 3

## Analysing the region

Exploring what factors to consider in analysing the region and the data sources available

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## PRACTITIONER’S GUIDE 3: Analysing the region

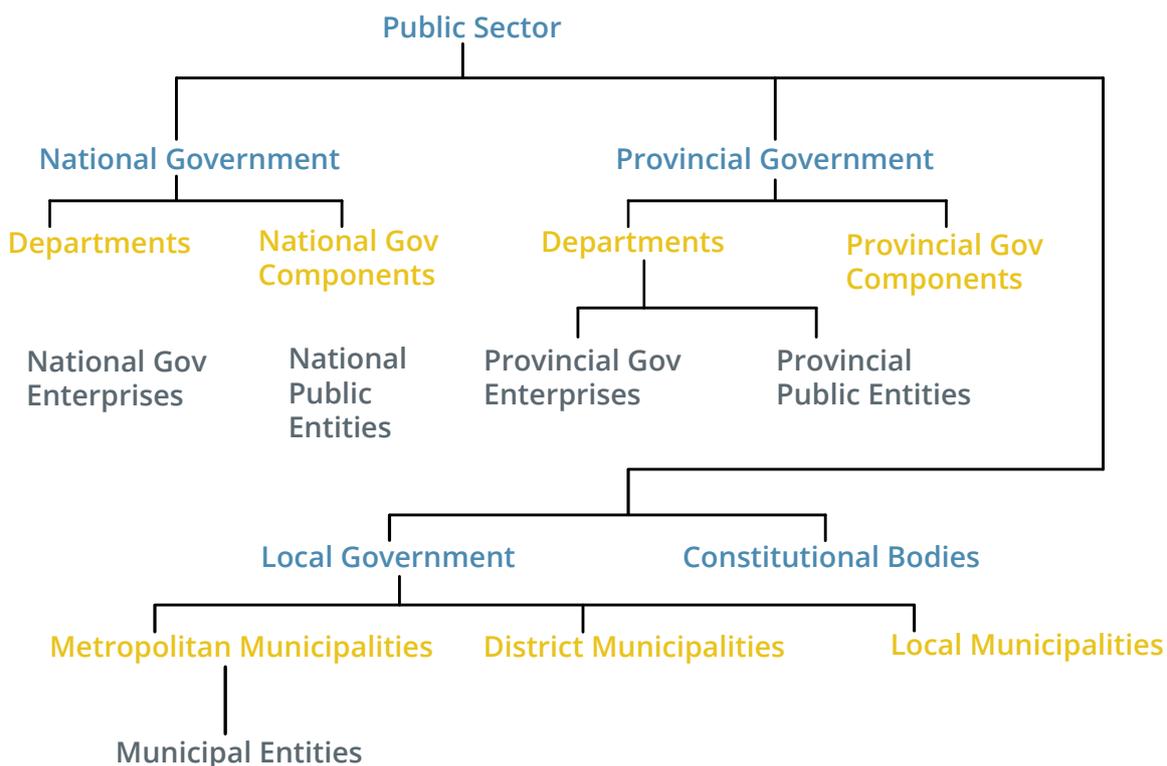
This practitioner’s guide outlines the key components of a Regional Economic Situational Analysis. This guide deals with the need to consider the policy context, the activities associated with a situational analysis, possible sources of data, aspects of analysis and synthesising the findings.

## 1. Introduction

Analysis is a critical component of regional economic planning and subsequent development. Formulating an understanding of a region should be grounded, in that the specific and unique regional assets, endogenous resources, problems, constraints and opportunities should be identified, analysed and evaluated. This should be undertaken within the context of the nation state, the geographic sub-region and the geo-political and economic context.

