Cape Peninsula
University of Technology

MULTI-STAKEHOLDER APPROACH TO PLANNING

INTO

2010 FIFA WORLD CUP INITIATIVES:

A CASE OF

A NON-HOST AREA IN SOUTH AFRICA

By

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DECLARATION

I, Ncedo ka Ntloko, declare that the content of this thesis represents my own work and the opinions contained herein are my own. Where use has been made of the work of others, it has been acknowledged in text.

I further certify that this thesis was not previously submitted for academic examination towards this qualification.

Signature: ……………………………. Date: February 2016
Ncedo ka Ntloko

EDITING CERTIFICATE

Kindly note that I, Lois Courtenay Henderson (BA (Honours) English, MA in General Linguistics, Higher Diploma in Library and Information Science, Higher Education Diploma (Postgraduate)), language edited Ncedo Ntloko's "Multi-Stakeholder Approach to Planning into 2010 FIFA World Cup™ Initiatives: A Case of a Non-Host Area in South Africa". My SATI registration number is 1002688.

Thank you.

Lois C. Henderson (Ms)

DEDICATION

- To the late Gideon Adviser Zerubbabel and Linda Elizabeth Ntloko who were longing to see this day; and
- My late big brothers, Lusiba and Phambili ka Ntloko

ACKNOWLEDGEMENTS

My research project would not have been successful if I fail to recognise and give thanks to:

ABSTRACT

The hosting of mega-events such as the 2010 FIFA World Cup™ create expectations from the host nation, especially in the host cities. This is largely due to the impacts associated with the hosting of such events. Planning is perceived to be at the centre of successful hosting of such events. Planning also assists in making sure that benefits from such events are maximised and costs minimised. Events like the 2010 FIFA World Cup™ do not only require high level planning but also a multi-stakeholder approach. With South Africa and the continent hosting the FIFA World Cup™ for the first time since its inception, expectations were rising from both host and non-host areas. The study investigates a multi-stakeholder approach to planning on the 2010 FIFA World Cup™ initiatives conducted by a non-host area - Cape Winelands District Municipality (CWDM), Western Cape, South Africa. The location of the CWDM is less than 45 minutes from the host city (Cape Town). By virtue of its close proximity, the CWDM positioned itself to leverage from the event as a result of possible spill-over effects.

The study was driven mainly by five objectives. These include the identification of 2010 FIFA World Cup™ planning initiatives, assessment of planning initiatives in relation to beneficiation of local municipalities, gaining an understanding of ways in which various stakeholders are involved in the planning initiatives, ascertaining ways in which various stakeholders perceive the benefits/spill-over effects and examining the alignment, integration and co-ordination of the 2010 FIFA World Cup™ planned initiatives in the CWDM. In pursuing these objectives, both qualitative and quantitative research methods were used in the collection of data. Respondents included residents ($n=1\,250$), established businesses ($n=108$) and CWDM officials ($n=5$), using stratified random sampling, convenient sampling and purposive sampling, respectively. A total of 1 363 questionnaires were administered among the respondents of the study.

The study is unique in its nature as most studies on mega-events and 2010 FIFA World Cup™ focuses on the host cities and ignore the possible spill-over effects in non-host areas. The study contributes to the literature of mega-events and non-host areas and shapes future multi-stakeholder approaches to planning for mega-events and beyond. The study revealed a multi-stakeholder approach to CWDM's 2010 FIFA World Cup™ planning initiatives as complex. Engaging businesses seem to have been more challenging than engaging residents. The CWDM has not delivered fully in availing the multi-stakeholder platforms for stakeholder engagement, involvement and participation. As the municipality was entrusted with the co-

ordinating role, the implications of a lack of co-ordination, integration and harmonisation in planning may not only hinder multi-stakeholder participation but also negatively affect the established businesses and residents as they may have expectations from these plans. This may not yield to the attainment of the broader objectives planned by the CWDM in an attempt to leverage benefits from the event. The study revealed a lack of awareness and involvement among stakeholders on the 2010 FIFA World Cup™ initiatives as generally high. Mixed responses on perceived benefits/spill-overs effects may have been influenced by the latter.

From the study, it is underscored that extensive and continuous communication to relevant stakeholders is important in raising awareness and involvement, as awareness serves as a basis for involvement. Stakeholder analysis may also assist stakeholders in identifying with the plans beyond the planning stage. Creation of relevant platforms for multi-stakeholders to engage is also important, as this may contribute in the attainment of integrated and coordinated plans. Failure to engage stakeholders may result in the opposite. Grounds for co-operation, collaboration, partnership and ownership of the plans resulting in implementation may be compromised. However, for stakeholders to engage in multi-stakeholder planning, they must find value in the engagement processes. The process of a multi-stakeholder approach to planning for mega-events such as the 2010 FIFA World Cup ™ requires strong leadership to drive the processes and ensure successful implementation. Recommendations drawn in this study advances not only the agenda of a multi-stakeholder approach to planning for the FIFA World Cup™, but for mega-events, events and general government planning, as public participation has constitutional imperatives.

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ACRONYMS

AFCON	African Cup of Nation
ANC	African National Congress
BEE	Black Economic Empowerment
BRT	Bus Rapid Transport
CAF	Confederation of African Football
CoCT	City of Cape Town
CONFEDS	Confederations
CPUT	Cape Peninsula University of Technology
CWC	Cricket World Cup
CWDM	Cape Winelands District Municipality
DEA	Department of Environmental Affairs
DEAT	Department of Environmental Affairs and Tourism
DEDT	Department of Economic Development and Tourism
DEAAT	Department of Economic Affairs, Agriculture and Tourism
DI	Destination Image
DM	District Municipality
DPLG	Department of Local Government
DTI	Department of Trade and Industry
EDM	Eden District Municipality
EIA	Environmental Impact Assessment
ETU	Education Training Unit
GCIS	Government Communications and Information System
GEF	Global Environmental Facility
FEDHASA	Federated Hospitality Association of South Africa
FIFA	Federation de International Football Association
ICC	International Cricket Council
IDP	Integrated Development Plan
IGR	Inter Governmental Relations
IGRFA	Intergovernmental Relations Framework Act
IPL	Indian Premier League
IRB	International Rugby Board
LED	Local Economic Development

LM	Local Municipality
LCoC	Local Chamber of Commerce
LTO	Local Tourism Office
MSA	Municipal Systems Act
MTSF	Medium Term Strategic Framework
NASC	National Association for Sport Commission
NDT	National Department of Tourism
NGO	Non-Governmental Organisation
NTSS	National Tourism Sector Strategy
PEE	Past Experience with Event
PSL	Premier Soccer League
PVA	Public Viewing Area
PVD	Past Visitation Destination
RETOSA	Regional Tourism Organisation of Southern Africa
RTOP	Regional Tourism Organising Plan
RWC	Rugby World Cup
SABC	South African Broadcasting Corporation
SADC	Southern African Development Community
SAFA	South African Football Association
SAT	South African Tourism
SEI	Sport Event Image
SETE	Sport and Event Tourism Exchange
SMME	Small Medium and Micro Enterprises
SPSS	Statistical Package for the Social Sciences
SRSA	Sport and Recreation South Africa
TV	Television
UCBSA	United Cricket Board of South Africa
UNEP	United Nations Environmental Programme
VIP	Very Important Persons
VVIP	Very Very Important Persons
WCPG	Western Cape Provincial Government
WTO	World Tourism Organisation

CHAPTER 1

GENERAL ORIENTATION AND IDENTIFICATION OF THE PROBLEM

1.1   Introduction

Across the globe, events are accepted as an important element of sport tourism that is associated with attracting people from different places to particular destinations (Deply, 1996; Getz, 1997; Gammon & Robinson, 2003; Penot, 2003; Sofield, 2003; Zauhar, 2004; Daniels, 2007; Swart & Bob, 2007; Hinch & Higham, 2011; Bloyce & Lovett, 2012). Around the world, thousands of people travel to watch their favourite sport being played. The hosting of the Indian Premier League (IPL), the Fédération Internationale de Football Association (FIFA) World Cup, the Confederations (CONFEDS) Cup, and the British and Irish Lions Rugby Tour in South Africa are evidence of such a phenomenon. Certain gains (socio-cultural and economic) can be linked to the travelling of spectators to the sporting events concerned. The events cited above have been estimated to provide a revenue boost of about $200m for South Africa (Wilson, 2009:1). Projections of this figure cannot only be viewed in terms of growth in revenue for the country, but should also be considered in terms of the increase in the growth of the number of people who are interested in such events, translating to potential socio-economic growth and development of the country or region involved.

Parallel to the views presented above regarding the recognition of events, tourism development and marketing strategies are becoming a central part of hosting events (Tassiopoulos, 2005:4). The desire of media to cover exciting events, the investment of sponsors who utilise sponsorship to reach their customers, and the competition among destinations to attract events are among other factors influencing this trend (Getz, 1999:8). The argument presented by these two authors suggests that much has been done to shape events so that they are where they are today, in terms of both the demand and the supply side.

Currently, sport and tourism are seen as extremely important economic activities (Chalip & Leyns, 2002; Kurtzman, 2005; Kurtzman & Zauhar, 2005; Ritchie, 2005; Rosentraub & Joob, 2009; Tribe, 2011), which have been increasing in number, size and diversity (Getz, 1997:1-5). However, it is the scale (large or small) and magnitude of an event that can determine the

extent of benefits or costs linked to it. In terms of the entire history of the FIFA World Cup™, 2010 saw, for the very first time, South Africa and Africa hosting the event. The 2010 FIFA World Cup™ was anticipated to bring major contributions (social, economic and environmental) to the country. Expectations seemed to rise from both ends of the spectrum, emerging from the mainstream (the host communities), as well as from those on the periphery (the non-host communities). Several authors (Hall, 1992; Getz, 1997; Shone & Parry, 2005) include sense of pride and identity, entertainment, social opportunities, and development of infrastructure and facilities as part of the expectations involved. In the same view, various authors (Hiller, 2000; Cornelissen, 2004a; Cornelissen & Swart, 2006; Gardiner & Chalip, 2006) argue that the bid for such an event is influenced by potential benefits as infrastructural developments, job creation, public and private investments, and the promotion and growth of the host region. In addition, Hiller (2000:439) regards urban transformation and human development as forming part of the expectations. The views cited by the authors previously mentioned underscore the importance of integrated and coordinated planning towards hosting the event as a critical success factor, as a range of different stakeholders are involved. Tassiopoulos (2000:323) gives a concise picture of how reflecting on planning and management can lead to sustainable social, economic and environmental benefits for tourism destinations. Costs may be associated with these benefits at various levels (Atkinson, 2009:154). Realisation of the benefits mentioned suggests that planning for the hosting of such an event as the 2010 FIFA World Cup™ should be central, taking cognisance of resources, people and processes.

