



**tourism**

Department:  
Tourism  
**REPUBLIC OF SOUTH AFRICA**

**LOCAL ECONOMIC DEVELOPMENT:  
THE CASE STUDY OF TOURISM EVENTS**

**FINAL REPORT  
MARCH 2016**

## The Executive Summary

The main objective of this study was to determine how event tourism can be used to promote local economic development in South Africa by drawing lessons from case studies on events taking place in the Limpopo Province. Tourism sector development is regarded as a key ingredient for local economic development (LED) by both the National Development Plan (NDP) and the National Tourism Sector Strategy (NTSS). The hosting of events, commonly known as event tourism, is an important tourism sub-sector that can be used as a tool for promoting LED.

Event tourism is concerned with the roles that festivals and special events can play in destination development and the maximisation of an event's attractiveness to tourists. Destinations hosting events of cultural significance such as religious gatherings have the potential to adopt event tourism as a development strategy. As events grow in scope and scale they tend to attract more attention in terms of tourism, the media, infrastructure development and economic investment which in turn contribute to employment and income generation at national, provincial and municipal levels. Over the past three years, the University of Venda (Univen) research team has studied two types of events: a sporting event and two religious events. Based on the experience of studying these events, the National Department of Tourism (NDT) tasked the Univen team to identify key success factors in hosting of events, and make recommendations on how events can be used as a broader strategy for municipalities to develop local economies.

The study was designed to capture Public-Private Partnership (PPP) in event organisation and management, within the framework of sustainable local economic development proposed by Forum for the Future (1998). In line with this study design, a compilation of nearly all private and public events taking place in the five districts of the Limpopo Province was undertaken to develop a database. Data used for the analysis in this study therefore included data on the events (religious and sporting) that have already been researched by the Univen team, as well as data collected on selected private and public events from the developed database which included; the annual Kremetart Cycling race in Louis Trichardt (private), the annual Makhado Local Municipality Agricultural show (public), the annual Waterberg District Municipality tourism summit, career expos and tourism road show (public), and the annual Tzaneen Local Municipality Agricultural Expo (public). Interviews were held with organisers of these events as well as with local municipal officers, who are responsible in providing support structures or take advantage of the private events so that the local jurisdiction could benefit. The study further requested and downloaded Integrated Development Plans (IDPs) of the municipalities in the province. The idea was to scan all these to check if they have tourism (and or events) as a strategy

The findings of the study begins with a summary of the local economic development lessons identified in the three previous studies that were done by Univen. We then follow this up by presenting a combination of results from different interviews held with event organisers and/or municipal officials responsible for events. Five propositions emanating from the findings were developed and together were used by the authors to devise and propose a strategy for using events for local economic development. The major lessons drawn for other municipalities are that: (1) there are advantages of planning very well for events; (2) events should be advertised and promoted; (3) events should be evaluated to provide information on how to improve participants' experiences; (4) a deliberate attempt to integrate events to Local Economic Development should be made; (5) events, in addition to natural landmarks, must be recognized as a tourist attraction source; and (6) the stakeholder participation is important.

## Table of Contents

<b>THE EXECUTIVE SUMMARY.....</b>	<b>ii</b>
<b>DEFINITIONS.....</b>	<b>2</b>
<b>1. BACKGROUND AND CONTEXT OF THE STUDY .....</b>	<b>3</b>
1.1. INTRODUCTION .....	3
1.2. BACKGROUND AND CONTEXTUALISING THE STUDY.....	4
1.3. RATIONALE FOR THE STUDY .....	4
1.4. PROBLEM STATEMENT .....	5
1.5. RESEARCH QUESTIONS .....	5
1.6. PURPOSE OF THE STUDY.....	6
1.7. THE OBJECTIVES OF THE STUDY.....	6
<b>2. THEORETICAL BACKGROUND AND LITERATURE REVIEW .....</b>	<b>6</b>
2.1. THEORETICAL BACKGROUND .....	7
2.2. LITERATURE REVIEW .....	14
<b>3. RESEARCH DESIGN AND METHODOLOGY .....</b>	<b>188</b>
3.1. DATA COLLECTION.....	199
3.2. DATA ANALYSIS .....	211
<b>4. ETHICAL ASPECTS.....</b>	<b>233</b>
<b>5. RESULTS.....</b>	<b>244</b>
5.1 SUMMARY OF LED LESSONS FROM THE PREVIOUS STUDIES DONE BY UNIVEN .....	244
5.2 PRIVATELY ORGANISED EVENTS.....	277
5.3 PUBLICLY ORGANISED EVENTS.....	30
5.4 INTEGRATED DEVELOPMENT PLANS AND TOURISM.....	333
<b>6. DISCUSSION .....</b>	<b>366</b>
6.1 STRATEGY OF USING EVENTS FOR LED .....	377
6.2 LED AND FEEDBACK EFFECTS.....	399
<b>7. CONCLUSION AND POTENTIAL LESSONS FROM EVENTS IN LIMPOPO .....</b>	<b>40</b>
<b>REFERENCES .....</b>	<b>422</b>
<b>APPENDICES .....</b>	<b>455</b>

## Definitions

**Local Economic Development** - (LED) is defined as a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation (World Bank, 2015).

In the South African context, LED refers to actions initiated at the local level, typically by a combination of partners, to address particular socioeconomic problems or respond to economic opportunities (South African Tourism Planning Tool, 2002).

**Event tourism** - the systematic planning, development and marketing of planned events as tourist attractions, image-makers, catalysts for infrastructure and economic growth, and animators of built attraction (Getz, 1997).

# 1. BACKGROUND AND CONTEXT OF THE STUDY

## 1.1. Introduction

The National Development Plan (NDP) identifies local economic development as a key priority for the government to create jobs and alleviate poverty. In addition, a key objective of the National Tourism Sector Strategy (NTSS) is to unlock tourism economic development at provincial and local government level to ensure support for local government tourism programmes. Tourism researchers have echoed such sentiments by emphasizing on the tourism sector as a key driver of economic growth and employment creation, and therefore constituting an integral part of South Africa's local economic development strategies (Viljoen and Tlabela, 2007) There are many definitions for local economic development however for the purpose of this study Local economic development (LED) will be defined as *a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation* (World Bank, 2015).

In the tourism sector, the hosting of events, which is commonly known as event tourism, can be used as a tool for promoting LED. Event tourism is concerned with the roles that festivals and special events can play in destination development and the maximisation of an event's attractiveness to tourists. Event tourism can be defined as the systematic planning, development and marketing of planned events as tourist attractions, and for their benefits to place marketing, image making, and development (Getz, 1997). Market segments in event tourism consist of those people who travel to attend events, or who can be motivated to attend events while away from home (Getz, 1997). Events can evolve to become tourist attractions and increase the number of travellers to an area. Destinations hosting events of cultural significance such as religious gatherings have the potential to adopt event tourism as a development strategy. As events grow in scope and scale they tend to attract more attention in terms of tourism, the media, infrastructure development and economic investment which in turn results in a higher level of impact.

The benefits of hosting events can be as wide reaching, deeply penetrating and long lasting as the vision of the leadership of the local government and people of the host municipality. Furthermore, emphasis has usually been placed, in the local context, on "responsible tourism" development i.e. that which promotes community development and sustainability in a manner that is not harmful to the environment and the communities involved. In meeting the objectives of the NDP and the NTSS, this research study will provide recommendations that will assist local municipalities in understanding how events can be used to develop local economies.

## **1.2. Background and Contextualising the Study**

The Limpopo province, just like other provinces in South Africa, has a lot of local tourism events that take place. Over the past three years, the Univen research team studied two types of event: the sporting event and the religious events. The later events could be one of the huge events in the African continent as they can bring an average of two million people to one place. One of these events is run and organised by the Zion Christian Church (ZCC), an entirely black denomination formed in 1910. In a given year, the gathering takes place in April and in September. Entrepreneurs are attracted to this event because of the huge customer base. The ripple-purchasing effect accompanying this gathering is one of the key lessons that demonstrate the potential of events to raise businesses and create employment, which are important variables in LED. The other religious event is hosted by the United African Apostolic Church (UAAC) which is the second largest African initiated church in South Africa. More than R90 million in terms of sales was estimated to have been generated because of hosting this event in 2013 in the area of Ha-mavhunga. One of key finding of this event was that the leakage out of pilgrim's spending in the study area is huge and limit the benefits accruing to the local economy. The sporting event covered in 2012 demonstrated that indigenous businesses such as car washing benefit from such events.<sup>1</sup>

Basing on the experience of studying these events, the National Department of Tourism (NDT) tasked the Univen team to identify key success factors in hosting of events. While the study will not base solely on the previous events researched by the team, it will however use some of the recognised key findings to inform and develop a springboard on which to approach other events and identify key success factors in hosting events. As part of this study, a database of both private and public events taking place in the Limpopo province will be provided to give an overview of these events and a selection of some of these will be done for detailed assessment.

## **1.3. Rationale for the study**

The rationale of this study is based on the notion that the event sub-sector is globally recognised for its valuable economic contribution to tourism destinations. Major economic impacts of the event sub-sector are its contribution to employment and income, at national, provincial and municipal levels. Event tourism is also associated with a range of other benefits and costs of a more intangible nature. Intangible

---

<sup>1</sup> Each identified critical finding is used in the appendix 1 to develop an interview guide that will help in the identification of successful factors.

benefits include associated social and cultural benefits to the host, the exchange of ideas, the cultivation of business contacts, the provision of forums for continuing education and training and the facilitation of technology transfer. As such, engaging in this study stands to consolidate theories and experiences of hosting events to come up with key success factors that may be used by different municipalities in the country.

#### **1.4. Problem statement**

The country, provinces and local municipalities host several events that range from cultural, sporting to business events. Limpopo province annually hosts, perhaps the most well-known religious pilgrimage event in South Africa; the Zion Christian Church (ZCC) gathering in Moria near Polokwane in the Capricorn District municipality. Event tourism provides an opportunity to shape the economic future of the municipality, especially its tourism sector and with that to magnify the multiplier effect of the tourism economy, and the greater spirit of the people of the municipality itself. The events provide a unifying reason for investment into tourism infrastructure, a commitment to delivery and clarity regarding the value beyond the event. From the perspective of the tourism economy, with events come the potential for dramatic increases in a number of critical destination growth and development metrics. For this reason, events are actively sought after by national, provincial and local governments. The long-term benefits should outweigh the short-term costs. Through events critical initiatives can be addressed, core attitudes shifted and key strategic priorities fulfilled.

The University of Venda has conducted research on the socio-economic impact of sport and religious events for local communities in Limpopo Province. Findings from both studies show that events provide jobs, promote the establishment of small businesses and stimulate investment in local communities. Despite the acknowledged economic impact of events there is limited research which focuses on how event tourism can be used to promote LED in communities. This study attempts to develop a framework (strategy?) for exploring the potential of event-led tourism for local economic development for municipalities in Limpopo Province and beyond.

#### **1.5. Research questions**

To develop such a framework, this study seeks to address the following research questions:

- What are the local economic development lessons (benefits/costs) identified in the (sport and religious) tourism event studies conducted by University of Venda?

- What are the lessons that other municipalities can learn from hosting events which will promote LED?
- How can events be used as a broader strategy for municipalities to develop local economies?

### **1.6. Purpose of the study**

The study aims to determine how event tourism can be used to promote local economic development in South Africa by drawing lessons from previous case studies conducted on the socio-economic impact of sport and religious tourism.