## 2. The Machinery of Government

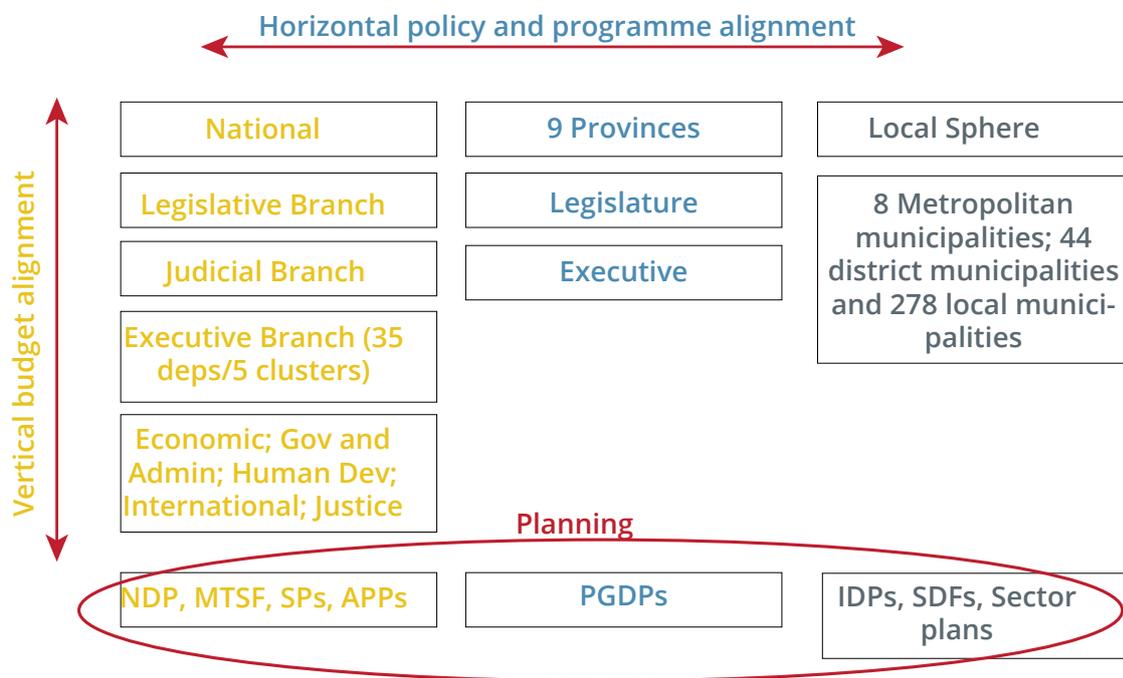
The Constitution states that the three spheres of government (national, provincial and local government) are distinctive (each sphere has its unique area of operation), interdependent (each sphere has to co-operate and acknowledge each other's area of jurisdiction), and interrelated (a system of co-operative governance and intergovernmental relations). It defines the functional areas of exclusive and concurrent legislative competence of the three spheres of government.



Source: *Overview Government, Legislation, Regulation, Policies and Frameworks*, Technical Assistance Unit, National Treasury

This system is familiar to anyone who has been working in government for any time. It does however create challenges when it comes to aligning government programmes and projects.

The diagram below illustrates the challenge of both alignment between spheres and then, in turn, aligning budgets to the various planning tools at the disposal of the three spheres.



It is in this complex environment that sub-national planning needs to be shaped. The emphasis placed in these guides on the need for leadership, cooperation and building collaborative networks is, in part, shaped by the fact that working in this environment to shape regional strategies rests heavily on this way of working.

Historically, there has been insufficient attention paid by national government sector departments on working with municipalities. As the world rapidly changes and the significance of location increases, it becomes increasingly important to develop flexible policy and budget instruments that can be shaped to regional contextual realities and opportunities.

### 3. "Bottom-up" Local attributes, needs and opportunities

Local attributes, needs and opportunities are critical in building an endogenous strategy that works within the local institutional and other attributes of the region.

The new Spatial Planning and Land-Use Management ACT specifically recognises the place of regional planning at a level between provincial and municipal plans.

This is a new field in South Africa and to our knowledge only the Western Cape have specifically embarked on these plans – however, to-date, they have been predominantly informed and shaped by spatial and more broadly regional development concerns – with only passing attention paid to the economic dimensions.

Section 5 below specially explores what aspects could be explored in this context.