Developments in the field of sport and tourism have strengthened the growth of the above-mentioned segments. As noted by Gammon and Robinson (2003:25), "sport and tourism is not just about management and operations of . . . events; it also concerns offering consumers specific sport and tourism related services and experiences". Planning, which should precede the putting in place of management and operations, is defined as "the fundamental element of management that predetermines what an organisation proposes to accomplish in the changing environment in which it exists" (Bennett & Zsandayi, 2000:109). This definition reinforces the importance of planning at all levels (strategic, functional and tactical). In contrast, Bresler (2005:169) explains the planning process as being one that encompasses "defining organisational goals, establishing strategies for attaining these goals, and developing a comprehensive hierarchy of plans to integrate and coordinate activities" that will make a positive contribution to the sustainability of the social, cultural, economic and environment systems involved (Hinch & Higham, 2004:60). The making of such a contribution could translate to the

maximisation of positive socio-economic benefits and to the minimisation of negative impacts linked to the event.

Most of the studies conducted on events (ranging from mega-events to events in general) have focused on economic impacts (Hiller, 1998; Hiller, 2000; Chhabra, Sills & Cubbage, 2003; Lee & Taylor, 2005; Whitson & Horne, 2006), with an increasing emphasis on social impacts (Delamere, 2001; Fredline, Jago & Deery, 2003; Waitt, 2003; Wood, 2005; Robertson, Rogers & Leask, 2009; Deery & Jago, 2010). A review of the literature reflects a biased focus on the host community (Faulkner, Chalip, Brown, Jago, March & Woodside, 2000; Jones, 2001; Kim & Petrick, 2005; Fredline, Deery & Jago, 2006; Gursoy & Kendall, 2006; Bassa & Jaggernath, 2010; Chain & Swart, 2010), with non-host areas receiving minimal attention (Deccio & Baloglu, 2002; Gardiner & Chalip, 2006; Atkinson, 2009). The minimal amount of attention that is given to non-host areas depicts a degree of marginalisation of such areas in terms of the hosting of the events, as their potential remains unexplored.

The focus of studies on the host community is largely due to the extent that the event impacts (social, economic and environmental) have on the host area, compared to those that they have on the non-host area. As presented by several authors (Lee, Lee & Lee, 2005a; Gardiner & Chalip, 2006; Chi & Qu, 2007; Susic & Dordevic, 2011), events can be used as a valuable instrument for promoting a tourism destination. As a tourism destination is comprised of both host and non-host areas, it is important not to ignore the impacts involved when hosting the events, depending on their potential, and their proximity, to the host area. The rationale for consideration of non-host areas is based on the desire to maximise as many benefits as possible to the region. Furthermore, the marginalisation of non-host areas should be questioned in evaluating the event. Jones (2001:241) argues that assessing impacts, in terms of its very nature, is a complicated process. However, the author emphasises that an accurate estimation of the impacts of mega-events (inclusive of both the host and the non-host areas concerned) is highly significant, as such events are increasingly becoming part of any sound development strategy. In view of the last point, Gardiner and Chalip (2006:5) argue that the success of an event for non-host areas rests on the economic development policies of the region, on how tourism, events and sport are valued in local economies, and on the importance of fostering linkages and alliances with stakeholders within the community, as well as with external stakeholders, considering the complexity of the planning processes involved.

Regardless of the success or failure of the event, the impacts that are linked to the event can be used as the basis for assessing and informing the current and future planning concerned with the hosting of the event. Burgan and Mules (2001:321) refer to the assessment of an event as being pivotal to its success, since it entails estimating the full value related to the use of event resources. The authors base their argument on the underlying presumption that the resources are either unused or underused, hence resulting in the need for the integration and coordination of planning and management so that benefits can be brought about for both the host and the non-host areas.

Even in the context of this study, planning through multi-stakeholder engagement and involvement is what determined the extent to which the Cape Winelands District Municipality (CWDM) leveraged opportunities in the hosting of the 2010 FIFA World Cup™ as a non-host area. Therefore, the understanding that has been cited by several authors regarding the importance of planning in relation to events suggests that the World Cup event should be viewed not only as 90 minutes of football, but as an event involving a number of activities prior to, during and after its occurrence. In terms of the dynamic nature of the tourism industry, the activities undertaken depend on a number of stakeholders for implementation and success. Getz (1991:xii) provides the basis for an understanding of the importance of non-host areas' planning to leverage from events, by defining event tourism as a "systematic planning, development and marketing of festivals (and special events) as tourist attractions, development catalysts, and image builders for the destination area". It is within this context that non-host areas should attempt to leverage opportunities that could arise as a result of event extension impacts. George (2001:291) outlines attractions, accessibility, amenities and ambience as being important elements of a destination that contribute to the tourist experience and to their level of satisfaction with an event. These elements cannot be divorced from the hosting of sport tourism events. As argued by Fredline and Faulkner (2000:60), as "events can be seen as an additional element in a destination's tourism marketing mix", the integrated and coordinated planning of events should be seen as a crucial element in their success.

Ritchie (2005:157) posits sport tourism and sport tourism events as a growing niche market. South Africa's growth as a tourism destination recognises sport tourism as being one of its key or priority sectors that contributes to the country's economy (SAT, 2008). The average growth rate in international arrivals increased from 4.6% in 1994 to 9% in 2007 (SAT, 2008). The hosting of sport tourism events (the 1995 Rugby World Cup [RWC], the 1996 African Cup of

Nations [AFCON], the 1999 All Africa Games, the 2003 Cricket World Cup [CWC], the 2007 World 20/20 Cricket Inauguration Championship, the 2008 A1 Grand Prix Motorsport) (SAT, 2008), and of other major events (the 1997 Non-Aligned Movement Summit, the 1998 Commonwealth Heads of Government, the 2000 United Nations World Conference Against Racism, the 2002 World Summit on Sustainable Development) (SAT, 2009a), has made a substantial contribution to the number of such arrivals. According to South African Tourism (SAT, 2010a:6), "South Africa recorded its highest number of foreign arrivals in 2009 and has grown by 3.6% over 2008 to 9,933,966 arrivals". Figure 1.1 below reflects this growth.
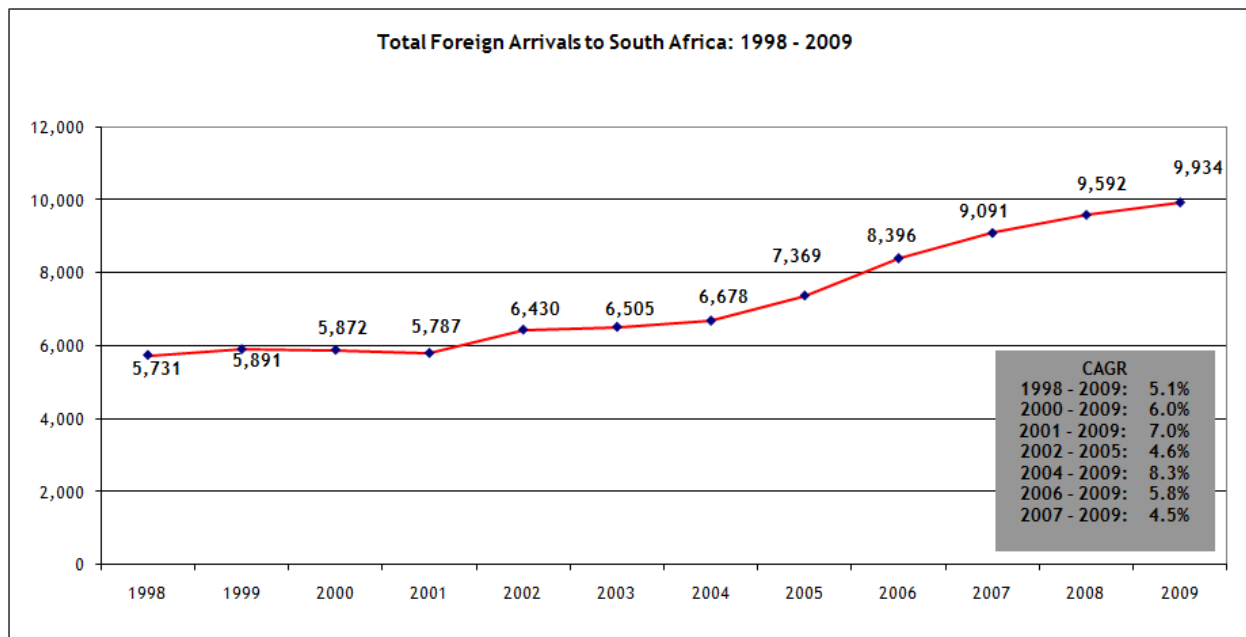
Figure 1.1: Total number of foreign arrivals to South Africa, 1998 to 2009 (SAT, 2010a:6)

Linking the 2009 growth of international arrivals presented in Figure 1.1 to sport tourism events requires consideration of the sports events that South Africa hosted in 2009, namely the FIFA CONFEDS Cup, the British and Irish Lions Rugby Tour and the IPL. The increase in the total number of foreign arrivals can also be attributed to the new democratic and social order that reshaped tourism and sport in South Africa, resulting in them becoming activities for all. SAT (2010a:8) states that "the hospitable and friendly people, good service and scenic beauty were highlights for tourists to South Africa in 2009". Highlighting the increase in the number of international visitors to the country gives an indication that the successful hosting of events rests on a number of issues, and that it might not only be limited to the logistics of hosting such events. With the hosting of the 2010 FIFA World Cup™, a growth in the numbers of international

tourists visiting the country was expected, as the event was of a global nature. About 3.5 million participants were anticipated for the World Cup, of which 1.3 million were expected to be tourists, with a third of the tourist participants (445 000) being expected to be foreign arrivals (Van Schalkwyk, 2009:1). Closer to the 2010 FIFA World Cup™ than the above, Saunders (2010:2) revised projections of the anticipated number of World Cup tourists from 483 000 down to 373 000, estimating that 105 000 of the previously anticipated 373 000 visitors to the country over the period of the event were expected to be non-ticket holders. Despite the different estimations, it is evident that there was a great deal of optimism that the event would bring more visitors to the country. As noted by Sport and Recreation South Africa (SRSA, 2013:6), the data collected by SAT reveal that about 308 554 visitors entered South Africa primarily for the purpose of attending the FIFA World Cup™, with foreign tourist arrivals being estimated at 1 401 725 during the months of June and July 2010.