### **1.7. The objectives of the study**

Following from the above research questions, the objectives of the study includes the following:

- to determine the economic benefits derived from hosting events for local communities using the findings from the religious and sports tourism research studies previously conducted by University of Venda
- to identify lessons that other municipalities can learn from hosting events which will promote LED
- to make recommendations on how events can be a broader strategy for municipalities to develop local economies.

## **2. Theoretical Background and Literature Review**

Tourism is widely considered as an important contributor to socio-economic development, particularly in less developed countries. Despite the almost universal acknowledgement of tourism as a developmental option, the extent to which economic and social development inevitably follows the introduction and promotion of a tourism sector remains the subject of intense debate. The purpose of the literature review is to synthesize theoretical and empirical studies on tourism in general and event tourism in particular, as catalysts for local economic development (LED) in both developed and developing countries. This synthesis will form the foundation for the methodological approach for the empirical study on LED-tourism nexus in the Vhembe District Municipality (VDM).

## 2.1. Theoretical background

### *Local economic development*

There are numerous definitions of the concept of local economic development (LED) in the literature. For example, scholars like Blakely and Bradshaw (2002), Bartik (2003), Trah (2004), Helmsing and Egziabher (2005) and international organisations such as the World Bank, ILO, and the Economic Commission for Latin America and the Caribbean (ECLAC), defined and explained LED as given in the following paragraphs. According to the World Bank (2010), the purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation. According to Bartik, LED represents increases in a local economy's capacity to create wealth for local residents. Helmsing and Egziabher (2005) consider LED to be a process in which partnerships between local governments, NGOs, community-based groups and the private sector are established to manage existing resources, to create jobs and stimulate the economy of a well-defined territory. The ILO (2006) sees LED as a participatory development process that encourages partnership arrangements between the main private and public stakeholders of a defined territory, enabling the joint design and implementation of a common development strategy, by making use of the local resources and competitive advantage in a global context, with the final objective of creating decent jobs and stimulating economic activity. Another important definition is provided by studies carried out in Economic Commission for Latin America and the Caribbean (ECLAC) countries (see for example, Aghon, Albuquerque and Cortes, 2001; Finot, 2001; Albuquerque, Llorens and Del Castillo, 2002; Llisteri, 2000). In the above studies, LED is defined as the structural and growth process which, by making full use of local resources, leads to a continuous increase of the welfare of the people living in a local area or region within a country. The process includes three dimensions: economic (encompassing the means of production that allow local firms to make efficient use of local resources, generate scale economies and increase their productivity and market competitiveness); sociocultural (characterized by the social and economic network, in which local values and institutions support the led process); and the administrative and political dimension (involving local initiatives that create an appropriate local and business environment to foster local economic development). Lastly, Ruecker and Trah (2007) maintain that LED is an ongoing process by which key stakeholders and institutions from all spheres of society work jointly to create a unique advantage for the locality and its firms. This can be accomplished by addressing market failures, removing bureaucratic obstacles for local businesses and strengthening the competitiveness of local firms.

As argued by Ntonzima and Binza (2011), a common feature of the various definitions cited above is the emphasis placed on locality; partnerships between local government and other spheres of government; business and civil society sectors; community empowerment; local communities taking part in considering, designing, and implementing LED policies and programmes; and using local resources effectively.

In a review of the literature, McNaughton (2011) argued that even though several authors have discussed local economic development theory, only a few specified detailed LED plans for achieving local economic development in communities. To address this gap, the World Bank (2010) suggest that in order for LED to be effective, a community needs to identify and consider its own economic strengths, weaknesses, opportunities and threats (SWOT), and agree on a shared strategy. Specifically, local communities must respond to their LED needs in many ways, and a variety of approaches can be taken.

These include:

- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the city for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;
- Targeting certain disadvantaged groups.

### ***Event Tourism***

According to Getz (2008), the concept of event tourism was not widely used until 1987 when The New Zealand Tourist and Publicity Department (1987) reported: “Event tourism is an important and rapidly growing segment of international tourism”. Getz (2008) noted that prior to this date it was normal to speak of events in tourism parlance as ***special events, hallmark events, mega events*** and ***specific types of events***. Now the term ‘event tourism’ is generally recognized as being inclusive of all planned events in an integrated approach to development and marketing.

Two important terms worth defining in this study are 'event' and 'event tourism'. The Accepted Practices Exchange (APEX) Industry Glossary of terms (CIC, 2003) defines an event as, 'an organized occasion such as a meeting, convention, exhibition, special event, gala dinner, and so forth. An event is often composed of several different yet related functions.' Getz in his book *Event Management and Event Tourism* (1997), stated that events are temporary occurrences, either planned or unplanned, and they usually have a finite length which is normally fixed or publicized for planned events. And they can be classified or categorized in different ways on the basis of their size, form and content. Examples of the various types are: special events, hallmark events, mega events, festivals, fairs and exhibition, expositions and shows, meetings and other business and educational events, sports events, art events. Event tourism, according to Getz (1997) may be defined as the systematic planning, development, and marketing of festivals and special events as tourist attractions, image-makers, catalysts for infrastructure and economic growth, and animators of built attraction. Getz (1997) has observed that event tourism is in the middle of the two sectors - tourism management and event management. Tourism management deals with tourism development based on analysing the behaviour and motivation of all kinds of tourists. On the other hand, event management deals with event marketing, design and managing of an event. Also, it tries to understand the event experiences and to manage them. Hence, event tourism is in the middle of the two sectors. That is, event tourism aims at full exploitation of the capabilities of events in order to achieve tourism development of host communities (Getz 1997).

From the above discussion, it is clear that any discussion of event tourism (like any type of special-interest travel), should be done from both demand and supply sides. A demand side perspective requires determining who travels for events and why, who attends events while traveling, and what 'event tourists' do and spend. Included in this demand-side approach is assessment of the value of events in promoting a positive destination image, place marketing in general, and co-branding with destinations. On the supply side, destinations develop, facilitate and promote events of all kinds to meet multiple goals. These are: to attract tourists, serve as a catalyst (for urban renewal, and for increasing the infrastructure and tourism capacity of the destination), to foster a positive destination image and contribute to general place marketing (including contributions to fostering a better place in which to live, work and invest), and to animate specific attractions or areas.

### ***Key components (success factors) of the event industry***

The event tourism literature is replete with key components which play vital roles in the event tourism sector. Allen, O'Toole, Harris, and McDonnell (2011), cited in Etiosa (2012), identified six types of success factors. These include event organizations, event management companies, event industry suppliers, event venues, industry associations and external regulatory bodies.

The first is event organizations are involved in staging or hosting events. While some may be event-specific bodies such as SAFA, others are special teams within a larger organization (Allen et al. 2011). The second component is event management companies made up of a group of professionals or individuals whose duty or task is to organize events on a contract basis on behalf of their clients. These specialized companies often organize a number of events on regular basis and also develop long-term relationships with their clients and suppliers (Allen et al. 2011). The third is event industry suppliers who are the network of an integral part of the event industry whereby specialization and expertise meet to produce professional and high-quality events. In recent times, this component of the event industry has become so important because of its rapid growth, expansion and complexity. The fourth, is suppliers who operate in event-related areas such as staging, sound production, lighting, audiovisual production, entertainment and catering or in associated areas, such as, transport, communications, security, legal services and accounting services (Allen et al. 2011). Another critical success factor is event venues which are an essential component of the industry without which any event would not be hosted. Venue management is a very important part of the whole event management process as it serves as a part of the marketing of the venue or servicing of event clients. Some specific event venues exist and they create additional revenue by renting out their facilities to functions and corporate events ranging from galleries, theatres, universities, museums. But the commonly known event venues are hotels, resorts, convention and exhibition centres, sports and fitness centres, stadiums, heritage sites, theme parks, and shopping centers (Allen et al. 2011).

Another important element of event tourism is industry associations which came into existence due to the emergence and formation of the industry. It has also become eminent to have professional associations in charge of networking, communications and liaison within the industry, training and accreditation programs, codes of ethical practice, and lobbying on behalf of their members. Examples of some of the associations mainly associated with event planners and managers are the following. The International Special Events Society (ISES) is an association whose mission is to educate, advance and promote the special events industry and its network of professionals along with related industries. And to this regard, they strive to uphold the integrity of the special events profession to the general public through their "Principles of Professional Conduct and Ethics": acquire and disseminate useful business

information; foster a spirit of cooperation among its members and other special events professionals, and cultivate high standards of business practices (Allen et al. 2011). External regulatory bodies are governmental and statutory bodies whose duties or responsibilities are to oversee and supervise the conduct and execution of events and in most cases, these bodies have a close connection with the industry. These bodies have sprung up because of the complex and regulated environment in which contemporary events take place. In some cases, many local councils now require a development application for the staging of outdoor events which may cover regulations governing for example, traffic plans, noise restriction etc. (Allen et al. 2011)

### ***Tourism and Local Economic Development***

It is widely accepted that sustainable tourism occurs when a local area pursues activities to develop their tourism industry with an emphasis on balancing economic returns with poverty alleviation, resource protection and the interests of local residents. The German Forum on Environment and Development (1999) defined sustainable tourism as follows:

*“Sustainable tourism has to meet social, cultural, ecological and economic requirements. Sustainable tourism holds a long-term view, for present and future generations, ethically and socially just and culturally adapted, ecologically viable and economically sensible and productive.”*

In recent years, sustainable tourism has emerged as an increasingly important part of any economy because it is not so dependent on financial capital or major infrastructure and is, therefore, an entry sector that can achieve quick results for poorer areas. It is also seen as a win-win option, designed to meet the economic needs of a community without degrading the cultural and natural environment. Despite the fact that tourism has emerged as a valuable tool for LED, it is not without limitations. For example, tourism can be unpredictable and should be seen as only one component of a larger series of development initiatives within any economic system. The fluctuating nature of tourism is not conducive to stability in un-diversified economies. It should also be recognized that many communities lack even the most basic assets such as attractive location, accessibility, natural or cultural resources. These communities would probably be better off exploring other forms of LED.

According to Rogerson (2002), for any locality to be successful in terms of tourism as a driver for development, three crucial preconditions must be satisfied. First, localities must develop a total tourism product or portfolio of products which will attract visitors (Davidson and Maitland, 1997). The tourism product is viewed as a combination of resources and services. Resources constitute the initial attraction that the destination has for visitors whereas services are provided to make possible or enhance the visit,

and supplied mainly, or in some cases entirely, for tourists. As argued by Smeral (1998) the competitive position of any tourism destination is determined to a large extent by the diversity and quality of its resources and services. Specifically, quality is seen as a significant factor impacting the competitiveness of tourism spaces. According to Davidson and Maitland (1997), the resource base of any locality comprises its natural resources (e.g. climate, environment, landscape), built environment resources (historic sites, retailing attractions and the like) and socio-cultural resources (including arts, culture, festivals, sports attractions) The appropriate packaging and marketing of the unique combination of resources of localities in terms of 'imaging' a place is essential for its success. Essential services as part of a locality's tourism product would include transport services (provision of roads, airport facilities), hospitality services (accommodation, restaurants and bars) and critical support services (tourist information centers, conference or guide services) which are geared to attract visitors and enhance their experience. Overall, it is evident that the attractiveness of particular tourism spaces arises from its blend of resources and services. As pointed out by Davidson and Maitland (1997), "without such a mix, a place will not work as a destination".