#### 4. “Top-Down” Legislation, Public Policy and Institutional Context

Regional development is not a neutral exercise. The embedded values and objectives of public policies guide what is analysed and what is not, what questions are asked and what not. Legislation and public policies of importance in the South African context include the Constitution (1996), the National Development Plan (2010) and the Industrial Policy Action Plan (2015/16), amongst others (See Figure 1 for a list of legislation and policies; while Figure 2 and 3 are extracts to demonstrate the relevance of these on the issues identified and analysed). Analysis of the relevant public institutions, policies, strategies and plans should include identification and analysis of the following:

- Status and implications for regional economic planning and development.
- Values (vision, goals, objectives); issues identified; strategies; feasibility studies/business plans; and proposed programmes and projects.
- Planning and Institutional environment and frameworks.
- National, regional and local institutional structure and delivery systems.
- Public sector budgets, funding sources and expenditure frameworks.
- Analysis of strengths, weaknesses, opportunities and threats for institutions.

The relevant legislation and policies should inform the regional economic policies, strategies, programmes and projects. Examples of these are included in the subsequent practitioner guides. Dudley Seers’ classical article, *The Meaning of Development*, argues that the notion of ‘development’ should be considered in relation to the questions: What is happening to poverty? What is happening to unemployment? What is happening to inequality? These concerns resonate with the contemporary ‘triple challenges’ of poverty, inequality and unemployment identified by the South African state.

#### Figure 1: Legislation and Public Sector Policies

- Comprehensive Rural Development Programme (CRDP) Framework. 2009.
- Constitution of RSA. Act 108 of 1996 (RSA.1996)
- District and local municipality LED strategies, sector strategies/plans, IDPs, SDFs,
- Extended Public Works Programme (EPWP).
- Industrial Policy Action Plan (IPAC). Economic Sectors and Employment Cluster. IPAP. 2014/15 - 2016/17. DTI. 2014.
- Integrated Strategy on the Promotion of Entrepreneurship and Small Enterprises. DTI. 2010.
- Integrated Urban Development Framework. 2014.
- National Development Plan (NDP). Vision 2030. RSA.2011.
- National Industrial Policy Framework (NIPF). DTI. 2007
- National Infrastructure Plan. 2012.
- National Spatial Development Perspective (NSDP). 2006.
- New Growth Path (NGP). RSA. 2010
- Provincial Growth & Development Plans
- Review of the National Framework for Local Economic Development (2012).
- Other.

**Figure 2: National Development Plan. Vision for 2030**



### Figure 3: National Industrial Policy Framework

The National Industrial Policy Framework (NIPF) aims to:

- Promote diversification beyond the economy's current reliance on traditional and non-tradable services;
- Promote a labour-absorbing industrialisation path;
- Promote industrialisation characterised by increasing participation of historically disadvantaged people and marginalised regions in the industrial economy;
- Contribute towards industrial development in Africa, with a strong emphasis on building the continent's productive capacity; and
- Ensure the long-term intensification of South Africa's industrialisation process and movement towards a knowledge economy.

Developing an understanding of economic sectors should be a robust 'self-discovery' process and this can be achieved through the following actions:

- On-going engagement with industry role players such as businesses organisations and/or specialists active within a specific sector.
- Undertaking quantitative and qualitative surveys as well as specialist studies.
- Identifying sector specialists with knowledge of the primary and secondary sectors, in term of how the industry works, what the key issues are and what activities are being undertaken to address challenges as well the possible roles of EMM.
- Undertaking detailed sector studies of the identified priority sectors.
- Assessing the role of key firms and other participants active within specific industries and sectors and the factors contributing to competitive advantage.
- Determining the Inputs and outputs of firms and key customers.
- Determining the barriers to entry for new firms, bottlenecks and the constraints to doing business in a specific sector within the metro generally.
- Evaluating the growth/investment potential of firms active within the specific sector and;
- Identifying the export potential and obstacles to doing so;
- Formulation of sectoral initiatives to increase competitiveness; the provision of catalytic investments in key sectors
- Undertaking benchmark and modelling research.
- Provision of information and the facilitation of linkages to other spheres of government;
- Sharing of data, information and research on market access for key sectors and co-ordinating available public and other services.