The events previously cited depict a strong link between sport, tourism and mega-events. Jones (2001:241) posits mega-events as becoming increasingly important in terms of the development of tourist products, as such events continue to gain the recognition granted by a global audience. As stated by Andranovich, Burbank and Heying (2001:113), mega-events provide an opportunity for a destination to showcase its attractions on a worldwide stage, increase the amount of revenue resulting from the arrival of new visitors, serve to strengthen the destination's position in history, and increase the extent of media exposure. Lee and Taylor (2005:602) regard mega-events as an opportunity to showcase skills and capabilities, to develop business contacts, partnerships and investments, and to promote international awareness. This can be achieved through sound integrated and coordinated planning and management. Bramwell (1997:167) underscores the importance of strategic planning in the development of a tourist destination as being a central issue for success. The author defines strategic planning as being

> concerned with anticipating and regulating change in a system, to promote orderly development so as to increase social, economic and environmental benefits of the development process … [it] becomes an ordered sequence of operations, designed to lead to the achievement of either a single goal or a balance between several goals. [In addition], it may provide a sense of ownership among stakeholders in the selected objectives and approach, and the chosen framework may encourage stakeholders to determine their role and work cooperatively.

This definition suggests that collaboration, planning and management remain crucial for the future growth and development of sport tourism events not only for the host areas, but also for the non-host areas as well.

The growth of the sport tourism sector highlighted above can be linked to the relationship that exists between sport, tourism and events. The benefit of this relationship strengthens the co-existence of the activities concerned. As presented by Getz (1991) and Jones (2001), major events can have relatively long-term effects on tourism and economic activity via media exposure and repeat visitation, including impacts upon the host in terms of the social effects on residents, the extra expenditure entailed and the resulting revenue generation and infrastructure legacy. This is in line with the broader objectives of hosting the 2010 FIFA World Cup™, which included:

- hosting a world-class African World Cup;
- ensuring a lasting social legacy through the event; and
- leveraging the event to spread economic and social benefits beyond the borders of South Africa (SAT, 2009b:9).

Taking into consideration the objectives indicated above, it is evident that the 2010 FIFA World Cup™ was legacy-focused. Legacy is defined as "all planned and unplanned, positive and negative, tangible and intangible structures created for and by [a] sport event that remain longer that the event itself" (Preuss, 2007:211). The objectives mentioned here are an indication of the areas in terms of which the success of the 2010 FIFA World Cup™ can be measured. The objectives also present the legacies linked to the event as being likely to be experienced over the short term, as well as over a longer stretch of time. Although the legacy impacts of hosting mega-events are perceived as having the ability to transform the host region durably (Chappelet & Junod, 2006:84), the authors further warn that such transformation may happen in an objectively and subjectively positive and negative way.

The discussion presented in the previous section on sport tourism and mega-events reflects the growth of sport, tourism and events in South Africa as having reached its maturity. How one views these concepts now is different from in the past. In the past, before the new dispensation took effect in South Africa, involvement and participation in sport, tourism and events was based on racial grounds, bringing about imbalances in terms of socio-economic issues. Major developments in South Africa have enhanced such activities, so that they form part of the pillars of the country's economy and help to shape the country as a destination. George (2001:290) defines a destination as "a place including a physical or perceived location, consisting of primary and secondary attractions and supporting amenities that entice people to travel".

Availability of these elements at a destination could have the potential to attract more visitors to an event than might otherwise be the case. In relation to the increase in the number of visitors who are attracted to sport tourism events, Green (2001:1) asserts that organisers need to consider the range of consumption options that the events provide, so as to widen their appeal. Since high-profile events are becoming an increasingly important element of destination marketing (Getz, 1997:23-38), and they are becoming positioned for decision-making and strategy development relating to a tourism destination (Gibson, 1998:45), the symbiotic relationship and coexistence of the activities mentioned (sport, tourism and events) could grow these sectors beyond their current state. The result is the underscoring of integrated and coordinated planning.

In recognition of the relationship that exists between sport, tourism and events, South Africa's White Paper on the Development and Promotion of Tourism in South Africa (South Africa. DEAT, 1996) notes that the development of sport tourism and the provision of facilities, training, marketing and promotion should be encouraged to strengthen the development of this segment of the industry. The related areas noted in the White Paper contribute to the development of the tourism product in South Africa. Although there has been commitment from the South African government to the country's tourism sector, it still faces a number of challenges. Its policy document highlights a number of constraints that limit growth and the significant role of tourism in the national economy. The constraints include:

- inadequately resourced and funded tourism;
- a myopic private sector;
- the limited integration of local communities and previously neglected groups into tourism;
- inadequate tourism education, training and awareness;
- inadequate protection of the environment;
- poor service;
- lack of infrastructure, particularly in the rural areas;
- a ground transportation sector that is not geared to servicing tourists;
- a lack of inclusive, effective national, provincial and local structures for the development, management and promotion of the tourism sector; and
- growing levels of crime and violence against visitors (South Africa. DEAT, 1996:vi).

Parallel to the national policy, the White Paper on Sustainable Tourism Development and Promotion in the Western Cape of the Western Cape Government's Department of Economic Affairs, Agriculture and Tourism (Western Cape Government. DEAAT, 2001:23) cites the following as being major constraints facing the industry:

- tourism security concerns;
- the limited involvement of previously neglected communities;
- inadequate resources and funding;
- institutional fragmentation;
- disruptive competition;
- limited cooperation and partnership between the private and the public sector;
- stereotyped generic images;
- a seasonal market, and a winter climate that is perceived as inhospitable;
- imbalances in the development of the Cape Metropole and the hinterland;
- infrastructure constraints;
- air travel constraints; and
- tourism development that is capable of depriving the needy of required resources.

The rationale that is concerned in considering the constraints that are described in both the national and provincial policy documents attempts to provide an understanding that national constraints have implications for the province, with the realisation that, if the constraints that are cited are only partially addressed, the rewards that are linked to the industry might not be explored to their full potential. Even in the recent 10-year Western Cape Tourism Development Framework formulated by the Western Cape Government's Department of Economic Development and Tourism (Western Cape Government, DEDT, 2008), the constraints that are cited in the policy documents are seen as being pivotal. In the 2010 Tourism Organising Plan (SAT, 2009b:12), the constraints that are cited in the documents previously mentioned are clustered in the plan as key focus areas for a successful event.

The constraints are clustered as follows:

- events and attractions;
- information;

- marketing and branding;
- accommodation;
- transport and safety; and
- skills and service levels.

The National Tourism Sector Strategy (NTSS) drafted by the South African National Department of Tourism (NDT) is an attempt to address the challenges affecting the growth and development of tourism in South Africa (South Africa. NDT, 2011). It is imperative to highlight that the policy documents are central to the current study. After more than 10 years of recognising the challenges highlighted above, the country hosted a world stage event (2010 FIFA World Cup^{TM}), with the areas cited above being key to the delivery of a successful event. It is important that the issues/challenges mentioned earlier do not arise as impediments towards the successful hosting of the event. Several studies (Kunene, 2005-2006; Burger, 2007; Pillay & Bass, 2008) conducted on the state of readiness of the country to host the 2010 FIFA World Cup^{TM} in relation to the constraints cited above indicate that the areas in question remain primary in hosting the event for both host and non-host areas. Despite the policy constraints mentioned earlier, the South African government, with support from FIFA, assured both the national and the international community that the country and its public were confident of hosting a successful event (South Africa. GCIS, 2008:3).

Although the tourism constraints highlighted earlier can be seen as a hindrance to the assumption of a more important role for tourism in relation to the country's economy, acknowledging them reflects the vision of the South African government as far as prioritising tourism goes. As a result, the proceeds of tourism not only contribute to the economy, but also to the quality of life of the country's citizens. As projected by Inskeep (1991:140),

> tourism development is aimed at protecting and enhancing the environment, meeting basic human needs, promoting current and intergenerational equity, and improving the quality of life of all people.

Taking into consideration the anticipated potential of the tourism industry before, during and subsequent to the 2010 FIFA World Cup^{TM} in South Africa, and in line with the country's tourism development agenda, the possibility of spillover impacts on non-host areas should be a key consideration. Atkinson (2009:153) argues that the failure to realise and maximise the potential

spillover benefits is due to a lack of government (national, provincial and local) initiatives. The author further contends:

> [T]his negative should be tempered by the fact that non-host areas have several advantages over host cities: they do not have to invest in major and expensive infrastructure, unlike host cities, they are unlikely to have displacement effects [as non-host areas are likely to be less affected by negative spill-overs of mega-events, such as crime, traffic, congestion, crowding and high prices] and in fact, their tourism demand may increase; and their improvements do not require a long lead time for major infrastructural projects such as stadiums (Atkinson, 2009:153).

Although several authors (Chalip & Leyns, 2002; Chalip, 2004; Chalip & McGuirty, 2004; Crompton, 2004; Chalip & Costa, 2005; Hall, 2005; O'Brien, 2006) base their argument on the impacts of event on the host destination, the scope of possible spillover impacts for non-host areas requires attention. Spillover impacts could be realised as a result of the displacement effect, which takes place when those holidaying in a host city are discouraged from visiting the location as a result of the hosting of the mega-event. In such cases, those concerned might favour holidaying in quieter locations than the area in which the event is held, or in areas away from where the event-related activities of the host city are held. The possibility exists of unhappy residents of the host cities deciding to escape their cities during the World Cup and to take an opportunity to rent cheaper accommodation in non-host towns and villages than is available in the host city during the event (Atkinson, 2009:155). Even though Atkinson (2009) cites the lack of initiative being taken by the government as a reason for the failure to realise potential spillover impacts, the government cannot realise such impacts alone. A number of stakeholders/role players from different sectors need to be involved to ensure the successful implementation of the related initiative. The requirement of such involvement reflects the complexity of the initiatives linked to non-host areas, ranging from planning, through management, implementation and monitoring, to evaluation. However, the potential benefit of spillover impacts should be seen as an important aspect that cannot be ignored, as the level of extension of impacts to non-host areas remains unknown.