The second factor is locality development (Helmsing, 2001). Locality development includes several components, including participatory local planning, improvement of land use regulation and the creation and expansion of economic and social overhead capital, including local training institutions (Tosun, 2000; Helmsing, 2001). A typical example would be establishment of local training institutions aimed to provide necessary skills for employment in tourism or for enhancement of tourism entrepreneurship opportunities through small business development. The last factor is the effective planning and management of tourism at destinations (Davidson and Maitland, 1997). Generally, tourism destination management involves a partnership between public and private sectors. On the one hand, the planning and development of tourism at destinations is seen as far too important to be left solely in the hands of private sector entrepreneurs, whose primary concern is profits which often may have no long-term allegiance to the locality as a whole. On the other hand, if tourism development is dominated by the public sector then it is viewed as unlikely to be developed at an optimum rate from an economic point of view (Bramwei and Sharman, 1999). Accordingly, a third approach, the so-called public-private partnership, has been touted as the best approach for the tourism spaces to be created and sustained (Law, 1993; Agarwal, 1999).

### ***Principles of LED and tourism***

Rogerson (2002) in a review of the literature identified ten key principles for successful tourism-led local economic development. The principles are listed below:

1. A need for realism by policy-makers as to whether tourism is a viable option.
2. The Need for Holistic Development
3. Tangible Benefits must be distributed to Poor Communities
4. Economic Activities should be Diverse
5. Prevent a 'Tourist Oasis'
6. Keep Developments Small and Organic
7. Encourage Local Networks
8. Monitor Development
9. Maximise Community Participation
10. Good Governance, Cooperation and Institutional Thickness

Forum for the Future (1998) provide eight issues that need to be present for sustainable local economic development and these are shown in box 1 below. Some of these principles overlap with those provided by Rogerson (2002). The eight issues raised by the Forum for the Future<sup>2</sup> provide a valuable framework for exploring the prospect of tourism-led sustainable local economic development (LED).

<b>Box 1: Agenda for sustainable local economic development</b>	
1.	<b>Capacity Building and Training</b> – tackling social exclusion and ensuring that people are able to make the most of available opportunities
2.	<b>Community enterprise</b> – supporting institutions that promote sustainable community regeneration and encouragement for social entrepreneurs, community businesses and co-operatives.
3.	<b>Access to Credit and Capital</b> – providing access to, and control of, low cost credit and fostering capital for individuals, businesses and community enterprises.
4.	<b>Local Business Development</b> – a supportive framework to assist the creation of new businesses, support existing businesses and help local firms to grow and prosper.
5.	<b>Inward Investment</b> – promoting proposals that have positive impacts on local community, businesses and the environment.

---

<sup>2</sup> Forum for the Future (1998), [www.forumforthefuture.org.uk](http://www.forumforthefuture.org.uk). This forum was formed in 1995 and has an objective of working globally with business, government, and other organisations to solve complex sustainability challenges. The forum runs educational, local government and sustainable economic programmes whose themes are employed in this paper.

### Box 1: Agenda for sustainable local economic development

6. **Responsible Business Practice** - promoting responsible business practice in terms of good environmental management, valuing employees and developing links with local communities.
7. **Access to and Distribution of Work** – improving public transport provision as well as mechanisms like local labour schemes which match employers' needs with local skills and meet community needs.
8. **Trading locally** – Supply chains between local firms can benefit businesses and the environment, and making the most of local resources can create jobs and reduce 'leakage' of skills and wealth from an area.

Source: Forum for the Future (1998), [www.forumforthefuture.org.uk](http://www.forumforthefuture.org.uk)

## 2.2. Literature Review

A large body of studies have analysed the role of tourism in local economic development on both developed and developing countries. In South Africa, for example, Binns and Nel (2002) employed the case study approach to study the extent to which local government uses economic, social and environmental resources to promote tourism as a local economic development strategy in two previously disadvantaged communities – one in KwaZulu–Natal and the other in the Western Cape. The findings generally suggest that tourism-based LED can serve as both a catalyst for socio-economic development, as well as a mechanism through which the negative effects of apartheid can be partly addressed.

Felsenstein and Fleischer (2003) similarly employed visitor expenditure impact econometric model to investigate the role that local festivals play in promoting tourism and boosting regional economic development. The study focused on two local festivals in Israel. These are the Kfar Blum Chamber Music Festival that is held in the village of Kfar Blum in the rural setting of the Upper Galilee and the "Alternative Theater" Festival that takes place in the setting of Acre, a historic Crusader seaport. The results of the study support the hypothesis that local festivals can act as tourism promoters and as a catalyst for local economic development.

In an earlier study, Walo, Bull and Breen (1996) used interviews and participants' diaries to collect data to analyse the direct and indirect impacts of the 1995 NCUSA Games on the Lismore City Council area in New South Wales, Australia. The key finding of the study support the claim that staging of the game has a positive economic effect of the local community.

The case for participatory tourism development has also been highlighted in the literature. For example, Tosun (1999) used the normative concept of participatory development approach to analyse and explain the limitations to the participatory tourism development in Turkey. The results revealed that there are operational, structural and cultural limits to community participation in the tourism development process in many developing countries although they do not equally exist in every tourist destination. Furthermore, while these limits tend to exhibit higher intensity and greater persistence in the developing world than in the developed world, they appear to be a reflection of prevailing socio-political, economic and cultural structure in many developing countries. The findings also show that although these limitations may vary over time according to types, scale and levels of tourism development, the market served, and cultural attributes of local communities, forms and scale of tourism developed are beyond the control of local communities. The study concludes that formulating and implementing the participatory tourism development approach requires a total change in socio-political, legal, administrative and economic structure of many developing countries, for which hard political choices and logical decisions based on cumbersome social, economic and environmental trade-offs are sine qua non alongside deliberate help, collaboration and co-operation of major international donor agencies, NGOs, international tour operators and multinational companies.

In another study, Tosun (2000) investigated the challenges to sustainable tourism development in Turkey. It was found that the factors that have emerged as challenges to sustainable tourism development related to priorities of national economic policy, the structure of public administration, an emergence of environmental issues, over commercialisation, and the structure of international tourism system. It concludes that although the principles of sustainable tourism development are beneficial, their implementation is an enormously difficult task to achieve and owing to the prevailing socio-economic and political conditions in the developing world. Hence, any operation of principles of sustainable tourism development necessitates hard political and economic choices, and decisions based upon complex socio-economic and environmental trade-offs. Moreover, it states that implementation of these hard decisions may not be possible unless international organisations encourage and collaborate with governments of developing countries to implement the principles of sustainable tourism development.

Studies investigating the attitudes of the host community towards tourism development have focused on development from outside of the community (Harril, 2004; Lawson, *et al.*, 1998; Long, *et al.*, 1990). There is debate and disagreement among various authors as to the causes of variation in residents' attitudes towards tourism. Residents can perceive both positive and negative impacts of tourism and therefore be unsure of their overall attitude towards tourism, which may lead to the debate about the

influence of different factors (Harril, 2004). Some factors that may influence residents attitudes towards tourism include the guest/host ratio, cultural distance between host and guest, the residents' economic dependence on tourism, the community's decision making power, the residents' stage in life-cycle, seasonality, and type of tourism that has developed (Lawson, *et al.*, 1998). Optimising social and environmental benefits to the residents and mitigating adverse impacts of tourism are important in maintaining favourable resident attitudes (Long, *et al.*, 1990).

Socio-economic factors are often used to explain variation in residents' attitudes toward tourism development but they may actually have a minor role (Harril, 2004). A summary of previous studies, conducted by Long *et al.* (1990), found that residents' attitudes towards tourism did not depend on socio-demographic characteristics. Residents' attitudes were more favourable when the individual respondent was more economically dependent on tourism, for example by working in the tourism sector; and the perceived impact of tourism was less when the resident lived further from the tourism development (Long, *et al.*, 1990).

Other studies have reported that tourism does not necessarily benefit all members of the community and there is a need for a broad development package rather than a single tourism focus (Harril, 2004). Community acceptance or commitment is important to the long term viability and profitability of tourism and consultation is a key step in establishing community acceptance (Lawson, *et al.*, 1998). A study by Brennan-Horley *et al.* (2007) demonstrated, through the example of the Parkes River Elvis Revival Festival, in Australia, that residents may prefer alternative marketing techniques and the new image of the town may not be one that they want (Brennan-Horley, *et al.*, 2007). The festival focused on promoting the town through an invented association with Elvis Presley (Brennan-Horley, *et al.*, 2007). Tourism development also faces problems through its seasonal nature, where businesses suffer in the off-season and can only provide short term work on a seasonal basis (Duval, 2004).

Briedenhann and Wickens (2004) employed a three round Delphi Consultation Survey methodology to investigate the development of rural tourism routes in South Africa and highlighted a number of factors critical to its success. The results show that the clustering of activities and attractions, and the development of rural tourism routes, stimulates co-operation and partnerships between local areas. More importantly, meaningful community participation, together with public sector support, presents opportunities for the development of small-scale indigenous tourism projects in less developed areas.

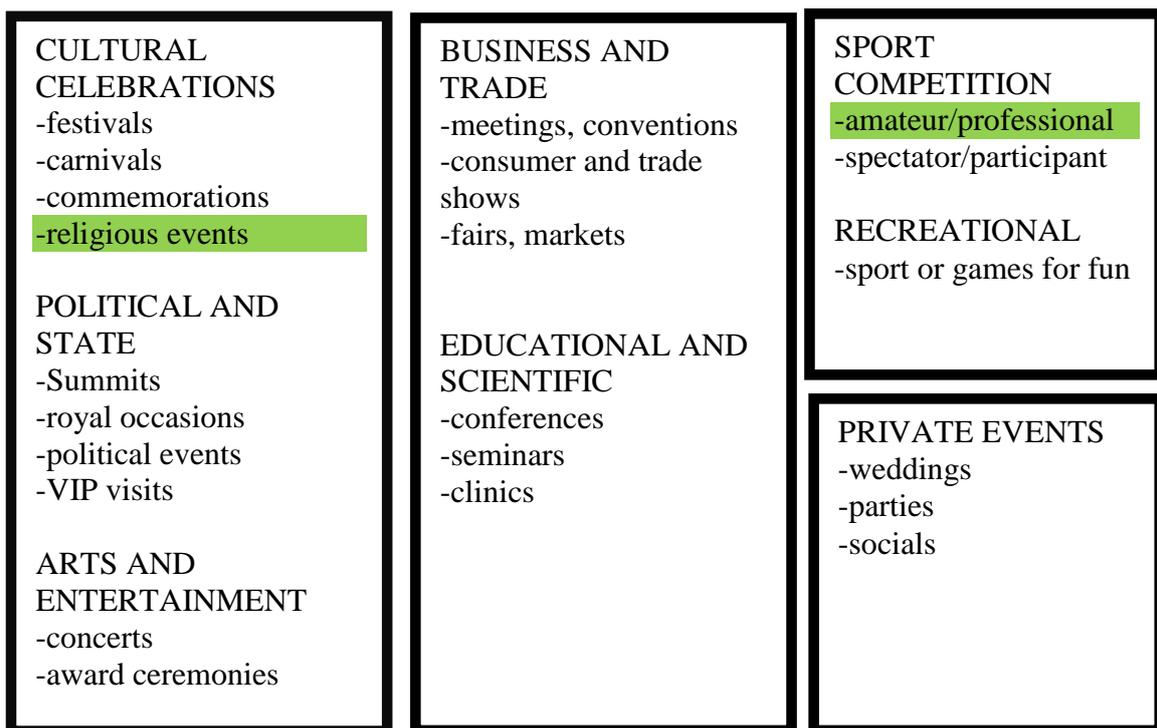
### ***Summary and Gap in Literature***

In summary, it is clear from the reviewed literature that hosting events can be of economic benefit to a host community. However, there are also instances where it ends up costing the host community more in the long run if not properly organized and managed. Factors like infrastructural breakdown, solid waste disposal after large scale events have been held in a community or other forms of environmental pollution caused by the events to the community, can cost the community a lot. These factors have in past time acted like a stumbling block towards the achievement of the desired result by the host community and therefore made most host communities think twice before hosting a major event even if those events are part of the community's norm. Despite these observations, there is little study on the effect of event tourism on local economic development in Vhembe District Municipality. This study therefore attempts to fill the gap by exploring the contribution of event tourism to local economic development in the district.