Thirteen strategic programmes are identified:

- SP1: Sector Strategies
- SP2: Industrial Financing
- SP3: Trade Policy
- SP4: Skills and Education for Industrialisation
- SP5: Competition Policy and Regulation
- SP6: Leveraging Public Expenditure
- SP7: Industrial Upgrading
- SP8: Innovation and Technology
- SP9: Spatial and Industrial Infrastructure
- SP10: Finance and Services to Small Enterprises
- SP11: Leveraging Empowerment for Growth and Employment
- SP12: Regional and African Industrial and Trade Framework
- SP13: Coordination, Capacity and Organisation



## 5. Situational Analysis Activities

Regional economic analysis cannot be undertaken in isolation of the policy context as the inherent norms and values inform the problems identified as well as the eventual findings. Regional economic planning activities that could be included in a situational analysis are reflected in Figure 4. Please note, this list is not exhaustive but merely an indication of the typical examples of questions. Of critical importance is to ensure that the analysis and evaluation is evidenced-based, using both qualitative and quantitative data and the most recent available information. Although most of the analysis undertaken can be based on secondary information, primary research may be required. This generally takes the form of surveys, field observations, engagements, direct interviews and through workshops/seminars.

**Figure 4: Situational Analysis**

Analysis, evaluation, trends and dynamics of the following:	
<b>1.</b>	<p><b>Global and National Economic Outlook</b></p> <ul style="list-style-type: none"> <li>• Global market trends and patterns, recession, recovery, etc.</li> <li>• Implications of global markets, including performance of commodities, etc.</li> <li>• Geopolitical alliances and impacts (BRICS, BREXIT, etc.).</li> <li>• Rand/dollar and rand euro exchange rate/performance.</li> <li>• Global wars, conflicts, radical ideologies.</li> <li>• Regional trends in export market.</li> <li>• Regional convergence and collaboration.</li> <li>• Other issues/concerns.</li> </ul>

<b>2.</b>	<p><b><i>Regional Spatial Economy</i></b></p> <ul style="list-style-type: none"> <li>• Location of the region, extent/boundaries, hinterland, neighbouring regions.</li> <li>• National geographic, political, financial, economic, etc. locational context.</li> <li>• Endogenous natural; human and built resources capacities and potential limits to regional wide economic growth;</li> <li>• Natural systems, physiographic features, resources analysis; non-renewable resources.</li> <li>• Distribution and hierarchy of settlements; size, projected growth, role and function of various towns.</li> <li>• Regional built infrastructure, housing, including movement and communication routes and linkages; utility infrastructure and capacities; availability, distribution and shortfall of regional public facilities.</li> <li>• Economic nodes, including retail centres, industrial areas., business parks, etc.</li> <li>• Historical development of the region in terms of physical, population, cultural development and change.</li> <li>• Sense of place, character, heritage, political and struggle history; implications for tourism, economic development, etc.</li> <li>• Other issues/concerns.</li> </ul>
<b>3.</b>	<p><b><i>Socio-Demographic Profile</i></b></p> <ul style="list-style-type: none"> <li>• Population composition, size, sex, growth rates, education and income levels, household size and structure, population pyramid.</li> <li>• Spatial distribution, rural-urban, migration trends and patterns</li> <li>• Unemployment and underemployment and structurally unemployment<sup>1</sup>.</li> <li>• Employment, unemployment, underemployment, structurally unemployed.</li> <li>• Housing shortage and trends.</li> <li>• Patterns, trends and levels of poverty, inequality and marginalisation.</li> <li>• Life expectancy and mortality rates, dependency ratio.</li> <li>• Other issues/concerns.</li> </ul>
<b>4.</b>	<p><b><i>Structure of the Economy</i></b></p> <ul style="list-style-type: none"> <li>• Total economic contribution (GRP, GVA, etc.)</li> <li>• Economic sector contribution (value and employment) and components of the regional economy.</li> <li>• Retail, office and industrial analysis (rental, vacancy, sales, etc.), agricultural activities, etc.</li> <li>• Informal economic activity, including participation and spatial distribution.</li> <li>• Aspects informing the backward and forward linkages and impact on local businesses.</li> <li>• Private investment patterns and trends.</li> <li>• Level of economic diversification or concentration, measured in terms of the Tress Index<sup>2</sup> and Location Quotient<sup>3</sup></li> <li>• Economic programmes, projects and sources of finance.</li> <li>• Other issues</li> </ul>

<sup>1</sup> Structural unemployment is a form of unemployment caused by a mismatch between the skills that workers in the economy can offer, and the skills demanded of workers by employers (also known as the skills gap).