Cape Town, which is located in the Western Cape, was identified as one of the host cities for the 2010 FIFA World Cup™, serving as a host for the first five round matches, as well as as a host for one round of sixteen, a quarter-final and one semi-final (FIFA, 2009a:1). Clearly, the city boasted the necessary infrastructure from which to build in preparing for the mega-event, and it is also renowned worldwide as an attractive tourism destination. The CWDM is a non-host area that is located in the Western Cape. The district is also known to contribute to the bringing

about of the recognition of tourism in the Western Cape, in terms of its rich historical heritage, wine routes, natural beauty, and its well-equipped and quality establishments (CWDM, 2005:15-19).

Although a non-host area, the CWDM is located in close proximity to Cape Town (the host area), being situated within a drive to Cape Town of less than 45 minutes. The CWDM was suitably positioned to capitalise on Western Cape 2010 by creating a community benefit legacy, aligning its thrust to that of the following elements of the Western Cape province:

- integrated long-term strategic coordination for the CWDM;
- infrastructure development;
- community mobilisation;
- marketing and communication; and
- systemic budgeting for the above (Swart & Lombard, 2009a:4).

It is important to highlight that there is a degree of alignment with the national imperatives of hosting the 2010 FIFA World Cup™ (creating an Africa-wide legacy; football development in Africa; creating a South African legacy; enhancing the African diaspora) and the Western Cape provincial legacy thrust areas for 2010. The thrust areas concerned are:

- economic legacy;
- safety and security legacy;
- infrastructure legacy; and
- social legacy (Swart & Lombard, 2009b:5).

The legacy thrust and national imperatives cited above reflect a critical need for integrated and coordinated planning and management. Such planning and management should result in the realisation of the plans, as well as translating into maximisation of benefits, and minimisation of costs. Considering the voluminous work that requires coverage, stakeholder engagement, involvement and management should be central to the implementation processes. Atkinson (2009:171) notes the encouragement of the private sector to take the opportunity to invest in the tourism infrastructure, depended on the government facilitating the networking of the relevant role players. In relation to the 2010 event, the local government was expected to play a more leading function in the promotion of economic development in the various localities than it had

done in the past (CWDM, 2005:1). However, Jamal and Getz (1995:187) portray the achievement of coordination among government agencies, between the public and the private sector, and in the private sector as a daunting task. They argue that collaboration and cooperation, including the recognition of diverse elements of the tourism system, is important. Although Jamal and Getz (1995) depict the multi-stakeholder approach as challenging, the involvement of each stakeholder is highly significant, and therefore cannot be undermined, in particular when the issue of sustainability is seen as being at the centre of planning.

Since CWDM is a non-host area and semi-urban in nature, it could not escape the possible challenges and constraints aligned to the fulfilment of its desired objectives in relation to the 2010 FIFA World Cup™. The challenges and constraints included lack of infrastructure, lack of funding for support of the 2010 initiatives, inter-town rivalry in the district, and the retention of benefits within the local communities (EDM, 2008:46). Both the consumers' interest in an event and their perception of constraints on attendance had an effect on the actual situation involved (Kim & Chalip, 2004:705). Based on the possible challenges and constraints cited, the concerted efforts of, and commitment from, the various stakeholders concerned was pivotal to a successful outcome.

Investigating the effectiveness of a multi-stakeholder approach to the planning of the 2010 FIFA World Cup™ in relation to such a non-host area as the Cape Winelands District allowed for the assessment of the extent of planning initiatives, including in regard to their level of integration and coordination from different stakeholder groups, thus providing a broader or holistic understanding of the endeavour. Such an investigation allowed for a comparative stakeholder analysis, in line with the objectives of the study. Integrated and coordinated planning and management through stakeholder engagement, participation and involvement might have put the CWDM in a position to realise its plans.

1.2   Clarification of basic terms and concepts

The clarification of basic terms and concepts presented in this section was undertaken in an attempt to create an understanding of their meaning, and of how they are used in the context of this study. A common understanding of how these terms are used is critical to the development of this thesis. The terms and concepts include: stakeholder; planning; FIFA World Cup™; sport

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tourism; sport tourism events; mega-events; and non-host area. The concepts are clarified in this section.

1.2.1   Stakeholder

A stakeholder is defined as:

> persons or groups with legitimate interest in procedural and/or substantive aspects of corporate activity . . . [and] are identified by their interest in the corporation, whether the corporation has any corresponding functional interest in them. The interests of all stakeholders are of intrinsic value . . . each group of stakeholders merits consideration for its own sake and not merely because of its ability to further interests of some other groups, such as shareowners (Donaldson & Preston, 1995:67).

Caffyn and Jobbins (2003:229) classify stakeholders as being any individual or organisation, including the government, private businesses, local people and non-governmental organisations (NGOs), with an interest in a particular area. Gray (1989:5-6) regards stakeholders as being actors with an interest in common problems or issues, who engage in a common endeavour on the basis of finding common ground for collaboration (Jamal & Getz, 1995:200).

For the purpose of this study, the term 'stakeholders' refers to the residents of CWDM, as well as to CWDM officials (district and local municipalities [LMs]) and businesses. This term is comprehensively explained in the following chapter, wherein a theoretical framework of this study is outlined.

1.2.2   Planning

In defining this concept, planning is defined in terms of two perspectives:

- as independent from the discipline (tourism); and
- as inclusive of the discipline.

The assumption of the former perspective allows for the presentation of a relatively broad understanding of the concept, with the interpretation involved being applicable to all disciplines. In contrast, assuming the latter perspective enables the concept of planning to be understood within the context of the study.

With reference to the first perspective, planning is defined as a "process of identifying objectives and evaluating methods of achieving the objectives" (Malhotra, 1997:3). The process is seen as a fundamental element that predetermines what an organisation proposes to accomplish in its changing environment (Bennett & Zsandayi, 2000:103), and it is also recognised as providing a platform from which a set of decisions can be prepared for future action (Page & Connell, 2009:554).

In view of the second perspective, Friedmann's (2008:247-250) description of planning suggests that it involves the relating of knowledge to action. The author describes planning as a professional practice that specifically seeks to connect forms of knowledge with forms of action within the public domain. This definition stresses that planning must be linked to something, and that it must result in action, resulting in the concept of tourism planning. Tourism then becomes the subject of knowledge from which planning is derived.

In the light of the dualistic perspectives presented above, the objectives of planning must always be kept in mind. In the context of this study, Cooper, Fletcher, Fyall, Gilbert and Wanhill (2005:276) argue that the planning process should aim to secure the maximum positive benefits, as directed by the planning objectives, while incurring minimum costs.

1.2.3   FIFA World Cup^{TM}

Due to the evolution of football as a sport, and the several different football tournaments that are held under the banner of FIFA, young and upcoming researchers of tourism/sport tourism events might be confused, if the FIFA World Cup^{TM} were not to be properly defined. The reason for such confusion would lie in the fact that there are a number of football tournaments for both men and women that are held under the FIFA banner, and which are all regarded as forming part of the FIFA World Cup^{TM}. The list of such tournaments that is given below highlights the importance of giving a clear definition of the FIFA World Cup:

- the FIFA World Cup^{TM};
- the FIFA Women's World Cup;
- the FIFA U-20 World Cup, which is held separately for men and women;
- the FIFA U-17 World Cup, which is held separately for men and women;
- the FIFA Confederations Cup;

- the FIFA Club World Cup;
- the FIFA Futsal World Cup;
- the FIFA Beach Soccer World Cup;
- the FIFA Interactive World Cup; and
- the FIFA Youth Cup (FIFA, 2011a).

The nature of the first FIFA tournament listed above will be clarified, as it is the one applicable to the context of the current study.

The FIFA World Cup™ is an international football event that is hosted by a country, or by a number of countries, that has/have won the rights to host the tournament, which is the world's largest sporting and media event (Tomlinson, Bass & Pillay, 2009:1). As the rights to host the tournament are awarded by FIFA, the mega-event as a whole is known as the FIFA World Cup™. The tournament is held every four years, and countries that take part in this event must have won the qualifying rounds in their respective qualifying groups (FIFA, 2010:1). Only the host country gains automatic entry to the competition, as its inclusion in the tournament is not determined by its success in the different qualifying stages. In the FIFA World Cup™ the participants are men, as the women's World Cup is known as the FIFA Women's World Cup™. As noted by FIFA (2009a:1), the former event is contested by senior men's national teams of those countries that are members of FIFA, the sport's global governing body.

The growth and development of soccer, and of the event (FIFA Word Cup™) itself, including any changes that are made to the rules of the game, will continue to define the nature of the FIFA World Cup™ for as long as it continues to exist. An examination of the growth and development of the game of soccer, including the role played by the FIFA World Cup™ in its promotion, form part of the literature review, providing a comprehensive overview of what the FIFA World Cup™ encompasses.

1.2.4   Sport tourism

Sport tourism, which is an economic and social activity that is located at the crossroads of sport and tourism, is characterised by a large range of offerings that are built on the provision of diverse service (Pigeassou, 2004:287). Standeven and De Knop (1999:1-5) paint a historical

overview of the phenomenon of sport tourism as it has evolved over the past decades. They define sport tourism as

> all forms of active and passive involvement in sporting activity, participated in casually or in an organised way for non-commercial or business reasons that necessitate travel away from home and work locality (Standeven & De Knop, 1999:12).

The Australian National Sport Tourism Strategy of the Commonwealth of Australia (2000:5) divides sport tourism into two categories, namely:

> Domestic sport tourism: any sport related trip of over 40km involving a stay [of] at least one night away from home; and
> International sport tourism: any trip to [a country] of which a prime purpose is to participate in a sporting activity, either as a spectator, participant or official.

As noted by Gibson (2003:207), the categories of sport tourism cited by the Commonwealth of Australia (2000) run parallel with the characteristics of sport tourism that project sport tourism as leisure-based travel that influences individuals or groups to travel and to watch the activities that are linked to sport tourism, with the possibility of engaging in activities beyond the events concerned. The activities in question may involve not only participants, but also spectators (Hudson, 2012; Weed & Bull, 2012).