### 3. RESEARCH DESIGN AND METHODOLOGY

The assumption behind the study design is that there are events that are organised and run by local municipalities (hereafter, Public) and other events organised and run by other organisation that are not government related (hereafter, Private). On the latter, it is expected that the local municipality will be active in supporting and/or using privately organised events to bring about local economic development in its jurisdiction in as much as it would do with its own events. If events are organised by the local municipalities, private entities would be expected to take advantage and attempt to maximise returns on their business. This scenario leads to a Public-Private Partnership (PPP) in event organisation and management, which may be strategic in local economic development. Consequently, the study was designed in a way that captured this partnership within the framework of sustainable local economic development proposed by Forum for the Future (1998).

**Figure 1: Types of planned events**



(Source: Getz, 2005)

### ***Database Development and Judgemental Sampling***

A compilation of private and public events taking place in the Limpopo Province was undertaken to develop a database of these events. Unfortunately the study cannot ascertain that the database is comprehensive. Nonetheless, based on both the scale of these events and other characteristics of interest, a sample was chosen that represents the type and geographical spread of events in Limpopo. Judgemental sampling was used for this purpose. Consequently, the municipalities selected for study emerged from the selected events and at least an attempt was made to make sure they are representative at the Limpopo province. Events in four out of five districts of Limpopo are represented. It is however not plausible to claim representativeness at the national level given that the study is limited to the provincial level. If anything, the study can provide lessons for other events hosted in other provinces.

#### **3.1. Data Collection**

The diverse nature of private events, and concomitantly of event tourism brings about a huge challenge in attempting not only to create a workable framework but methods that may capture every aspect associated with these events. The same is true for publicly organised events. In real sense, to get a complete sense of events and how they promote local economic development, data needs to be collected from all types of events. However, a census of all events would be costly and perhaps unrealistic given the time frame and budget of the study. As such, in addition to the events that have already been researched by the Univen team, data was collected on selected private and public events from the developed database and only event organisers were contacted to gather these data.

##### **3.1.1. Data collection for private events**

In 2012, the event that was selected as a case was the professional sport. In 2013, a religious case was then selected. Given the need for ethical clearance for research and the demands of the study, the religious case was investigated in two phases. Phase one was completed in 2013 and phase two in 2014. In table 1, the typology of events covered in the past three years is presented.

The two cases of the events presented here can be categorised as small, medium and large scale as seen in table 1. This categorisation is based both on the size of population and spatial geography. The religious case phase one and two share the same theme, organisation drivers, key management and purpose. The case study areas are all within the Limpopo province of South Africa but are based in different local municipalities.

The Sporting event is based in Thulamela Local Municipality, which falls under Vhembe District Municipality. The area is characterised by rural settlement patterns, enormous backlogs in basic household infrastructure and services, and discontinuous land uses. The overall effect of these patterns had resulted in extreme poverty and under development. As such, event tourism led economic development could contribute towards pro-poor growth. Phase one of the religious event is based in Makhado Local Municipality, which is an integral part of the Maputo sub-corridor and the Trans Limpopo Spatial Development initiative in co-operation with Zimbabwe. The region is well known for its agricultural diversity that ranges from tropical and sub-tropical fruit and nuts, to cattle and game farming. Phase two of the religious event is based in Polokwane Local Municipality, a municipality with one of the premier hunting destinations in South Africa and surrounded by outstanding tree lined suburbs and fascinating rural villages. The city has many attractions with a number of museums, historical sites, art and photographic museums and entertainment centres. Interviews with event organisers and/or municipality officials on these events will be carried out and the interview guides for these is given in appendix 1.

Table 1: Typology of events covered by Univen Team over the past three years

	Event type 1: Sport	Event type 2: Religious	
		Phase 1	Phase 2
Size of population	Small	Medium	Large
Spatial geography	District	Regional <sup>3</sup>	Continental <sup>4</sup>
Major theme	Entertainment	Religious	Religious
Organising drivers	Private	Private	Private
Key management	PSL/SAFA driven	Voluntary driven	Voluntary driven
Purpose	Entertainment benefits for locals and visitors, and business	Spiritual benefits for pilgrims	Spiritual benefits for pilgrims

The other private event drawn from the developed database to compliment the private events already studied by the Univen team is the Kremetart race in Makhado Local Municipality. Interviews guide for event organisers of these private events is given in appendix 2<sup>5</sup>. Interviews were also held with local municipal officers, who are responsible in providing support structures or take advantage of the private events so that the local jurisdiction could benefit. The interview guide for this activity is given in appendix 2.

<sup>3</sup> Regional refers to countries neighbouring South Africa.

<sup>4</sup> Continental refers to countries in the African continent.

<sup>5</sup>All municipal IDPs were reviewed together with Forum for the Future and literature to guide some of the interview schedules.

### **3.1.2. Data Collection for Public Events**

As already shown in table 1, the cases done are all privately organised. Therefore there was need to effectively cover the publicly organised events. To do so, the study identified event organisers, managers or officers in districts and/or local municipalities which host big events. Data on the nature of these reports was drawn from interviews with these event organisers from the districts or municipalities in the Limpopo province. The event organiser interviews was done preferably face-to-face and where there was no other choice others were done telephonically and through email. The questions asked mainly revolved around the planned event experiences and meaning (see appendix 2) and then they were cross related to the agenda of local economic development.

### **3.1.3. Data Collection for Linking Event Tourism to LED**

Interviews were held with both LED officers (and event organisers where necessary) to gather data on linking private and public events to sustainable economic development that is localised. Here, the design was based on the identified framework developed by the Forum for the Future (1998). The questions (see appendix 3) asked to make sure that the study is able to tie events to local economic development based of the eight Forum for the Future themes as shown in box 1.

### **3.1.4. Scanning of Integrated Development Plans of the Municipalities in the Province**

The study requested and downloaded Integrated Development Plans (IDPs) of the municipalities in the province. The idea was to scan all these to check if they have tourism (and or events) as a strategy. Along with this, we attempted to create a data-bank for all major events taking place in Municipalities of Limpopo. Drawing on this and coupling it with interviews, we were hoping to triangulate and find a compelling case for our findings.

## **3.2. Data Analysis**

Analysis was done first on privately organised events, then moved on to publicly organised events and ended with an analysis on the linkages between both privately and publicly organised events to LED. How each analysis was actually done is described separately below.

### **3.2.1. Data analysis to yield key success factors in hosting private events**

These cases, whose reports have already been compiled were revisited to determine the economic benefits derived from hosting events for local communities and were used together with other measures mentioned in the subsequent sections to demonstrate how municipalities can host events in a way that promote local economic development. In other words, the analysis of the cases was expected to yield key success factors in hosting private events. Although the results of the case studies cannot be pooled, the divergent nature of the cases mean that analysis remained flexible and did not use a rigid format since no two or more events could ever be the same. The cases rather provided a methodology for replication logic, that is, for producing different results for predictable reasons (Yin, 1994).

The strategy of analysing the interviews was based on the descriptive and topic coding of the “within-each” interview that was emerging, and then further analysed through matrices for effective categorisation of data (Miles and Huberman 1994). Based on this, a cross-interview analysis was done for all interviews to check for both an empirically and theoretically compelling scenario that provides constant comparison of emerging concepts.

### **3.2.2. Data analysis to yield key success factors in hosting public events**

The interviews conducted were analysed the same way as described in the analytical strategy for private events in the foregoing section. Here, the key success factors will be identified from the responses of municipality officers who are responsible for public event management. However, it is important to note that this analysis is necessary but not sufficient in terms of identifying key success factors that lead to sustainable LED. As such, the following section pertains to the design of linking events to LED to complete the dose needed for identifying key factors in hosting events.

### **3.2.3. Data analysis to yield key success factors on linking events to LED**

The strategy for analysing interviews that link events to LED, in order to complete the dose of determining key success factors in hosting events, was based on a grid matrix proposed by Miles and Huberman (1984), which allow for an immediate impression of the pattern between the event and sustainable local development. For pattern-matching to be logical, Yin (1994) highly recommends that the study must have a strong theoretical propositions, hence the use of the Forum for the Future framework themes.

#### **4. ETHICAL ASPECTS**

The conduct of any scientific investigation particularly in the social sciences is often concerned with collecting data from people or organization records. Invariably, this raises questions about the way in which people or organizations who provide data should be treated by researchers, and such questions are often ethical in nature. As required by Univen ethics policy, ethical clearance will be obtained from UNIVEN Research & Publications Committee (RPC) and from the municipalities to be researched.

To ensure confidentiality of the data, municipality or respondents' names, and any other identifying information will be excluded from the questionnaires and demographic data. All questionnaires and filed notes will be kept in a locked drawer until no longer required. It is possible that the data may be used for secondary analysis. In this case identities of participants or organisations will be protected.

## 5. RESULTS

This section begins with a summary of the local economic development lessons identified in the three previous studies that were done by Univen. We then follow this up by presenting a combination of results from different interviews held with event organisers and/or municipal officials responsible for events. We begin by presenting interviews with municipality officials on private events which were covered by the Univen Team in the past three years and these are the Sport-Event Tourism, and Religious-Event Tourism. We use information from three respondents who agreed to be part of the interviewed provided they remain anonymous. In all cases, we refer to these interviewees as the interviewed official and we can only distinguish them using the event.

### 5.1 Summary of LED Lessons from the Previous Studies Done by Univen

#### *The Case of ZCC*

In this study, we sought to investigate the socio-economic impacts of religious tourism on local communities. In doing so, we first observed and recorded major activities within a 50km radius from Moria, the Zion City, before, during and after the religious gathering. Our observation mainly concentrated on business establishments. We also conducted focus group discussion to gather qualitative data for the study. In sum, we provided evidence to support the contention that the gathering leads to LED due to positive socio-economic impacts to surrounding communities that outweigh the negatives.

First our findings highlighted the general context of the study site and the surrounding communities. Here, observations showed that the ZCC church has a vast array of businesses, school and clinic around the area. Definitely over and above being a supplier of spiritual food, the church is contributing towards employment, education and health. These contributions, especially that of employment and education are vital as they have great potential of reducing the crime rate, reduction of poverty, use of drugs and other social evils that accompany being unemployed and uneducated. It was not easy however, to quantify most of these socio-economic impacts. While quantifying how many people are employed by the church is easy, it is definitely difficult to quantify the reduction in poverty resulting from this employment, for instance. However, there remains no doubt that these impacts are present and are contributing to LED. Another socio-economic impacts was on the realisation of rural-urban linkages that have been made possible because of this religious event. Economically, rural and urban areas are linked by the reciprocal exchange of products. Strengthening this link, in most cases, requires a good road network between these two areas. The presence of the religious gathering in Moria has seen

improvements in road network that may not only help the pilgrims, but may facilitate exchange between rural and urban agents.