<sup>2</sup> The index varies between 0 and 100 with 0 being completely diversified and 100 being total concentration. High concentration reflects vulnerability in terms of external shocks (e.g. changing market conditions) and overdependence on a single-category.

<sup>3</sup> Aimed at measuring the competitive advantage of industries or clusters in a region as compared nationally.

<b>5</b>	<p><b>Labour Force</b></p> <ul style="list-style-type: none"> <li>• Labour force structure, size and profile, education, skill levels and occupation.</li> <li>• Labour force, employment levels and geographic distribution.</li> <li>• Health status, e.g. impact of HIV Aids on labour force.</li> <li>• Other issues.</li> </ul>
<b>6</b>	<p><b>Niche/Key Industries/Sectors</b></p> <ul style="list-style-type: none"> <li>• Growth potential and contribution of each sector/industry to the total gross value of production.</li> <li>• Key sector drivers and niche sectors; role in attracting inward investment.</li> <li>• Contribution to employment as well as the quality of jobs.</li> <li>• Competitiveness within a local, regional and national context.</li> <li>• Other issues.</li> </ul>
<b>7.</b>	<p><b>Key Business and Firm</b></p> <ul style="list-style-type: none"> <li>• Major firms, businesses.</li> <li>• Business development and support offered and utilised e.g. marketing and market research; incentive Schemes; tenders, etc.</li> <li>• Linkages and stimulation of SMMEs, skill development and BEE</li> <li>• Impact of SARS compliance e.g. taxes, tax clearance certificate; business registration; labour law compliance, etc.</li> <li>• Impact of municipal services, provision of utility services, signage; parking, growth management; development control</li> <li>• Availability of service providers to improve productivity/skills/customer service training, etc</li> <li>• Crime and security</li> <li>• Availability of export assistance.</li> <li>• Other issues.</li> </ul>
<b>8.</b>	<p><b>Export and Imports</b></p> <ul style="list-style-type: none"> <li>• Import and export analysis and the relative contribution to the GDP of key sectors/products.</li> <li>• Advantages as an export region and estimated value of export goods.</li> <li>• Largest exporting companies and those with export potential.</li> <li>• Capacity to meet large orders, key products and administrative procedures to manage transactions.</li> <li>• Experience in working with foreign currencies, shipping, insurances, responsibilities and payment options.</li> <li>• Knowledge as to how to target and develop markets and buyers, and distance and costs to research foreign markets.</li> <li>• Reveal Comparative Advantage (RCA)<sup>4</sup>.</li> <li>• Evaluation of the growth potential for firms active within the key sectors/industries.</li> <li>• Requirements to realise the growth potential of firms within key industries</li> <li>• Potential local production of products imported.</li> <li>• Identification of what the barriers to entry are for firms in key industries.</li> <li>• Value chain analysis within the key sectors.</li> <li>• The comparative, competitive and collaborative advantages of firms within the key industries.</li> <li>• Other issues.</li> </ul>

<sup>4</sup> Calculates the comparative advantage (relative performance) of certain goods or services within region as evident by its trade flows.