1.2.5   Sport tourism events

In defining sport tourism events, several authors (Hinch & Higham, 2011; Getz, 2012; Gibson, 2013) have indicated a strong link between sport, tourism and events. Turco, Riley and Swart (2002:74) define sport tourism events as events in which the primary purpose of travel is participating in, or viewing, sport. In addition, such events attract tourists, of whom a large percentage are spectators, as well as having the potential to attract non-residents, media, technical personnel, athletes, coaches and other sporting bodies (Kurtzman & Zauhar, 2003:42). Both the above-mentioned categories seek the generic benefits to be gained from the event tourism experience (i.e. those that can be realised through attending any event, or through pursuing other forms of leisure and travel), and the special benefits related to the match between what the event tourist seeks and what the event specifically offers (Getz, 2008:415).

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Turco *et al.* (2002:74) caution that, as sport tourism events are extremely diverse, each event should be regarded as different, as ignorance of their uniqueness could lead to poor organisation of the events involved.

1.2.6   Mega-events

In an effort to bring to light the nature of mega-events, Cornelissen and Swart (2006:108) refer to mega-events as 'complex affairs'. The notion of mega-events can be drawn from the assertions made by Getz (1997:6) of such events as being major events with a scale and media coverage that are capable of attracting significant visitor numbers, as well as economic benefits. Roche (2000:10) states that the events are of a large scale, and that they have a high level of international significance. As mega-events, Hall (2006:59) cites major fairs, expositions, cultural and sporting events of international status. The latter author, together with Horne and Manzenreiter (2006:1), cite the Olympic Games and the FIFA World Cup^{TM} as being examples of mega-events.

Even though there are commonalities in terms of the events that constitute mega-events, the literature is contradictory, or, in some instances, vague in relation to the duration of mega-events. On the one hand, Hall (2006:59) projects that such events are held either regularly, or on a once-off basis. On the other hand, Horne and Manzenreiter (2006:4) posit mega-events as taking place once every few years.

The long-term definition of mega-events that are associated with benefits (Roche, 2000; Carlsen & Taylor, 2003; Horne & Manzenreiter, 2006; Matheson, 2006; Pillay & Bass, 2008; Andreff, 2012) is evidence that the benefits that are associated with such events usually outweigh the costs incurred by them, thus reflecting a skewed definition of the concept. The cost issue cannot only be strongly argued when discussing the impacts of mega-events, as it is in many cases (Burbank, Andranovich & Heying, 2001; Jones, 2001; Lenskyj, 2002; Shoval, 2002; Horne, 2004; Kim, 2005; Gursoy & Kendall, 2006; Toohey & Veal, 2007; Desai & Vahed, 2010; Davies, 2012), but it should rather be included in the definition.

In relation to this study, in terms of the contradictory view of the duration of mega-events, the event in question (the 2010 FIFA World Cup^{TM}) can be seen to fall in line with Horne and

Manzenreiter's (2006:4) definition of mega-events as events taking place once every few years, keeping in mind that the FIFA World Cup™ takes place every four years.

1.2.7   Non-host area

In the context of this study, a non-host area is any region that has not been granted an opportunity to host any game linked to the 2010 FIFA World Cup™. In this instance, the study area, CWDM, is seen as a non-host area. CWDM is located in the Western Cape, in which province Cape Town was the host city or area.

The terms or concepts that have been defined in this section are key to this study, hence they require further exploration. It is evident that terminology, in terms of the currently discussed discipline, requires scholarly enquiry, as the field concerned is developing rapidly. The need for careful use of existing terminology in context is underscored, as certain terms and concept might not, as yet, have been defined in a manner that is relevant to the researcher's study. Having noted the importance of defining concepts in context, the researcher encourages future researchers to take note of this emphasis, as the purpose of what the researcher is trying to achieve may be vague, if the terms are not clearly defined.

1.3   Motivation for the study

Globally, most of the research studies conducted on mega-events (Ritchie & Smith, 1991; Tieglan, 1999; Emery, 2002; Boo & Gu, 2010; Coakley & Souza, 2013), or on events in general (Soutar & McLeod, 1993; Tiyce & Dimmock, 2000; Delamere, 2001; Fredline & Faulkner, 2002a,b; Daniels & Norman, 2003; Abalasei, 2012; Smith, 2012), as well as those that are linked to the FIFA World Cup™ (Horne & Manzenreiter, 2004; Kim & Petrick, 2005; Lee & Taylor, 2005; Ohmann, Jones & Wilkes, 2006; Bob & Swart, 2009; Darkey & Horn, 2009), have focused primarily on the event impacts on the host areas concerned. Even authors (Swart, 1998; Burnett & Uys, 2000; Turco, Swart, Bob & Moodley, 2003; Saayman, 2004; Swart, Bob & Heath, 2005; Ntloko & Swart, 2008) whose work reflects the contribution that has been made to the development and understanding of sport tourism and its imperatives in South Africa have not carefully considered this area. The lack of careful consideration mentioned suggests that the existing literature on sport tourism event impacts, in particular in relation to mega-events, has a skewed focus on the host area, ignoring the possible spillover impacts on the non-host areas.

Little research exists, as yet, that examines the impact of events on non-host areas. The work of Deccio and Baloglu (2002) and Atkinson (2009) can be referred to as few attempts to highlight the importance of considering the impact of events on non-host areas or communities. Considering the uniqueness of the 2010 FIFA World Cup™ event, this study differentiates itself from other studies that have been undertaken in recent years, and which can be seen as significantly important, as minimal research has been conducted in the proposed area of study.

Even though minimal research, as yet, has been undertaken on non-host areas, it is argued that:

> they can reap benefits from tourism, as sport fans travel from one host venue to another, as well as from tourist excursions and even fan park events, where events are watched on big screen television (Atkinson, 2009:154).

Paying attention to non-host areas can cost or benefit the destination at different levels, whether social, economic or environmental (Deccio & Baloglu, 2002:47). In view of the 2010 FIFA World Cup™, the above should be seen in the light of the ability of such a mega-event to lure tourists to South African shores and to Africa at large, not only to come to watch the games, but also to explore the beauty of the country, in terms of its natural resources and its people. The authors (Deccio & Baloglu, 2002; Atkinson, 2009) focus on the importance of supporting the development of infrastructure when hosting events, as such hosting does not solely depend on the completion, or on the availability, of stadiums. Expanding on their argument of possible spillover effects on non-host areas, Atkinson highlights the financial multiplier effect in the local economy, international recognition, a sense of community pride, the strengthening of regional values and heightened awareness of public policy issues as positive spin-offs, while Deccio and Baloglu (2002) highlight tax burdens emanating from the event, price inflation and the mismanagement of public funds by the organisers as negative spin-offs. Although Atkinson (2009:153) suggests that conscious strategies, capacity, innovative thinking, creative branding and assertive marketing could bring non-host areas into the mainstream for the duration of the event, these factors could also play a critical role in maximising the positive spin-offs, while simultaneously minimising the negative spin-offs.

The current study is, therefore, an attempt to broaden knowledge and understanding of the possible extension of the spillover effects on such non-host areas as the CWDM that were linked to the 2010 FIFA World Cup™, by investigating the adoption of a multi-stakeholder approach to planning as a critical component.

1.4   Statement of the research problem

The statement of the research problem formed the core of this study. Leedy and Ormrod (2010a:44) underpin stating the existence of such a problem by recommending that the statement in question must first be expressed with utmost precision, as adopting such an approach clarifies the direction and goals of the entire research project.

In relation to the current study, Hinch and Higham (2004:127) explain that the scale of sport tourism events might have an impact on the carrying capacity of the event location to accommodate and absorb the flow of tourists, resulting in possible displacement effects. As noted by Atkinson (2009:155), the displacement effect takes place when those holidaying in a host city are discouraged from visiting the location as a result of the mega-event, in which case they might prefer to spend time at a quieter location or in areas that are situated away from the activities of the host city. The Cape Winelands, as a non-host area that was located within close proximity to the event location, could have benefited from possible event displacement during the 2010 FIFA World Cup™, provided that proper planning had been undertaken at the time. The scale and magnitude of mega-events requires the adoption of a multi-stakeholder approach to planning.

Understanding the role and importance of each stakeholder was critical to the planning and implementation of plans linked to the 2010 FIFA World Cup™ in the CWDM, which formed the basis of the study. As noted by Atkinson (2009:154-155), such an understanding could have promoted innovative planning aimed at maximising the spillover benefits, and involving the assessment of reactions of non-host communities.In respect of the present study, the importance of research into non-host areas requires careful consideration. The lack of studies on events in relation to non-host areas suggests the existence of a gap in the body of knowledge regarding this discipline, hence the current study was anticipated as contributing towards such, as well as towards the creation of a growing and sustainable sport tourism event industry.

In hindsight of the above, the problem identified in this thesis is the extent of multi-stakeholder planning on CWDM 2010 FIFA World Cup™ planning initiatives in delivering integrated and coordinated plans and how such plans can position the district to take advantage of its close proximity to the event location.

1.5   Research aim and research questions

The overall aim of the current study was to conduct an investigation of the multi-stakeholder approach to planning initiatives in relation to the 2010 FIFA World Cup^{TM}, as undertaken in the CWDM, which was a non-host area at the time. In respect of the notion cited by Leedy and Ormrod (2010a) regarding the research problem (as cited in 1.4), similar recommendations were also crucial to the research question. These authors further state that a good research question begins with identifying a good question to ask, which is, ideally, a question that no one else has asked before. The research questions developed for this study followed the approach suggested above, as it was important that the study contribute to the body of knowledge regarding sport tourism events, and mega-events in particular.

The following broad research questions guided the study:

- What are the 2010 FIFA World Cup^{TM} key initiatives planned by the CWDM?
- How are CWDM planning initiatives for the 2010 FIFA Word Cup^{TM} structured to benefit LMs?
- In what ways are various stakeholders involved in the planning of 2010 FIFA World Cup^{TM} initiatives in the CWDM?
- How do various stakeholders perceive the benefits/spillover effects linked to the 2010 FIFA World Cup^{TM} as a non-host area?
- What is the level of alignment, integration and coordination of the 2010 FIFA World Cup^{TM} planned initiatives regarding the CWDM?

1.6   Objectives of the study

In line with the research questions highlighted above, the objectives of the study are presented below:

- to identify the 2010 FIFA World Cup^{TM} key initiatives planned by the CWDM;
- to assess the CWDM 2010 FIFA World Cup^{TM} planning initiatives in relation to the beneficiation of LMs;

- to gain an understanding of the different ways in which various stakeholders are involved in the planning of the 2010 FIFA World Cup™ initiatives undertaken in the CWDM;
- to ascertain ways in which the various stakeholders perceive the benefits/spillover effects linked to the 2010 FIFA World Cup™ in respect of a non-host area; and
- to examine the level of alignment, integration and coordination of the 2010 FIFA World Cup™ planned initiatives in the CWDM.