Second, our findings highlighted in a qualitative detail the relations between the religious event and the businesses. The results showed that while most businesses do not observe significant effects of the religious event on their businesses, they do nonetheless respond to certain requirements of pilgrims to take advantage of their demand. Some of the businesses go to the extent of relocating temporarily closer to the religious site to make sure they benefit from this extra demand. The quantitative data from observing customers at fuel stations showed that the frequency of motorists visiting the fuel station is twice more during a week-end with a religious event. These findings were used to suggest that religious events may trigger ripple-purchasing effect from non-pilgrims, which arguably make a contribution towards LED. Thus, there are purchases by other members of the community that are done, that may not have been done if the religious event had not taken place.

Furthermore, we found out that the extra demand both from pilgrims and the community in general, which accompanies the religious event in Moria, is accompanied by the extra supply that could come from suppliers who are located outside the surrounding communities (that is outside the 50km radius from Moria). While this is good as it brings variety and restricts prices from going up, it is not very pleasant for small entrepreneurs who reside within the 50km radius of Moria and consequently for LED. Results showed that the decrease in prices and the flooding of suppliers during the religious event is not good for their businesses. In addition, the suppliers from outside this community are a source of leakage.

### ***The Case of UAAC***

This study was undertaken to provide insight into the spending behaviour of pilgrims to arguably the second largest religious pilgrimage in South Africa- the annual United African Apostolic Church gathering in Ha-Mavhunga in Limpopo Province. The idea was to derive an estimate of the economic value of the pilgrimage. The study further explored the perceptions of local residents and businesses on the impact of the religious gathering.

The results from the study indicated that, while the economic impact of the gathering on the local economy is slightly over R90 million, the leakages out of pilgrims' spending in the study area are huge and limit the benefits accruing to the local economy. The pilgrims are mostly interested in worshipping more than anything else. As such, most of their expenditures are only limited in the transport segment.

Businesses were positive about the pilgrimage's contribution to increased sales from their businesses, they at the same time opined that the pilgrimage gathering does not generate any additional employment. This is largely attributable to the substantial leakages from the local economy through 'imports'.

Residents perceived positive community image, followed by promotion of morality, and enhancing social cohesion as the leading benefits of the religious gathering in their community. Although residents reported negative social impacts such as littering and increased prices of goods, they nevertheless, regarded the positive impacts to outweigh the negatives and therefore would like the pilgrim population to continue to grow annually.

### ***The Case of Sports Events***

The study sought to identify the socio-economic impacts of sport tourism in local communities with particular reference to hosting of PSL soccer games. The findings showed that public transport, conventionally called taxis, was the common transport mode for an average person in Thohoyandou. The public tend to be happy during weekends of PSL soccer league because there will be a lot of people on the streets and taxis will not be delaying to depart from the rank to their respective destination. High traffic volumes were beneficial not only to the sampled households, but to commercial establishments as well. Consequently, we interpreted this to mean that high traffic volumes have socio-economic benefits that outweigh costs such as congestion.

The other finding was on the role of the event in boosting the community pride, making residents feel good about themselves and in marketing their town. We found this to be very important given that there are parts of South Africa which do not know about Thohoyandou. But again, despite this fact, even if Thohoyandou was known, it appears the residents were feeling good about receiving and hosting people from other towns and cities who came to support their teams. It is in this sense that we unsurprisingly found that most households had ill feelings when Black Leopards shifted their games to Polokwane. These sentiments were still harboured not only among households associating themselves with Black Leopards, but to commercial establishments and the general public.

The shifting of Black Leopards to play in Polokwane seem to have made businesses to lose out. It appeared that hotels were not very much affected by the shifting of Black Leopards though and there

were signs that they had many customers outside those from soccer fans. But commercial establishments such as petrol stations and car washes were significantly affected in terms of their businesses hence on employment opportunities as well. However, we interpreted this finding cautiously, realising that the study was based on perceptions instead of actual data of commercial establishments.

## 5.2 Privately Organised Events

### *The Religious Case: UAAC and ZCC*

A major finding of the religious event especially in the case of UAAC religious gathering was that revenue generated from the pilgrim was huge but most of this revenue was not contained locally due to high leakages. The study was then interested to know what major actions are taken by the municipality to retain as much revenue as possible in the local economy during events. This was important as it relates to LED. The interviewed official on the UAAC case stated that “locals in the area of Ha-Mavhunga do not think there could be business within the UAAC gathering.” This is surprising given that in the case of ZCC, many locals took advantage of the business opportunities presented by the religious event. But again, the relative lack of business participation is also attributed to capital needed especially to start big projects which may meaningfully tap from the UAAC religious event. Businesses such as owning a fuel station and buses need a lot of capital which “many locals do not have”. If anything, “most locals in this rural set-up depend on grants from the government, and for those with small businesses, they are not willing to register them”.

There were two respondents interviewed on the ZCC case. One of the interviewed officials on the ZCC case stated that “creating alliances between the church’s (ZCC) activities and that of businesses could aid economic development. An example I (the respondent) can use is that of the Zoc sim card, where an alliance between the church, Vodacom, Kaizer Chiefs and Orlando Pirates was created.” Such alliance is absent in the case of UAAC at Ha-Mavhunga. Contrasting these two interviews demonstrate that residents where the ZCC pilgrimage event takes place and where UAAC have different business perceptions in relation to the church. This is perhaps explained by the interviewed official on the UAAC case who expressed that “it could be residents are not for the idea commodification of church events.”

The other respondent on the ZCC case, who preferred to have the interview scheduled emailed and answered by writing in response to the question raised the fact that “if local businesses are to thrive and lead to the realisation of the LED, there must be a memorandum of understanding between businesses

and the church ... (given that the church) is unique (and has) strict protocols and its members are loyal to its principles.” The respondent also raised the fact that members of the church “always use the services provided by the church or within church premises.” This brings to light the fact that LED can still take place without necessarily having local businesses taking advantage of the demand of pilgrimage, but within the business model of the church, a lot of developmental activities take place. There are workers employed, schools built, students funded by the church and buses that provide competition to the taxi industry. All these activities contribute to the development of the locality near where the event takes place.

***Proposition One:*** *Religious tourism events are sacred and mostly private in nature. This does not mean that they are devoid of business, employment and other opportunities that may lead to LED. A within-church business model, as that of the ZCC, could yield sustainable local economic growth for two reasons. First, because products and services provided by the church would be bought and supported by the members. Second, because there will be no conflict of interest between the church and the outside-church businesses. If anything, an alliance between the church and the outside businesses could be created. Businesses without alliance from the church may yield unsustainable activities.*

### ***The Sporting Event Case: Kremetart Race***

The Kremetart Race is a cycling event that usually takes place in June each year. Many charity organizations are involved in the presentation of the race and all funds channelled to them are used for numerous social protection causes. The event has sponsors that involve big companies such as Pretoria Portland Cement, Pick n Pay and Total among others. The successful ingredient of this event as articulated by the respondent is that “it is well managed, well-advertised on the internet and is well supported and sponsored. Its customer satisfaction seem to be high hence the continued attendance for several years now.” Participants come from all over the country and from different walks of life. The event does not only involve cycling participants, it also has activities for the whole family, and for all ages. This interviewee expressed that “Kremetart is amongst the top three cyclist races in South Africa and attracts more than 10,000 visitors each year.” The interviewed official also indicated that the event generates about twenty million Rands each year to local businesses. Many of the participants put up in hotels in and around Louis Trichardt. “The event is almost self-contained” as expressed by the respondent since “it has its own traffic plan, merchandise order forms, ambulance services and recommended accommodation”.

The safety and security of tourists is important and “getting this right could mean success of the event over the years” according to our respondent. During the Kremetart, 24 hour security is always on site at the Tourism Information Village, where special care of parked vehicles and equipment is taken care of. Supporters are also made to be part of the race by being ferried by a bus and are allowed to cheer their friends, family member or partner at the finish line. Tickets for these buses are available in advance before the event starts. The respondent also indicated that “while this is a race in its strictest sense, it is also part of the entertainment time for spectators as they not only watch but get to do a lot of fun-full activities.” This basically means that the race caters for cyclists and their families and friends.

The entrance fee seem not to be deterrent to attend and participate in this event. The respondent indicated that “the fee is high enough to include breakfast, lunch, snacks and dinner on Saturday. It also includes water-points and support along the route as well as back-up vehicles.” If anything, the event is always on demand despite any fee entrance charged so far. The event appears to be competitive and “is shown by the attendance and event sponsors relative to other cyclist events in South Africa.” This fact makes this case to be interesting in that drawing lessons from it could inform other event organisers on how to pitch events that generate growth for the local jurisdiction. We were then interested on what could be the principles associated with this event to make it not only competitive, but to contribute to LED in Louis Trichardt. The responded found this question to be difficult but indicated that “it may boil down to good planning, preserving the historical and at times cultural significance while not daring to make it modern, and tying the main event with other activities to increase attendance.”

**Proposition Two:** *(a) Tying the main event with other activities that may bring the partner, family or friends of the participants seem to be a salient strategy of improving attendance and economic spin-offs. This means that events need not be in isolation of the participant only. (b) If (a) is the case, careful planning on integrating other activities without losing value of the main activity is crucial and could determine whether authenticity of the event is lost or not. (c) The feedback from participants and evaluation of the event immediately after it has taken place is crucial to make an informed judgement on authenticity of the event.*

### 5.3 Publicly Organised Events

#### **The Agricultural Show Organised by the Makhado Municipality**

The Makhado agricultural show takes place each year at the end of July and “brings people from different areas together” as indicated by our interview respondent on the phone. This event, as posited by the respondent “is associated with families coming to eat together food they rarely eat, buy things, and see famous artist from out of town.” The flare of the show has changed over time. “Before democracy, the standard of the show was very high and was really agricultural and the purpose was edutainment. Now one can say the purpose is mainly entertainment.” We asked why the respondent felt this way. “This is because now families come to enjoy themselves during the day, and the youth take an opportunity enjoy in the night.”

The record of attendance varies, but indications on a Saturday are that there could be about three thousand people on average who attend. The event is basically well attended and at times “there are experiences of overcrowding.” The respondent attributed this to the fact that this is the only significant event per year that brings together especially the black population of Makhado. “Maybe planning for quarterly events would ease pressure” articulated the respondent. The attendance of exhibitors is also rated good and extends beyond borders. However, it appears most of the exhibitors sleep onsite and rarely use the accommodation facilities such as hotels. Also, given that the show also attracts mainly the people from Makhado, many go back to their houses to sleep and as such the economic spin-offs outside the show grounds are not as much.

The entrance fee on this event could easily deter participant attendance. Our respondent mentioned that “families come in their numbers, and any increase in price translate into a lot of money given the big families that attendees have.” The situation could however be different for evening attendants. “In the, I doubt price could be an issue because the youth who attend come alone, and in pairs as such a price hike would not be a strain.” It also appears like pricing matters depending on the purpose of the event. If the event is edutainment, the respondent mentioned that “it makes sense that the zero to 12 years old do not pay.” Everyone could pay however if the purpose is just for entertainment. Consequently discriminatory pricing could be a factor worth considering depending on the time or number of people an attendant come with and on the purpose of the event.

The safety of participants is also of concern for public events. Here, support is provided by the police department and by police from the municipality itself. This support is crucial given that in the evening,

most young people will be drunk and could easily be targets of criminal activities. This is also true during the day as plenty of cars will be parked outside the show grounds and there will be need for security on them as well. Other services include the traffic department, which is usually needed to control the vehicles in a way that eases congestion. The ambulance services are also visible to handle emergencies that may arise.