<b>9.</b>	<p><b><i>Economic Empowerment and Equity Issues</i></b></p> <ul style="list-style-type: none"> <li>• Business ownership and management with regard to previously disadvantaged communities.</li> <li>• Gender and LBQT inclusion.</li> <li>• Access to information, training, finance and other support for black aspiring entrepreneurs.</li> <li>• Level of commitment amongst white businesses to take on black entrepreneurs as venture partners.</li> <li>• Incidence of capital gains from property ownership.</li> <li>• Seasonal influx of temporary labour and impact on the bargaining power of unskilled labour.</li> <li>• Other issues/concerns</li> </ul>
<b>10.</b>	<p><b><i>Regional Institutions and Organisations</i></b></p> <p>Identification and engagement with organisations operating/functioning at a <i>regional level</i>:</p> <ul style="list-style-type: none"> <li>• Private firms and businesses.</li> <li>• Business representative organisations (e.g. chambers of commerce; trade organisations, etc.).</li> <li>• Trade and Investment companies</li> <li>• Municipal, provincial and national economic, business and spatial planning departments.</li> <li>• Academic institutions and research</li> <li>• Relevant community and not-for-profit organisations/entities.</li> </ul> <p>Examples of questions/information to be sought:</p> <ul style="list-style-type: none"> <li>• Name of organisation; est. no of members.</li> <li>• Structure of the organisation (e.g. committees, functions and persons).</li> <li>• Organisational mission/mandate w.r.t economic development/promotion.</li> <li>• Organisational events, products, programmes and outputs.</li> <li>• Assistance provided (if any) provided to small medium and micro enterprises (SMME's).</li> <li>• Watchdog or policy function provided to members.</li> <li>• Key issues of concern to the organisation as identified over the last two years.</li> <li>• Benefits/services to members.</li> <li>• Key targets and strategies for the next 2 years.</li> <li>• Over and above membership fees, other sources funding.</li> <li>• Communicate with members and frequency.</li> <li>• Other organisations with which co-ordinate activities.</li> <li>• Role should the municipality play with regard to business development and promotion.</li> <li>• Other issues/concerns</li> </ul>
<b>11.</b>	<p><b><i>Impact of Key Change Drivers in the Economy</i></b></p> <ul style="list-style-type: none"> <li>• Urbanisation, spatial land uses change &amp; public transport.</li> <li>• Agricultural production, land reform food security.</li> <li>• Geopolitical economic growth and inclusion.</li> <li>• Climate change, water scarcity, implications and green economy.</li> <li>• The fourth industrial revolution/technology revolution/innovation.</li> <li>• Change in labour markets and sector employment patterns.</li> <li>• Rise of the knowledge based economy.</li> <li>• Change in labour markets and sector employment patterns.</li> <li>• Rise of the knowledge based economy.</li> <li>• Interrelatedness of change drivers.</li> </ul>

## 6. Sources of Data and Analyses

The figure below indicates the possible sources of data and information.

**Figure 5: Sources of Data at the Municipal Level**  
*Public Sector Data Sources*

Data Source	Data	Website
Stats SA	Key statistics: people, living conditions, economy, agricultural statistics	<a href="http://www.statssa.gov.za/?page_id=993&amp;id=drakenstein-municipality">http://www.statssa.gov.za/?page_id=993&amp;id=drakenstein-municipality</a>
Local Government Handbook. A complete guide to municipalities in South Africa.	Geography, history and economy, management, demographic, financial, employment, service delivery, local economic development, links	<a href="http://www.localgovernment.co.za/locals/">http://www.localgovernment.co.za/locals/</a>
Provincial Government Handbook	The Provincial Government Handbook: South Africa is a comprehensive guide to the more than 200 government departments and entities that make up South Africa's provincial government.	<a href="http://www.provincialgovernment.co.za/">http://www.provincialgovernment.co.za/</a>
National Government Handbook	Explore South Africa's national government and its related institutions and entities by government cluster.	<a href="http://nationalgovernment.co.za/">http://nationalgovernment.co.za/</a>
Municipality web-sites	Integrated Development Plan Spatial development frameworks. Engineering services plans	<a href="http://www.">http://www.</a> (name of municipality)
South Africa's Open Data Portal	Central access point for public government data WAZIMAP	<a href="http://dgz.code4sa.org/showcase.html">http://dgz.code4sa.org/showcase.html</a> <a href="https://wazimap.co.za/">https://wazimap.co.za/</a>
SA Reserve Bank	Inflation rates, market rates, economic and financial data, monetary operations contributions	<a href="https://www.resbank.co.za/Pages/default.aspx">https://www.resbank.co.za/Pages/default.aspx</a>
National Treasury	Municipal budgets and performance	Municipal Money citizen portal – <a href="https://municipalmoney.gov.za">https://municipalmoney.gov.za</a> Municipal Money API – <a href="https://municipaldata.treasury.gov.za">https://municipaldata.treasury.gov.za</a> National Treasury Youtube account (contains all the videos that are also on the Municipal Money citizen portal <a href="https://www.youtube.com/channel/UCtW2TtIhSw9RFw8L7OhCx5g">https://www.youtube.com/channel/UCtW2TtIhSw9RFw8L7OhCx5g</a> )  Municipal Finance data: <a href="http://mfma.treasury.gov.za/Documents/Forms/AllItems.aspx">http://mfma.treasury.gov.za/Documents/Forms/AllItems.aspx</a>