As noted by Struwig and Stead (2001:44), the research objectives further inform the researcher of the source(s) where information can possibly be obtained.

1.7   Research design and methods

The selection of the research design and methods for this study was undertaken with caution, ensuring that the methods applied suited the stated research problem. On one hand, Welman and Kruger (2001:45) define a research design as a plan that is used by the researcher to obtain information from the participants (the subjects). On the other hand, research methods specify which scientific method to use so as to enable the gathering and analysis of information, with the intention of arriving at a solution in response to the research problem stipulated (Struwig & Stead, 2001:23).

The research methods for this study were selected on the basis that they would cover all the desired objectives of the study. Standard quantitative and qualitative methods were used to collect the data that were required in order to meet the research objectives identified above. The methods of obtaining data were both known and acceptable. Qualitative research methods have been explained as methods that allow the researcher to study selected issues in depth (Durrheim, 2011:47), with quantitative methods being associated with analytical research (Altinay & Paraskevas, 2008:75). Veal (1992:25), who explains these methods as complementing each other, argues that the basis of quantitative research is on initial qualitative work. Several authors (Erwee, n.d.; Bailey, 1987; Veal, 1992; Goddard & Stuart, 2001; Welman & Kruger, 2001; Gratton & Jones, 2004; Brynard & Hanekom, 2006; Creswell, 2009) provide a comprehensive understanding of the way in which these methods complement each other.

Sources used in this study included both primary and secondary data sources. The primary data sources used, as discussed in the following subsections, included:

- survey questionnaires; and
- observations.

1.7.1   Survey questionnaires

Questionnaire-based surveys are probably the most commonly used surveys in terms of leisure and tourism research. They are used when quantified information is required concerning a specific population, and when the individual's own account of behaviour and/or attitudes is acceptable as a source of information (Veal, 1992:52).

The questionnaires used in the current study were administered in a face-to-face setting. They consisted of sections containing closed-ended and open-ended questions. The survey questionnaires were administered to the local communities, as well as to established businesses and to key informants from the CWDM and LMs. The respondents to whom the questionnaires were administered were noted as being key stakeholders in the situation studied.

1.7.2   Observations

The observations that were carried out to gather the information that the surveys could not cover were carried out throughout the duration of the fieldwork.

1.7.3   Secondary data

Secondary data sources consulted for this study included the following:

- books;
- scholarly journals;
- government documents;
- reports; and
- Internet websites and online publications.

The secondary data were obtained in what primarily amounted to a desktop study. The desktop study informed the background of the study as a whole, and provided references for it, while simultaneously putting into context what the researcher sought to achieve. Secondary data was also used for analysis in relation to the findings of the study.

1.7.4   Sampling

The sample selection was based on various stakeholders, including the residents; established businesses and municipal officials discussed next.

- Residents

  The surveys that were used to collect the required data deployed stratified purposive sampling. Stratified sampling was used to take cognisance of both the semi-urban and rural areas involved, in order to provide broad representation of the respondents concerned. Data were collected according to the sub-populations of municipal areas constituting the CWDM.

- Established businesses

  A purposive sampling approach was used to administer the above-mentioned surveys to established businesses in the CWDM.

- Municipal officials

  A purposive sampling approach was used to administer surveys to the municipal officials in the CWDM and to their respective LMs.

As projected in the research design and methods section, the current study employed different sampling methods, presenting both the targeted and the actual sample of the respondents. The detailed methodology of this study is presented in the research methodology chapter (Chapter 5).

1.7.5   Data analysis

The Statistical Package for the Social Sciences (SPSS) was used as an instrument for coding, inputting, interpreting and analysing the data collected. The reflection of the analysis is provided as evidence of how the data analysis tool contributed to providing meaning to the study by means of analysing both qualitative and quantitative data through different statistical tests generating tables, bar charts, histograms and correlations. The analysis of the data obtained justified the reliability and the validity of the findings, as well as the conclusions and the recommendations.

1.8   Delineation of the study

The study was conducted in the CWDM, which is situated in close proximity to Cape Town (the host area), and which is within easy reach of the city, being less than 45 minutes away by road, with it also being less than 30 minutes away from Cape Town International Airport (CWDM, 2009:2). The details of the study area are provided in Chapter 5.

1.9   Significance of the study

As has been cited in the previous sections of this thesis, the lack of research conducted on the impacts of events on non-host areas justified the undertaking of the current study, as it could be seen to contribute to the body of knowledge on the subject, as sport tourism is a growing sector not only in South Africa, but also globally. Noting the contribution that is made by sport tourism in South Africa, South Africa.info (2011:1) highlights the world-class venues and the supporting infrastructure, the international events, and South Africa's passion for sport as creating a combination of factors that makes the country an effective drawing card for sport fans.

Since planning was central to this study, as it also is to any event, the angle that the researcher took (being that of a multi-stakeholder approach to planning) stresses the importance of collaboration, particularly when hosting mega-events. Although the model on which the current study was based was that of a large-scale event (the 2010 FIFA World Cup^{TM}), small- and medium-scale events organiser, in conjunction with the government, could also use its results as a basis for improving how they plan events, thus contributing to the sustainable growth and development of the sport tourism industry.

By virtue of South Africa becoming a host to a number of international events, South Africa has positioned itself as an event destination, especially following on the successful hosting of the 2010 FIFA World Cup™. As the country has created a strong impression as a major sport and events destination (SETE, 2011:1), lessons can be learnt from this study in terms of ensuring that the national government, through its different spheres, can achieve its objectives. In addition, the study could be useful to the broader sectors of South African society, as it underscores the role that is played by stakeholders in the planning process.

1.10 Expected outcome

The 2010 FIFA World Cup™, which was a world-class event that was held on African soil for the first time, required extensive planning and coordinated effort to be successful. Deduced from the above, and in line with the objectives of the current study, it was expected that the process of engaging with stakeholders at a multi-stakeholder level would pose certain challenges, as the event had many FIFA restrictions and requirements, and it was the first time that an event of this magnitude was held in South Africa.

The investigations performed using various methods (surveys and observation) throughout the study tested the possibility of arriving at the expected outcome suggested, in line with the research problem. The investigations performed in the course of this study were expected to bring to the fore the realities regarding planning in relation to the 2010 FIFA World Cup™ initiatives that were undertaken in the CWDM. Conclusions and recommendations for future planning were drawn up and provided as a means by which the relevant stakeholders could obtain value from planning for such events.

Furthermore, this study is expected to contribute to the creation of a sustainable sport tourism industry in the CWDM, Western Cape, as well as in the rest of South Africa.

1.11   Further progression of the study

The study consists of six chapters, which are outlined below.

Chapter 1 was compiled as an introductory chapter providing a general orientation to, and identification of, the study, so as to put the research problem into context. The research problem, which is the core of the study, was clearly defined in line with the study's objectives. The significance of the study has also been reflected upon in this chapter.

Chapter 2 presents the conceptual and the theoretical framework of the study, which serves as a basis of understanding for the different theories and frameworks involved, putting into context the relevancy of the study. Although this chapter and the two following chapters of the literature review (Chapters 3 and 4) project different viewpoints, their content is aligned with the context of the study. The discussion that is undertaken in aligning the chapters mentioned provides sound reasoning as to the foundation on which the study was built, projecting the informed research approach that was adopted to the study.

Chapter 3 provides an understanding of the concept of planning and its imperatives. The concept is explored parallel to that of tourism planning, as well as to the planning for mega-events. Since the successful hosting of the 2010 FIFA World Cup^{TM} was primarily left up to the government, the nature of government planning is also explored. The discussion of planning that is provided in this chapter takes cognisance of the conceptual and theoretical framework presented in Chapter 2.

Chapter 4 presents a discussion of the 2010 FIFA World Cup^{TM} and the CWDM. This chapter describes the nature of the FIFA World Cup^{TM} as a sport mega-event, as well as the nature of the possible impacts that are linked to the hosting of this mega-event on the host community. The possible impacts on non-host areas of the hosting of such mega-events as the 2010 FIFA World Cup^{TM} are explored. The contents of this chapter are aligned with the contents of the conceptual and theoretical framework chapter (i.e. Chapter 2).

Chapter 5 discusses in detail the research methods and design deployed in this study. The methods used for collecting data, the sample size, the questionnaire design, and the process of

collecting and analysing data are described. A well thought-through overview of the procedures deployed in the study prior to, and during, fieldwork is also presented.

Chapter 6 consists of the presentation, the analysis and the interpretation of data collected from various stakeholders identified as being key to the planning of the 2010 FIFA World Cup™ in the CWDM.

Recommendations and conclusions lie at the heart of Chapter 7, which is the final chapter of this study. They are based on the contributions made by the respondents, and on the observations carried out by the researcher. Future research areas are also identified. Two models are presented as major contributions towards the body of knowledge on sport tourism in South Africa.

1.12   Summary

The significance of the current study cannot be overemphasised, as the 2010 FIFA World Cup™ was a global event that was hosted in one of the poorest, but also one of the most unique, continents (i.e. Africa), for the first time in its history. The many expectations of the event were mostly benefits that were associated with its hosting. FIFA, the government (national, provincial and local), businesses (both formal and informal), and other nations, including their ordinary citizens (ranging from the rich, through the middle income class, to the poor) had their expectations. The magnitude of the event in question, which can be seen as a mega-event, is an indication that it was not an individual affair, but rather a multiparty one, hence the adoption of a multi-stakeholder approach to the planning that forms the basis of this study.

The next chapter presents the conceptual framework of the study.

CHAPTER 2

THE CONCEPTUAL AND THEORETICAL FRAMEWORK

2.1   Introduction

In this chapter, the conceptual and theoretical framework of the study is discussed, showing a congruence between the reviewed literature and the development of the study's research questions and its objectives. In addition, the extent to which the research instruments (questionnaires) were informed by the literature reviewed, and how the interpretation, recommendations and conclusions were drawn up are explored. Several researchers (Noguera, 2001; Rojewski, 2002; Lester, 2005; Sinclair, 2007; Knobloch, 2010) have projected the importance of a theoretical and conceptual framework for research. Sinclair (2007:39) substantiates this by arguing that "it is important to consider relevant theory underpinning the knowledge base of the phenomenon to be researched". In addition, Knobloch (2010) states that the researcher needs to have strong conceptual arguments that are grounded in previous studies, and theoretical assumptions that are capable of enabling the development of an in-depth understanding of the problem. A structured view of knowledge and understanding, as reflected in terms of the conceptual and theoretical framework, is explained by Knobloch (2010:2) as being crucial in helping the researcher to:

- frame the problem;
- support the problem;
- synthesise the knowledge base; and
- create a need for the study.