A key findings is that “local businesses take the show for granted, and exhibition spaces are being taken by businesses from other provinces and African countries.” This could increase leakages and less the impact that this event may have on LED. In general, local businesses were earmarked to use this opportunity to exhibit their products. There few cases of this and noteworthy is a business lady whom the respondent said “was new, she does the couches and furniture. She has grown since the time she started exhibiting.” However, not all local businesses do this. As such, the event organisers have been open to businesses from outside the town, province and the country. A follow-up on this with a municipality respondent confirmed this finding to be true. However, the municipality respondent informed us that “local businesses remain prioritised ahead of non-local businesses, it is only when local businesses are not filling in the exhibition spaces that non-local businesses can get to be considered.”

The Makhado show is a unique event that encompasses people of different cultures and languages, including Venda, Tsonga, Pedi and Afrikaans. So according to our respondent, this is a great potential of creating a business that may draw all these people during this event. “There is also potential” according to the interviewee “if the event creates a theme where people could learn through play unlike distributed pamphlets that may never be read.” Furthermore, “there needs to be a strategy of making sure that the current organisers of this event train others to make sure there is continuity in future.” This basically means that there must be skills transfer and while the respondent acknowledge that this is not easy, “government or the municipality could still come up with innovative approaches for this which include paying current event organisers for training others.”

**Proposition Three:** (a) *Discriminatory pricing could generate more revenue especially for public events depending on the purpose and timing of the event and participants.* (b) *The support of other service departments is crucial and training of event organisers could mean future success or failure of events.*

### ***Annual Tourism Events organised by Waterberg District Municipality***

Waterberg District Municipality organises tourism summits, career expos and tourism month roadshows annually. These events, according to the respondent, "makes people feel capacitated." The events are meant to be both educational and entertaining at the same time. Perhaps this is the reason why the community would feel capacitated each time the event takes place. The entertainment component of the events takes away the boredom that is often associated with educational activities. This is also what was articulated by the respondent on Makhado Agricultural Show. The respondent mentioned that "edutainment" could be the way to go for some of the publicly organised events. "Including contents that is mostly educational yet has incidental value of entertainment, or the opposite, that is content that is mostly entertaining yet has educational value."

In Waterberg, most of the events organised by the District Municipality are memorable and transforming especially for Small, Micro and Medium Enterprises (SMMEs). These usually take opportunities presented by these events to exhibit their produce and wares. This is a unique experience because there few times, if not none, in the year where people could gather in large numbers and can easily be exposed to what they do. Our respondent stated that each day of the event, "municipal events statistics amount to hundreds" of people who attend. This is definitely a sign that locals need these events and SMMEs could indeed potentially benefit through exhibition.

There are, however, constraints that shape the demand and attendance to these events. First are financial constraints. On the supply side, these relate to budgetary allocations towards events. They are usually not enough to an extent that event promotion is compromised. On the demand side, financial constraints relate to the pricing that reflect "the value for money of participants". Second are cultural and race related factors. The respond here stressed that "some races need their own arrangements" such that attendance of other races in some events is compromised. The event organisers also "fail to cater for all races, they tend to be biased towards others."

For the tourism events organised by Waterberg District Municipality, "the participation of traditional leadership, SMMEs and tourism associations legitimizes events." This influences the nature and extent of community involvement and spells the success of tourism events taking place. The presence of foreign tourists is crucial as these are high-spenders according to the respondent. "Improving packaging for the destination and development of marketing strategy" is therefore key.

**Proposition four:** *Improving and sustaining the number of people attending events can be enhanced by providing edutainment activities and legitimizing events through show-casing sponsors and inviting public figures and associations related with the event.*

### ***Agricultural Expo Organised by Tzaneen Local Municipality***

The Tzaneen agricultural expo started in 2014 and was successfully run again in 2015. The Expo will be taking place yearly and has a main objective of creating and establishing working relations between commercial and emerging farmers to share experiences and learn from each other. The respondent stressed that “the fact that Tzaneen is an agricultural area, this makes the event a flagship project for the area.” However, the respondent went on to indicate that “more effort should be put into marketing the event” as it is currently limited mainly to white farmers.

The Expo usually runs for three days and has workshops facilitated by different institutions aimed at capacitating both farmers and officials related to farming. Information brochures and pamphlets are also disseminated by the exhibitors. Informal traders and SMMEs are given the opportunity to trade their goods during the event. Prior to the event, the municipality outsources agents to investigate community needs and how the community may benefit from this event.

Traders from outside a 50km radius participate in the Expo and the municipal officials see this as an advantage in that it provides mutual gains both to the local and external businesses. One way on this is that external businesses could bring products and services not in the local markets and the local businesses could imitate. However, because the Expo is still at its infancy stages there is not much that may be learned from it.

## **5.4 Integrated Development Plans and Tourism**

The IDP scan of the province demonstrated that almost all municipalities have tourism in their strategy for local economic development. Whilst this is applauded, questions still remain on how exactly tourism is to be used to strengthen LED. Most of the IDP’s are clear in indicating that tourism has a potential of being improved and of contributing to development, but it remains unclear which particular variables are targeted to realise this. Some few municipalities site skills development as a challenge to tourism and still remain without measures in place to address this. A few others site that tourism is earmarked for employment creation but again it remains unclear on how this could be done.

The discussions with key informants was aimed at understanding these issues and others as guided by the Forum for the Future's (1998) sustainable LED framework. The findings in this section are therefore presented within the context and lay-out of this framework.

### ***Capacity Building and Training and Community Enterprises***

The study sought to understand if the presence of events in municipalities provide opportunities for local community residents to gain and/or improve their skills. This was necessary because the scan of IDPs showed that skills development is a challenge that may hinder the development of tourism. The indication from interviews done is that lack of resources impedes any necessary training that could be provided to residents to improve their skills and participate in events. The respondent from Waterberg Municipality indicated though that they have done some workshops and career expos that effectively aim at training and improving local community residents' skills. While this has not yet generated any community enterprises, it is hoped that in future there could be positive developments.

### ***Access to Credit and Capital and Local Business Development***

Most public events taking place are funded by the government and often are not for profit. There are instances where municipalities sub-contract the management of events to some private players. Here, the overall objective of the municipality event will still not be profit-making though the sub-contract results in profit-making for the private contracted agents. This is very important for local business development while at the same time making the management of municipal events efficient.

On the other hand, private events are funded through private capital and own fundraising activities including sponsorships. For private events, the objective is to make profits in most instances. As such, the management and running of the event has to be packaged in such a way that it will attract customers and generate enough revenue to sustain it into the future. Unlike municipal events which may be run with a social motive only, private events are run with both social and profit motive.

All respondents on the question of whether event organisers can access credit, they responded by saying they do not think that most events are run by first accessing credit. For instance, for an event such as the Kremetart, the participants pay in advance to book their participation. Such funds are then used to organise and manage the event without necessarily getting credit from the bank. However, indications are that access to credit from banks is easy as long as the business proposal is in order and /or collateral.

Besides access to credit and capital issues, local business establishments generally benefit from events. The key informant from Waterberg indicated that “accommodation establishments get full to their maximum capacities, petrol stations, local supermarkets and other local services are utilized during the course of the event. Therefore the events do contribute towards sustainability, growth and prosperity of business.”

### ***Inward and Outward Investment***

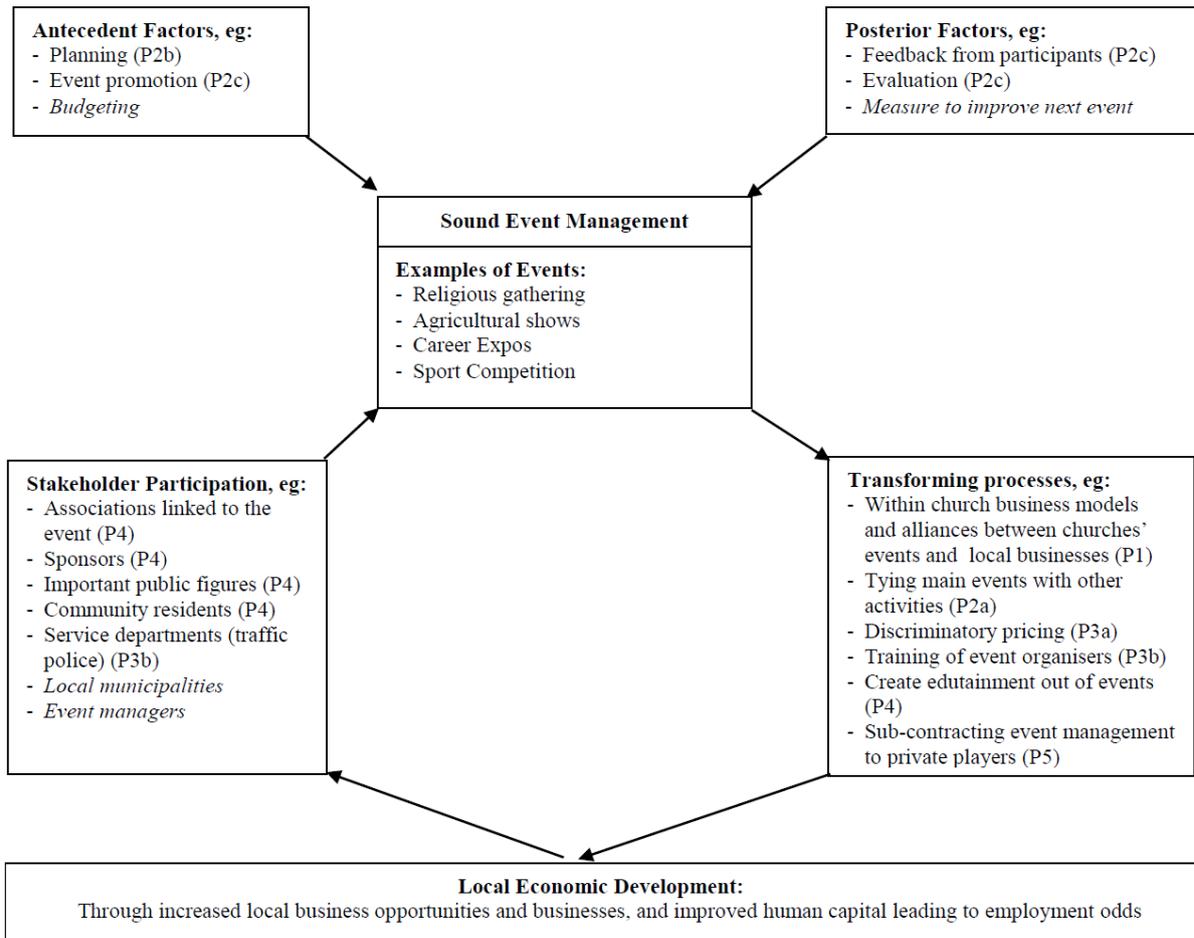
Key informants were asked if there are any attempts to use local suppliers and encourage local companies to invest and trade with each other. They were also asked if there are traders from outside 50km radius of the event that are allowed to operate during the event. All the responses indicated that there is free access to participate. One key informant clearly explained that “the purpose sometimes is to expose the locals to varieties of products other than limit them to their own.” However, during interviews, it also came out clearly that a deliberate attempt to create a database of local suppliers and companies should be made so that these may be encouraged to participate ahead of outward investments.

***Proposition Five:*** *Sub-contracting the management of events run by municipalities to private players could lead to local business development and improve efficiency.*

## 6. DISCUSSION

In the previous, five propositions emanating from the findings were developed. This section glues together these propositions to advance a strategy of using events for local economic development. The thematic headings are informed by the data and the examples derive directly from propositions (shortened in the figure as P). Only examples in italics represent elements of the model for which the data is either just suggestive or intuition has been used.