National Treasury	National and Provincial budgets	<b>National budget:</b> <a href="http://www.treasury.gov.za/documents/national%20budget/default.aspx">http://www.treasury.gov.za/documents/national%20budget/default.aspx</a> <b>Provincial budget:</b> <a href="http://www.treasury.gov.za/documents/provincial%20budget/default.aspx">http://www.treasury.gov.za/documents/provincial%20budget/default.aspx</a> <b>Medium Term Budget Policy Statements:</b> <a href="http://www.treasury.gov.za/documents/mtbps/default.aspx">http://www.treasury.gov.za/documents/mtbps/default.aspx</a>
Human Sciences Research Council	Human and social development data from South Africa and the broader region	<a href="http://datacuration.hsrc.ac.za/search/browse">http://datacuration.hsrc.ac.za/search/browse</a>
SA Cities Network	State of the Cities Report: Economy of cities, built environment, city governance, financial state of cities  The core dataset is the State of Cities Report 2016 Almanac which contains over 400 indicators of city performance	<a href="http://www.sacities.net/state-of-cities-reporting/45">http://www.sacities.net/state-of-cities-reporting/45</a>  <a href="http://sa-cities-almanac-prototype.herokuapp.com/">http://sa-cities-almanac-prototype.herokuapp.com/</a>
Government Technical Advisory Centre	Various data.	Contact Person: Kirsten Pearson ERLN Convenor; 011 063 5195; 082 936 1898; Email: <a href="mailto:kirsten@erln.org.za">kirsten@erln.org.za</a> ; <a href="http://www.erln.org.za">www.erln.org.za</a>
Open Gazettes South Africa	The biggest freely available collection of gazettes in the country	<a href="http://opengazettes.org.za/">http://opengazettes.org.za/</a>
Cape Town Open Data Portal	City of Cape Town data	<a href="https://web1.capetown.gov.za/web1/OpenDataPortal/">https://web1.capetown.gov.za/web1/OpenDataPortal/</a>

*Not For Profit Organisations*

CSIR'S STEPSA Regional Profiler	Spatial trends impacting on development in cities, towns and settlements.	<a href="http://stepsa.org/">http://stepsa.org/</a>
UCT DataFirst	Online access to survey and administrative microdata (data at unit record level) from South Africa and other African countries.	<a href="https://www.datafirst.uct.ac.za/data-portal/index.php/catalog/central">https://www.datafirst.uct.ac.za/data-portal/index.php/catalog/central</a>
Youth Employment	Interactive portal showing youth employment and other detailed statistics based census 2011 – down to sub-place	<a href="http://www.youthportalsa.co.za">www.youthportalsa.co.za</a>

*Private Sector*

Private Service: Quantec	<ul style="list-style-type: none"> <li>• South African and Global macroeconomic data and analysis.</li> <li>• South Africa's economic structure by industry.</li> <li>• Data and analysis on South Africa's international trade.</li> <li>• Detailed regional economic data and analysis for the South African economy down to district, town council and lower sub-national levels.</li> </ul>	<a href="http://www.quantec.co.za/easydata/">http://www.quantec.co.za/easydata/</a>
Private Sector: IHS Global insight	<p>Examples of SA Databanks:</p> <ul style="list-style-type: none"> <li>• Abstract of Agricultural Statistics</li> <li>• Detailed trade statistics - SARS Customs and Excise</li> <li>• Mineral production and sales</li> <li>• Monthly vehicle sales</li> <li>• Preliminary trade statistics</li> <li>• Price and Index Pages</li> <li>• Property indices</li> <li>• South African Reserve Bank general macro-economic indicators</li> <li>• Statement of the National Revenue, Expenditure and Borrowing</li> <li>• Statistical releases from StatsSA</li> <li>• Miscellaneous financial and other economic indicators</li> </ul>	<a href="http://www.ihsglobalinsight.co.za/Products/EconoStat/">http://www.ihsglobalinsight.co.za/Products/EconoStat/</a>