The above-mentioned actions may be viewed in line with the assertions made by Lester (2005:458) that the conceptual and theoretical framework assists in conceptualising and designing research studies, permitting a deeper understanding of complex issues and enabling the interpretation of data emanating from the study, from which conclusions can be drawn. Such a framework, in the present instance, is based on the planning theory, on the stakeholder approach to planning (including the stakeholder theory, analysis and perceptions) and on the sport tourism framework.

Adopting the different frameworks identified in this study suggests that planning for an event such as the FIFA World Cup™ may be a complex affair, as it requires a variety of stakeholders (in terms of the multi-stakeholder approach/process) to be involved.

> Multi-stakeholder processes seek to engage stakeholder groups for planning to help to develop a common vision, build ownership, and buy-in from various stakeholder groups for plans and projects (Bhatt, Chaudhury, Singh & Bisht, 2003:1).

The study acknowledges that the stakeholders who were involved in the 2010 FIFA World Cup™ planning initiatives in the CWDM took decisions in the light of a recognised process, and that their influence on such decisions varied.

The planning theory adopted in the current study was that of Campbell and Fainstain (2003:1-10), who identified five questions with respect to planning theory, all of which are relevant to tourism planning. The questions are:

- What are the historical roots of planning?
- What is the justification of planning?
- What are the 'rules of the game' for planning with respect to ethics and values?
- How can planning affect a mixed economy?
- What do planners do?

For a comprehensive understanding of the importance of planning in terms of the multi-stakeholder approach to planning, the planning theory is aligned to a stakeholder approach to planning. Since the bulk of the literature reviewed in this study is central to planning, which requires the physical involvement of people as individuals and/or as representatives of various groups, the study was broadly based on the stakeholder theory, as well as on stakeholder analysis and perceptions. A stakeholder is defined as a net for capturing relevant individuals or groups within a specific area or community, "and those beyond its boundaries that often hold widely different viewpoints and have different vested interests" (Ladkini & Betramini, 2002:73). Such a theory must form part of the processes that inform decision-making and that determine the tourism strategy's goal and objectives (Fontaine, 2005:17). In this decision-making process, it is suggested that a more structured stakeholder dialogue is needed for enhancing decision-making (Go & Van't Klooste, 2006:139). A stakeholder is a key character who is crucial to the planning process. The definition provided above clearly describes the role of the stakeholder, or

of stakeholders, beyond planning. As noted by De Araujo and Bramwell (1999:356-357), identifying stakeholders is vital to various technical, political and operational motives. Furthermore, the above-mentioned researchers emphasise that the identification, or even the non-identifying, of relevant stakeholders can affect the entire process, as well as the probable results, of the planning.

Since the current study's focus is on a mega-event (the 2010 FIFA World Cup™), which is a world-recognised sport tourism event, a sport tourism framework is presented in addition to the above-mentioned framework. The presentation and discussion of this theory is aligned with the other theories presented in the study, but it also introduces a way forward to a deeper understanding of mega-event approaches, outlining, as it does, the interrelationship and the interdependency between events, tourism and sport tourism. In terms of this framework, the success and future of sport tourism events is posed as relying on the involvement of a range of stakeholders. Accordingly, this theory is aligned with the other theories presented.

In the context of the conceptual and theoretical framework identified (which is explained in detail in this chapter), the current study is, therefore, an attempt to broaden the scope of knowledge and understanding regarding the possible extension of the spillover effects of the 2010 FIFA World Cup™ to such non-host areas as the CWDM, by means of investigating a multi-stakeholder approach to planning as a critical component of the process involved. Due to the limited amount of literature on the impacts of mega-events on non-host areas, such an investigation was undertaken by means of deploying a framework similar to that of Atkinson (2009), which lays a foundation for strategic and innovative planning which is aimed at maximising the spillover benefits concerned, including exploring the understanding and assessment of the reactions of non-host communities. The study underpins the importance of research regarding non-host areas, as such areas need to be considered in the growing of a sustainable sport tourism event industry. The consideration required is largely due to the potential distribution of the 2010 FIFA World Cup™ impacts to the non-host areas. That lessons could be learned from the study was also anticipated, as well as that such lessons could be used to help strengthen the industry in the Western Cape, as well as in South Africa and beyond the country's borders.

Applying the multi-stakeholder approach and analysis to the current investigation took into consideration the importance of each stakeholder in fulfilling the objectives of the study. In

terms of aligning the definition of a stakeholder to the conceptual and theoretical framework of the study, a stakeholder is defined as:

> persons or groups with legitimate interest in procedural and/or substantive aspects of corporate activity . . . [who] are identified by their interest in the corporation, whether the corporation has any corresponding functional interest in them [or not]. The interests of all stakeholders are of intrinsic value . . . each group of stakeholders merits consideration for its own sake[,] and not merely because of its ability to further [the] interests of some other groups, such as [the] shareowners (Donaldson & Preston, 1995:67).

In addition, Caffyn and Jobbins (2003:229) classify a stakeholder as including any individual or organisation, such as the government, a private business, a local person and an NGO with an interest in a particular area.

Deducing from the stakeholder definitions defined above, several studies (Reed, 1997; Selin, 1999; Yuksel, Bramwell & Yuksel, 1999; Ryan, 2002; Sheehan & Ritchie, 2005) put an objective emphasis on tourism planning as involving a wide range of stakeholders (including residents, public authorities and the private sector) affected by tourism. Although Atkinson (2009:171) highlights that a successful response to the 2010 FIFA World Cup™ would require an effective marriage of the public and private sector, the role of residents should not be ignored. Even though the latter might not have brought much revenue to the planning table, their lack of financial investment in the endeavour should not lead to an undermining or underestimation of their role as an important stakeholder in the concern. Instead, the community can be regarded as being a key stakeholder in the planning process. Gutierrez, Lamoureux, Matus and Sebunya (2005:18) support this argument by stating that involving various stakeholders, encompassing the government, the tourism industry and, most importantly, the community, in the planning and implementation process that is undertaken in terms of tourism development is critical, and could enhance the likelihood of long-term success.

The specific stakeholders identified for this study were: the residents; the established businesses; and the CWDM officials, including LM officials. Since the researcher adopted a multi-stakeholder approach to the study, an understanding of the chosen theoretical and conceptual framework for the study is presented in the following section, which serves as a basis for understanding the importance of the study.

2.2   Stakeholder theory

Even though stakeholder theory is noted as being applied in tourism (Hardy & Beeton, 2001:174), it may also be identified as a significant manifestation of evolution in tourism planning (Timothy, 1999:371). Sautter and Leisen (1999:325) conceptualise the theory as a "normative tourism planning tool that can be used to promote collaboration among key players in the planning process", hence it can be regarded as important for this study. Donaldson and Preston (1995:67) describe the stakeholder theory as being of managerial importance, as it concerns the relationships among different stakeholders, as well as their attitudes and stakeholder engagement practices.

Several authors (Timothy, 1998; De Araujo & Bramwell, 1999; Selin, Schuett & Carr, 2000; De Araujo & Bramwell, 2002; Watkins & Bell, 2002; Aas, Ladkin & Fletcher, 2005) argue that stakeholder theory provides a suitable grounding for the participation, collaboration and cooperation of relevant and affected parties. Achieving a balance of their needs, and enabling the viable development of local tourism planning, is a challenge and a fundamental reason for planning (Page & Connell, 2009:25). These assertions posit each stakeholder in tourism planning as having the unique potential to influence planning at different levels. The involvement of different stakeholders in tourism planning strengthens the need for participation (in terms of gaining input from all the affected parties), as well as for collaboration on issues of common interest, and for cooperation, so as to give more meaning to the forum or platform that is made available for the engagement of stakeholders.

> Such a situation means that one of the key tasks of any tourism planner is seeking the involvement and collaboration of the various stakeholders in the tourism planning processes (Hall, 2008:118).

The three pillars of stakeholder theory (i.e. participation, collaboration and cooperation) are explored below as a means of broadening the understanding of this theory.

2.2.1   Participation

In terms of participation, planning necessitates the involvement of all stakeholders (Litman, 2011:6), and it should be understood by all stakeholders, as far as a clearly defined vision or problem statement, goals, objectives, evaluation criteria and performance indicators go (Litman, 2011:23). However, Bhatt *et al.* (2003:3) acknowledge that bringing together stakeholders from

different formations for a common purpose might be a challenging task. If this is the case, there should still be no reason for failing to invest in planning for the engagement of stakeholders. Stressing that nothing should hinder stakeholder participation, the opportunities for their engagement should be made available, in terms of which they can interrelate and communicate objectives among one another (Gutierrez *et al.,* 2005:20). This notion suggests that no justification can be accepted for failing to provide a platform for stakeholders to participate in an endeavour, hence emphasis is lain on their availability. In the context of this study, such a responsibility lay in the hands of the CWDM and its respective LMs, as they were central to the 2010 FIFA World Cup^{TM} planning initiatives in the CWDM. Even if there are large numbers of stakeholders, which Hall (2008:120) cites as making satisfactory outcomes difficult to achieve, there should be no reason to fail to provide a platform for their participation. The author cautions that, if legitimate stakeholders are excluded or ignored, the quality and degree of acceptance of any recommendations will be highly suspect.

Stakeholder participation is likely to be enhanced by the benefits that are linked to the multi-stakeholder engagement processes, and by the relevancy of the planning initiatives to their environment. Several authors (Hall, 2000; Backman, Petrick & Wright, 2001) cite such benefits as contributing towards an improved perspective on tourism, and on the possible ownership and execution of plans in line with the anticipated outcomes of tourism development. The benefits concerned describe the importance of the relevant stakeholders being involved in planning with an eye to understanding the value of stakeholder planning beyond engagement or discussions, but rather as a goal-driven process that requires the commitment and effort of all those involved. Those who were central to planning, which, in the present instance, was the CWDM, should have aroused and encouraged the relevant stakeholders to participate in driving the goals and objectives for the planning related to the 2010 FIFA World Cup^{TM} initiatives to become shared.