**Figure 2: A Strategy of using Event Management for LED**



## **6.1 Strategy of using Events for LED**

Four factors have been identified for a strategy that aims to use events for LED. These factors are discussed separately below.

### ***Antecedent Factors***

The starting points for the strategy in figure two are the antecedent factors, which basically represent minimum factors that need to be present if sound event management could be realised. These factors include planning, event promotion and budgeting. Strategic planning is widely regarded as important in tourism. As Murphy (1985) posit that tourism planning is concerned with anticipating and regulating change in a system to promote orderly development so as to increase benefits of the development process. This, as explained by Bramwell (1997), can take place before and after an event. The importance of planning taking place before the event is that efforts can be deliberately made to link the event with LED, unlike a situation where its ad-hoc and any development is but accidental. Getz (1989) actually makes a case for a more systematic approach to events tourism planning; in the absence of which hosting of events are seen in the costly while elephants that are often left once an event has concluded.

Event promotion and budgeting are equally important. Guidimann et al (2007) emphasise this point by opining that event organisers need to direct intentions towards a system and methods for targeted advertisement and event promotion. This, according to Kolb (2006) needs proper marketing budgets way before the event can take place. It is therefore important that antecedent factors be taken care of for events to be effectively management in a way that may lead to development.

### ***Posterior Factors***

Posterior factors concentrate on issues that need to be present after an event has taken place. These include feedback from participants and evaluation of the event so that moderating, enhancing and retracting effects on events may be better managed. The extant literature also proves that this is vital (see Mules and Faulkner 1996). In fact, evaluation seem to be a must for many of the projects that take place if best practices of management are upheld.

### ***Stakeholder Participation***

As has already been discussed in the previous section, who attends an event matters and it has implications on who will attend the next time. If residents had not attended an event and they hear that attended was huge and had important public figures, they may be motivated to attend next time. This is also true if an event has attracted well established sponsors. The effect of stakeholders on potential event participants can be equated to bridging social capital put forward by Woolcock and Sweeter (2002). Bridging social capital provides information flows and connects people across diverse dimensions. If an event is fun and successful, this information is passed on and can create more appetite to attend events on those who were initially not attending. This opposite is true for boring events. If events are not well managed and attended, it spreads as well and get to discourage future participation.

### ***Transforming Processes***

If an event is effectively managed, it is highly likely that it may be sustained into the foreseeable future. This, combined with transforming processes identified in figure 2, could lead and contribute to LED. While the transforming processes included in figure 2 may not be exhaustive, they seem to be crucial in most events carried out in Limpopo Province and could easily be strategies used by other municipalities in South Africa. For instance, churches all over the country have gatherings which may be taken advantage of by businesses. However, the findings here show that an effective strategy for this to take place is to get into alliances with the church rather than just do business without this sort of alliance.

Tying main events with other activities that may attract partners, relatives and or friends of the participant can also transform events into developmental activities. The number of people attending events will increase, spending during events will improve and the economic spin-offs become high. This will boost local businesses and brings more business opportunities. Given that the type of participants differ, discriminatory pricing could be done so that those who will be coming later for evening fun are charged a higher rate compared to day participants. Also, pricing for groups could be cheaper than pricing for individuals to encourage many people to attend.

Training of local private event organisers could be organised by municipalities and conducted by private players. Though event organisers who would like to tender for managing events would need to undergo this training. This would improve their skills for management and at the same time afford the municipalities to subcontract event management to aid on efficiency. Furthermore, private event

managers would be tasked with ways of inventing edutainment activities out of ordinary events that take place.

## **6.2 LED and Feedback Effects**

As already defined, LED is here taken as a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation (World Bank, 2015). These better conditions can be created in various ways. In the context of events in the Limpopo province, economic growth and employment generation emerge from conditions that bring business opportunities, and increase both the businesses taking place and human capital skills. These conditions come about from increased numbers of participants if events are managed effectively.

As local development takes place, it can be argued that feedback effects will be transmitted mostly to stakeholders of events. This can happen in the form of many important figures associating themselves with successful events, or be willing to respond positively to invitations. Many community residents would have enough funds to participate in events as part of their recreation activities and edutainment. More sponsors would want to sponsor the events if it is associated with large numbers of people. As more stakeholders participate, it improves the event and create more need of better planning and evaluation to keep improving on the event experiences.

## 7. CONCLUSION AND POTENTIAL LESSONS FROM EVENTS IN LIMPOPO

This study attempted aims to determine how event tourism can be used to promote local economic development in South Africa by drawing lessons from case studies on events taking place in the Limpopo Province. The events used as case studies are the religious events, sports events agricultural shows, career expos and tourism summits. Each of these three events highlights aspects that may be used for drawing potential lessons that may have a wider relevance for other municipalities in South Africa considering investing in tourism-related events. These potential lessons are as follows:

- *There are advantages of planning very well for events:* Planning highlights and guide the various activities earmarked for events and helps in properly and timely executing those activities. Planning basically begins with the determination of objectives of the event. This is crucial especially for participants as other events tends to lose meaning along the way and attendance starts to decrease. So, planning makes these objectives more clear and specific. This compels event managers to prepare a Blue-print of the courses of action to be followed for accomplishment of objectives needed to be fulfilled for events. Therefore planning minimises uncertainties, facilitates co-ordination, and brings order and rationality in managing events.
- *Event advertisement and promotion:* Events should be advertised and effectively promoted to encourage participants from far and wide to attend. Some municipalities in Limpopo take some of the event they engage in for granted. Yet they may achieve more in terms of participants if they are well promoted.
- *Event evaluation is needed after each event:* Participant feedback and evaluation is important to provide information on how to improve participants' experiences of events and will aid formal processes of decision-making for future events. Evaluation can therefore be important in determining many issues related to the event including determining if the event was within budget and if there has been a change in attitude on the part of participants. Other issues covered by evaluation address questions such as the event's strengths and weaknesses, implementation problems and good practices.
- *Effect transforming processes that may lead to development:* Without a deliberate attempt to integrate events to LED, development may not be achieved. Agreed transformation processes may be earmarked for implementation right from the planning stage before the event takes place. Whatever transforming processes are agreed upon, they must not be divorced from the main event and instead, they must create synergies between the main event and the other economic activities.
- *Recognise events, in addition to natural landmarks, as tourism attraction source:* The IDPs of almost all municipalities in the Limpopo province do not recognise events as a main source of

attracting tourists. Most of them mainly boasts of natural landmarks. This is not bad, but showcasing provinces as destinations for social events such as weddings or conference events such as scientific symposiums and workshops could further improve on the number of tourists and hence increase businesses leading to LED.

- *The stakeholder participation is crucial:* If events are associated with the association governing the type of events, big sponsors and important public figures, they tend to draw crowds and big spenders. It is therefore important to try and lure these stakeholders. However, for small events, it may be naïve to be able to draw these type of stakeholders. In fact, planning well and promoting the event could make them be aware and could improve chances of their future participation.

## REFERENCES

- Aghon, G., Albuquerque, F. and Cortés, P (2001). *Desarrollo Económico Local y Descentralización en América Latina: Un Análisis Comparativo*, Santiago de Chile: CEPAL/GTZ.
- Agrawal, A. and Gibson CC (1999). Enchantment and disenchantment: The role of community in natural resource conservation. *World Development* 27: 629-649.
- Albuquerque, F., J.L. Llorens and J. del Castillo (2002), *Estudio de casos de desarrollo economico local en America Latina*, Washington, D.C., Inter-American Development Bank.
- Allen, J., O`Toole, W., Harris, R. & McDonnell, I. 2011. *Festival & Special Event Management*. Australia: John Wiley & Sons.
- APEX Industry Glossary - 2011 Edition. The glossary of the meetings, conventions and exhibitions industry (<http://www.conventionindustry.org/StandardsPractices/APEX/glossary.aspx>)
- Bartik, TJ (2003). "Local Economic Development Policies." Upjohn Institute Working Paper No. 03-91. Kalamazoo, MI: W.E. Upjohn Institute for Employment Research. <http://dx.doi.org/10.17848/wp03-91>
- Blakely, EJ and Bradshaw, TK (2002). *Planning Local Economic Development*. Third Edition. Thousand Oaks, California: Sage Publications.
- Binns, T. and Nel, E., 1999: Beyond the development impasse: the role of local economic development and community self-reliance in rural South Africa, *The Journal of Modern Africa Studies*, 37, 3, 389-408.
- Bramwell, B. (1997). Strategic planning before and after a mega-event. *Tourism Management*, 18, 167-176.
- Bramwell, B. and Sharman, A (1999). 'Collaboration in local tourism policymaking', *Annals of Tourism Research*, vol. 26, no. 2, pp. 392-415.
- Brennan-Horley, C C, John & Gibson, Chris. (2007). The Parkes Elvis Revival Festival: Economic Development and Contested Place Identities in Rural Australia. *Geographical Research*, 45(1), 71-84.
- Briedenhann J and Wickens E (2004). Tourism routes as a tool for the economic development of rural areas—vibrant hope or impossible dream? *Tourism Management* 25 (2004) 71–79
- Davidson, R. and Maitland, R (1997). *Tourism Destinations*, Hodder and Stoughton, London.
- Duval, D. T. (2004) "When buying into the Business, We Knew it was Seasonal": Perceptions of Seasonality in Central Otago, New Zealand', *The International Journal of Tourism Research* 6: 325-338
- Etiosa, O (2012). The impacts of event tourism on host Communities: the case of City of Pietarsaari
- Finot, I. (2001), "Descentralización en América Latina: teoría y práctica", *Gestión pública series*, No. 12 (LC/L.1521-P), Santiago, Chile, Economic Commission for Latin America and the Caribbean (eclac). United Nations publication.

Felsenstein D, and Fleischer A (2003). Local Festivals and Tourism Promotion: The Role of Public Assistance and Visitor Expenditure. *Journal of Travel Research*, Vol. 41, May 2003, 385-392 DOI: 10.1177/0047287503251548. Sage Publications

Forum for the Future (1998), [www.forumforthefuture.org.uk](http://www.forumforthefuture.org.uk)

Getz, D (1989). Special events: defining the product. *Tourism Management*, 1989, 10(2), 125-137.

Getz, D. 1997. Event management and Event tourism. New York: Cognizant Corporations.

Getz, D (2008). Event tourism: Definition, evolution, and research. *Tourism Management*, 29 (3), pp. 403-428.

Harill R (2004). Residents' Attitudes toward Tourism Development: A Literature Review with Implications for Tourism Planning. *Journal of Planning Literature*, Vol. 18, No. 1. DOI: 0885412203260306

Helmsing, A.H.J. and Egziabher, T.G (2005). Local economic development in Africa: introducing the issues, in T.G. Egziabher and A.H.J. Helmsing (eds.), *Local Economic Development in Africa: Enterprises, Communities and Local Development*, Shaker Publishing BV, Maastricht, 1-17.

International Training Centre of the International Labour Organization (2012). Up-scaling Local Economic Development Lessons from the Ghana Decent Work Programme.

Kolb B (2006). *Tourism marketing for cities and towns, using branding and events to attract tourists*. Elsevier Butterworths-Heinemann, Amsterdam.

Laws, E (1995). *Tourist Destination Management: Issues, Analysis and Policies*, Routledge, London.

Lawson, R., Williams J, Young T, and Cossens J (1998). A comparison of residents' attitudes towards tourism in 10 New Zealand towns. *Tourism Management* 19, 3: 247-56.

Llisterri, J. (2000), "Competitividad y desarrollo economico local", *Working Paper*, Washington, D.C., Inter-American Development Bank, March.