*International data links*

World Bank Open Data	Free and open access to global development data	<a href="http://data.worldbank.org/">http://data.worldbank.org/</a>
UN Data	Over 60 million data points cover a wide range of themes including Agriculture, Crime, Education, Employment, Energy, Environment, Health, HIV/AIDS, Human Development, Industry, Information and Communication Technology, National Accounts, Population, Refugees, Tourism, Trade, as well as the Millennium Development Goals indicators.	<a href="http://data.un.org/">http://data.un.org/</a>
IMF Data	The IMF publishes a range of time series data on IMF lending, exchange rates and other economic and financial indicators.	<a href="https://www.imf.org/en/Data">https://www.imf.org/en/Data</a>
African Development Bank Statistical Data Portal	The AFDB Statistical Data Portal has been developed in response to the increasing demand for statistical data and indicators relating to African Countries. The Portal provides multiple customized tools to gather indicators, analyze them, and export them into multiple formats.	<a href="http://www.afdb.org/en/knowledge/statistics/data-portal/">http://www.afdb.org/en/knowledge/statistics/data-portal/</a>
African Development Bank Open Data Portal	Open Data for Africa	<a href="http://www.afdb.org/en/knowledge/statistics/open-data-for-africa/">http://www.afdb.org/en/knowledge/statistics/open-data-for-africa/</a>

*Primary Research: Methods to obtain additional Information*

Business/Industry surveys	<ul style="list-style-type: none"> <li>Local formal industry: Survey range of local sectors.</li> <li>Ranking of local industries and prioritised as economic drivers, exporters, or/and proportionately high employers.</li> <li>E.g. include manufacturing concerns, primary sector companies, or crafts and art producers.</li> <li>Survey responses to be followed-up with ample tested to check for comprehension errors and prompt for added detail to questions requiring descriptive comment.</li> <li>Identification of priority issues affecting their business, either positively or negatively</li> <li>Participation/competition from informal traders</li> <li>Overtrading / product competition</li> <li>Local productivity &amp; customer service skills</li> <li>Etc.</li> </ul>
Company/Organisational direct interviews e.g. <ul style="list-style-type: none"> <li>Umbrella economic and business organisations.</li> <li>Regional business chambers.</li> <li>Agricultural associations;</li> <li>Economic Forums</li> </ul>	<ul style="list-style-type: none"> <li>Target key were targeted for detailed interviews.</li> <li>E.g. Major local employers, or with large turnovers</li> </ul>
Tourist related accommodation sector information	<ul style="list-style-type: none"> <li>Existing and planned supplemented with interviews of sampled local tourism accommodation facilities</li> <li>Develop an understanding of new dynamics in the tourism industry.</li> </ul>
Public sector budgets	<ul style="list-style-type: none"> <li>Municipal rates base.</li> <li>Annual spending and MTEF allocations</li> <li>Procurement policy and management</li> <li>Monitoring and evaluation of effectiveness</li> </ul>

## 7. Synthesis

The findings of the research, analysis and evaluation and should be integrated and reflected in a synthesis. This should be provide an overview of the unique characteristics of the region and should be reflective of the national and global geo-political and economic contexts. The spatial analysis provides a useful means of framing and contextualising the findings. Of critical importance is the need to be strategic, i.e. prioritise the interventions required, rather than comprehensive. One way of reporting on the finding is through synthesising the following regional economic key *constraints* and *opportunities* of the analysis undertaking, including the global and national economic outlook; regional spatial economy; socio-economic profile; structure of the economy; labour force; niche/key industries; key businesses and firms; exports and imports; economic empowerment and equity; regional institutions and organisations; and the impact of key change drivers in the economy.

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### Analysis and Understanding the Economy of Regions

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- ERL Event: Data Technical Working Group: recap, review and prioritize, Port Elizabeth, 19-20 August 2015
- ERL Knowledge Centre: DPME Development Indicators 2014
- State of the Cities Geci Karuri Sebina (SA Cities)
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- ERL Knowledge Centre: Graphic Facilitation - Teams, useful icons
- ERL Knowledge Centre: Graphic Facilitation - people
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