Long, P. T., Perdue, R. R., and Allen, L. (1990). Rural resident tourism perceptions and attitudes by community level of tourism. *Journal of Travel Research*, 28(3), 3-9.

McNaughton C (2012). Tourism as a driver for Local Economic Development in Lawrence, New Zealand. A Master's thesis, University of Otago, Dunedin, New Zealand.

Mules, T. and Faulkner, B. (1996) 'An economic perspective on major events', *Tourism Economics* 12 (2): pp 107-117.

Murphy, P E (1985). *Tourism: A Community Approach*. Methuen, London, 1985.

New Zealand Tourist and Publicity Department (1987). *New Zealand Tourist No. 38 (November)*.

Ntonzima L and Binza MS (2011). Prioritization of the tourism industry as a local economic development sector approach for rural coastal areas in South Africa: the case of the Transkei wild coast community.

Rogerson, C. M. (2002, January). Tourism-led local economic development: the South African experience. In *Urban Forum*. Vol. 13, No. 1, pp. 95-119). Springer Netherlands.

Rogerson, C. M., 1997: Local economic development and post-apartheid reconstruction in South Africa, *Singapore Journal of Tropical Geography*, 18: 175-195.

Rogerson, C. M., 1999: Local economic development and urban poverty: The experience of post-apartheid South Africa, *Habitat International*, 23:511-534.

Rogerson, C. M., 2002: Tourism and local economic development: The case of the Highlands Meander, *Development Southern Africa*, 19.

Ruecker, A. and Trah, G (2007). Local and Regional Economic Development: Towards a Common Framework for GTZ's LRED Interventions in South Africa, GTZ, Eschborn.

Smeral, E., 1998: The impact of globalization on small and medium enterprises: New challenges for tourism policies in European countries, *Tourism Management*, 19: 371-380.

Tosun, C. (1999). An analysis of contributions of international inbound tourism to the Turkish economy. *Tourism Economics*, 5, 217-250.

Tosun, C (2000). Limits to community participation in the tourism development process in developing countries, *Tourism Management*, 21: 613-633.

Trah, G. (2007). Local and Regional Economic Development (LRED): Conceptual Framework, Challenges and Principles, Prepared for the GTZ Local Economic Development Programme, South Africa.

Viljoen, J. and Tlabela, K. (2007). Rural tourism development in South Africa: Trends and challenges. Human Sciences Research Council: Cape Town.

Walo M, Bull A, and Breen H (1996). "Achieving economic benefit at local events: a case study of a local sports event". *Journal of Festival Management and Event Tourism*, vol. 4, no. 3/4, pp. 95-106.

Woolcock, M. and A. T. Sweetser (2002). Bright Ideas: Social Capital—The Bonds That Connect. *ADB Review* 34 (2).

World Bank (2000). Local Economic Development: Quick Reference, Urban Development Division, The World Bank, Washington DC

World Bank (2010). Making Local Economic Development Strategies: A Trainer's Manual

## **APPENDICES**

### **Appendix 1: Interview Guide for municipality officials and/or private event organisers for Tourism Event:**

#### ***Study 1: Socioeconomic Impact of Religious Tourism event on local communities (Demand Side) - The case of United African Apostolic Church (UAAC)***

##### **Interview Theme 1:**

A major finding of the study on the socioeconomic impact of the UAAC religious gathering event at Ga-Mavhunga was that the revenue generated from the pilgrim spending during the gathering to the local community was quite low. This was attributable to high leakages (from high “imports”) and low linkages (low local businesses participation in the event value chain) such as in the supply of major goods and services including church uniforms and the provision of transport services.

##### **Question 1.1:**

Based on your experiences about events hosted here in..., what major action(s) do you think can be initiated by the municipality/church (UAAC) to minimize leakages and retain as much revenue as possible in the local economy during the religious gathering?

##### **Question 1.2:**

In what ways do you think the municipality/church can provide opportunities for local residents to gain/acquire skills to produce the goods and services demanded by pilgrims during the gathering e.g. garment making/tailoring et.c

##### **Question 1.3:**

Do you believe or accept that there is a compelling case for local residents to have access to credit and capital from relevant sources to set up businesses to produce goods and services demanded by pilgrims to the gathering e.g. transport services which can still be used to provide services outside of the pilgrimage period? Please give reasons for your answer.

##### **Interview Theme 2:**

Our research findings also revealed that pilgrims do not visit other tourist destination, in Limpopo at the end of their pilgrimage despite the Province being the home of a variety of tourists destinations, partly attributed to lack of information. At the same time the study also revealed that non- South African pilgrims go on shopping sprees during the course of the pilgrimage.

**Question 2.1**

Does the municipality/church development strategy or future strategy place emphasis on actions to promote/market **other** tourist destinations during the religious pilgrimage i.e. cross industry joint promotion.

**Question 2.2**

Does the municipality IDP/LED strategy emphasize the linking of event tourism to other sectors such as construction of shopping complexes, health facilities etc. Explain your answer.

**Question 2.3**

Do you think tourism information centers adequately promote and provide information on religious tourism? Explain your answer.

**Question 2.4**

Is there a municipality budget allocated to the promotion and maintenance of event tourism facilities such as open spaces around religious gathering sites? If so, how much? If not, why not?

**Question 2.5**

Do the Municipality's policies encourage public-private sector provision of services including hotel/lodges accommodation and transportation?

***Study 2; socioeconomic impact of religious tourism events on local communities (supply side)  
– The case of the Zion Christian Church (ZCC) in Moria***

**Interview Theme 1:**

The research conducted on the ZCC gathering in Moria revealed that the gathering generated business for local entrepreneurs such as auto mechanics, food vendors, with a positive impact on youth employment.

**Question 1.1**

What strategy do you opine that the municipality/church (ZCC) can adopt in order to sustain such businesses even during the off-Kopano season to alleviate poverty and unemployment challenges in the local community?

**Interview Theme 2:**

Another finding from this study was the dominance of big “out of town” transport owners/ companies in the provision of pilgrim transport services during Kopano as well as the supply of fruits and vegetables by non-local businesses which made them out-compete local fruits and vegetable vendors.

**Question 2.1:**

Do you believe or accept that there is a case for local residents around Moria to have access to credit and capital from relevant sources to compete effectively in this event’s value chain, and thus improve their income and employment situations.

**Interview Theme 3:**

The provision of services in the event tourism value chain including accommodation, transport and food was found in the study to be provided almost exclusively by the church (ZCC)

**Question 3.1**

Do you think there is a need to encourage other public or private sector provision of services such as hotel/lodges accommodation and transport to pilgrims? Explain your answer.

***Study 3: Socioeconomic impact of sport tourism on local communities: The case of hosting the Black Leopards Football Club in the Thulamela municipality.*****Interview Theme 1**

A key finding of this study was that the hosting of the PSL matches in the Thohoyandou stadium provided a major (difficult to replace) source of entertainment and enjoyment to both local and non-local residents and generated valuable media exposure to Thohoyandou/Thulamela /Limpopo province.

**Question 1.1**

Due to the popularity of PSL football among local and non-local residents, do you think there is a case for the Thulamela municipality or any corporate to sponsor a locally based PSL football club? Explain yourself.

## **Interview Theme 2**

Another important finding of the study was that during PSL weekend games, the municipality experienced increased demand for transport services (Taxi services), car washes and food vendors at taxi ranks cashed in handsomely on food sales. At the same time hotel occupancy rates increased during PSL football weekends. These positive impacts were coupled with increased revenue to PSL match organizers as well as tax revenue to the municipality.

### **Question 1**

Based on your experience in hosting PSL teams, what steps need to be taken to attract a PSL team to be based in the municipality so as to reap all the positive benefits?

### **Question 2:**

What support structures have to be provided by the municipality to allow for affordable, safe and convenient access and transport to PPSL game venues?

### **Question 3:**

Do you think there is adequately trained manpower to manage public health and safety during sporting events such as PSL games

### **Question 4**

Is there a need for infrastructural upgrade to manage traffic congestion to the PSL games venues in your efforts to attract a PSL team?

## **Appendix 2: Interview guide for Event Organisers/Municipal Officials on private or public events**

1. What type of the event does your organization/ the municipality host and how frequent?
2. How do people describe, explain and assign meaning to event tourism you host?
3. From your own point of view, what makes event tourism experiences memorable and transforming?
4. Do people believe they need these events? What are the numbers in terms of recorded attendance and how do they compare to the expected?
5. What constraints are important in shaping demand and attendance of your events?
6. What are the main cultural (or other as deemed fit by the respondent) factors affecting the perceived value and attractiveness of events and event tourism?
7. How is economic demand for event tourism shaped by price, competition, substitution and policy?
8. What leadership, planning and decision-making styles and processes are most effective for event tourism development?
9. What strategies are most effective in achieving event tourism competitiveness and sustainability?
10. Which stakeholder management strategies work best for event tourism?
11. What forms of support should be given to events?
12. What are the main determinants of customer satisfaction at events?
13. How do we know when event tourism policies are effective and efficiently administered?
14. What are the personal and social impacts of event tourism experiences?
15. How does the nature and extent of community involvement influence event tourism success and outcomes?
16. Under what circumstances are events commodified and authenticity lost, versus traditions renewed and culture revitalized?
17. How are the benefits and costs of event tourism distributed through the local jurisdiction population?
18. What strategies work best for maximizing local economic benefits?
19. Who are the high-spending event tourists and how should they be attracted?
20. What is the value if any of your given events?

### **Appendix 3: Interview Guide for Municipal LED officials and/or Event Organisers on tying Events to Local Economic Development**

1. **Capacity building and training** – Does the event provide opportunities for local community residents to gain and/or improve their skills? If there is, what examples can you give us?
2. **Community enterprise** – Are there any examples of community enterprises that get to run during events?
3. **Access to credit and capital** – who fund the events? Do you ever realise profits or surpluses?
4. **Local business development** – is there any way in which the event helps business to be created, grow or prosper?
5. **Inward investments** – are traders from outside 50km radius of the event allowed to operate at the event? If so, how does their operation impact upon the local community?
6. **Access and distribution of work** – if work is available for the locals, do they need encouragement to take it up?
7. **Trading locally** – is there any attempt made to use local suppliers and to encourage opportunities for local companies to trade with each other?

#### **Appendix 4a: Interview Guide based on IDP Polokwane**

1. Tourism is part of the opportunities in your SWOT analysis, could you spell out these opportunities?
2. Tourism is part of the municipality's development strategy, did the municipality think of event tourism in this strategy?
3. Could the municipality's cultural tourism be tied with event tourism?
4. The municipality has earmarked tourism for employment creation. How exactly does the municipality plan to do this?
5. What is your view on the link between event tourism and local economic development?

#### **Appendix 4b: Interview Guide based on IDP Capricorn**

1. In your development principles, tourism is also included. What development potential do you see from tourism? Did you think of event tourism in developing this principle?
2. ZCC religious pilgrimage is part of your tourism attraction areas. What specific programmes (or measures) do you undertake or implement as a municipality to link the pilgrimage to local economic development?
3. Two other events seem to be part of your tourism attraction areas. These are Peter Mokaba Stadium and Meropa Casino. What specific programmes (or measures) do you undertake or implement as a municipality to link these to the local economic development?
4. In your IDP, you site skills development as a challenge to the tourism industry. What measures have you put in place to address this and what support from key economic sectors have you in place to address this?
5. What is your view on the link between event tourism and local economic development?

**NB: All the other IDPs of municipalities which were followed up on interviews were similar to these two but were contextualised.**