Although the idea of different stakeholders coming together to plan for tourism development might be perceived as a noble idea, in so far as upholding transparency and democratic processes goes, Mason (2008:91) contends that:

> if planning is intended to represent the views of all stakeholders and interested parties, then it should be obvious that there will not automatically be unanimity and homogeneity in values and views.

Given the large number of public organisations that have an interest in tourism matters, Hall (2008:164) notes the challenge for the government as "being able to bring various organisations and agencies together to work for common objectives". Such an understanding brings to the fore the dynamics of stakeholder participation as demanding highly developed skills and a high level of professionalism from those leading, or facilitating, the planning. Jamal and Getz (1995:198) cite the importance of the convener to be legitimate, with their expertise, resources and authority being regarded as fundamental to effective stakeholder participation.

Upholding the importance of professionalism and transparency in terms of stakeholder participation, Miller and Twining-Ward (2006:52-53) posit such qualities as reinforcing the element of trust, and as promoting discourse between and among the stakeholders concerned through the available platforms of engagement. However, Edgell, Allen, Smith and Swanson (2008:331) raise the important issue of the coopetition between stakeholders, so that they can participate in the joint endeavour. The successful handling of this responsibility depends on the leadership that is involved in the development, which, in the case of the 2010 FIFA World Cup^{TM}, was, in terms of the present study, the CWDM.

Although there is common understanding among several authors (Gutierrez *et al.*, 2005; Edgell *et al.*, 2008; Hall, 2008; Mason, 2008) on the different methods of engaging the stakeholders mutually involved in an endeavour, such as through public meetings, workshops and individual consultations, several techniques (including focus groups, consensus building meetings, drop-in centres, citizen surveys and task forces) are also suggested for assessing such engagement (Yuksel *et al.,* 1999; Hardy & Beeton, 2001). Despite common understanding on the methods and techniques stated, there are different views on the purpose that they serve. These differences in opinions are an indication that, when selecting a method of engagement, there should be common understanding among the stakeholders as to why such a method is selected, what purpose it will serve, and whether the method selected will assist in steering the stakeholders to achieve the intended outcomes. This also suggests that an environment where planning is taking place can dictate which method might be suitable, and whether a selected method adequately accommodates a multi-stakeholder approach, or a particular group or individuals.

Since the stakeholders participating in planning come from diverse backgrounds and represent different sectors of the community from which they come, it is evident that the platform from

which stakeholders participate can be linked to the issue of empowerment. All the different stakeholders coming together to participate in a specific development translates into an amalgam of different bodies of knowledge, as well as of skills and expertise. Such a combined effort reflects the existence of a degree of interdependence among the stakeholders involved, as planning can then take place in an integrative manner. Acknowledging this interdependence, Gunn and Var (2002:19) caution that "cooperation, collaboration and coordination must foster, not destroy, individual creativity and innovation in development to meet the new needs". In line with the fact that the stakeholders involved are different, with different interests and expectations, the management of such an endeavour requires a great deal of attention, so as to ensure that they can work together effectively. A successful result depends on interactive participation by all the stakeholders involved.

2.2.2   Collaboration

Gray (1989:227) refers to collaboration as being an interactive process wherein the stakeholders concerned examine common and relevant issues, with the process concerned being driven to promote problem-solving through the collective efforts of all those involved (Hall, 2008:120-121). The process begins with stakeholders recognising that they have mutual interests, and that their problems are too complex and too extensive for organisations to manage alone (Gunn & Var, 2002:145). The grounds for collaboration can also be informed by communication among the stakeholders. As noted by Miller and Twining-Ward (2006:56), communication has become one of the strategically important activities that is performed among stakeholders. Communication is crucial to the raising of awareness, to the creation of interest, and to the influencing of the desire for stakeholders to participate in joint endeavours. Communication among stakeholders contributes to the continuity of a continuous planning process, resulting in ongoing stakeholder involvement. Yuksel *et al.* (1999:351) define continuous stakeholder involvement as "planning that can respond on an ongoing basis to stakeholder views on issues, on proposals in plans and on plan implementation". As the planning of an event such as the 2010 FIFA World Cup™ requires stakeholder engagement over a lengthy period, the maintenance of a steady stream of communication among the stakeholders concerned is essential. Such communication should not only serve to keep the participants informed of the planning processes involved, but it also help to ensure that all the stakeholders are exerting their efforts towards reaching the same goal.

In view of the above, Jamal and Jamrozy (2006:166-167) underscore the importance of establishing the principles of collaboration so as to achieve integrated planning. The authors view such participatory principles as being fundamental to any multi-party endeavour, since abiding by them helps to ensure that the stakeholders concerned have an opportunity to examine a wide range of opinions or perspectives, with the intention of securing outcomes of collective learning, sharing and appreciation, as well as collective solutions. Similarly, Edgell *et al.* (2008:111) posit that collaborative multi-stakeholder processes tend to lead to agreement on priority issues, and on the formation of partnerships. Partnerships that are formed on the basis of collaboration promote integrative thinking, healthy competition, a profitable environment of cooperation (Edgell *et al.,* 2008:243-244), and tourism networks (Parra-Lopez & Calero-Garcia, 2010:27). Entering into partnerships may also stimulate the starting of solid cooperative relationships among all the stakeholders concerned (Baggio & Corigliano, 2010:471-481), providing that the basis for relationship development and for the granting of opportunities for short- and long-term impacts is aimed at enhancing mutual value (O'Brien & Gardiner, 2006:25).

The formation of partnerships through collaboration reflects commitment to plans. As noted by Gunn and Var (2002:246), "commitment to tourism and the desire to collaborate on planning are more important than expertise in tourism". Partnerships that are formed on the basis of cooperation and collaboration can be interpreted as an indication of support for the development concerned. The assertion of Beirman (2003:186) regarding the mobilisation of partnership relationships serves as a cautionary tale to those who lead or facilitate development that the formation of partnerships is not necessarily common knowledge, and that it should not be expected to emerge of self. The development of such relationships requires more effort than usual to mobilise the stakeholders to find value in forming such partnerships as part of the stakeholder engagement processes. Although Mason (2008:190) underscores the importance of collaboration and partnership for obtaining the benefits that are normally expected from the promotion of tourism, the author equally cites the problems that might arise from such collaboration, including:

- the lack of trust, and the development of misunderstandings, between the different interest groups;
- entrenched power relations that favour certain interest groups; and

- perceived and real barriers that might restrict the access by some groups to certain partnerships.

In the same vein, Bramwell and Lane (2000) present a comprehensive synopsis of the benefits and problems of collaboration and partnership (see the summary of such in Table 2.1).

As can be deduced from Table 2.1, it is evident that when stakeholders participate in tourism planning with the intention of collaborating and forming partnerships, a range of benefits and problems should be expected. With this view in mind, it is accepted that those that facilitate stakeholder engagement should have certain measures in place to mitigate such problems as, and when, they arise. Hall (2008) posits collaborative approaches as having the potential to assist in dealing with issues beyond planning to implementation, as it is important to have stakeholders on hand that will implement the decisions emanating from the stakeholder engagement processes concerned. As is shown in Table 2.2, certain considerations (such as the scope and intensity of collaboration) are of pivotal importance to the minimisation of potential problems and to the maximisation of potential benefits (Table 2.1) during stakeholder engagement processes. Taking such pivotal issues into account can translate into effective tourism planning and management. Several authors (Telfer, 2001; King, 2002; Prideaux & Cooper, 2002; Fyall & Garrod, 2005) underpin the need for the collaboration of all parties at a destination as an acceptable way of managing complexities there.

As the current study was intended to investigate the adoption of a multi-stakeholder approach to the 2010 FIFA World Cup™ planning initiatives in the CWDM, the issue of stakeholder collaboration was measured with an eye to the addressing of similar issues (such as the scope for collaboration, and the intensity of collaboration among the participants), in line with the approach taken by Bramwell and Sharman (1999). The present study adopted the issues dealt with by the two authors, adjusting and applying them within its own context (see the summary provided in Table 2.2).

Table 2.1: Potential benefits and problems of collaboration and partnership in tourism planning (Bramwell & Lane, 2000:7-9)

Potential benefits	Potential problems
• There may be involvement by a range of stakeholders, all of whom are affected by the multiple issues of tourism development and may be well placed to introduce change and improvement.	• In some places and for some issues there may be only a limited tradition of stakeholders participating in policy-making.
• Decision-making power and control may diffuse to the multiple stakeholders that are affected by the issues, which is favourable for democracy.	• A partnership may be set up simply as 'window dressing' to avoid tackling real problems head on with all interests.
• The involvement of several stakeholders may increase the social acceptance of the policies, so that the implementation and enforcement may be easier to affect.	• Healthy conflict may be stifled. • Collaborative efforts may be under-resourced in relation to requirements for additional staff time, leadership and administrative resources.
• More constructive and less adversarial attitudes might result in consequence of working together.	• Actors may not be disposed to reduce their own power or to work together with unfamiliar partners or previous adversaries.
• The parties who are directly affected by the issues may bring their knowledge, attitudes and other capacities to the policy-making process.	• Those stakeholders with less power may be excluded from the process of collaborative working or may have less influence on the process.
• A creative synergy may result from working together, perhaps leading to greater innovation and effectiveness.	• Power within collaborative arrangements could pass to groups or individuals with more effective political skills.
• Partnerships can promote learning about the work, skills and potential of the other partners, and also develop the group interaction and negotiation skills that help to make a partnership successful.	• Some key parties may be uninterested or inactive in working with others, sometimes because they decide to rely on others to produce the benefits resulting from a partnership.
• Parties involved in policy-making may have greater commitment to putting the resulting policies into practice.	• Some partners might coerce others by threatening to leave the partnership in order to press their own case. • The involvement of a democratically elected government in collaborative working and consensus building may compromise its ability to protect the 'public interest'.
• There may be improved coordination of the policies and related actions of the multiple stakeholders.	
• There may be greater consideration of the diverse economic, environmental and social issues that affect the sustainable	• Accountability to various constituencies may become blurred as the greater institutional complexity of collaboration can obscure who is accountable to whom and for what.

development of resources.	• Collaboration may increase uncertainty about the future as the policies developed by multiple stakeholders are more difficult to predict than those developed by a central authority.
• There may be greater recognition of the importance of non-economic issues and interests if they are included in collaborative frameworks, and this may strengthen the range of tourism products available.	• The vested interests and established practices of the multiple stakeholders involved in collaborative working may block innovation.
• There may be pooling of the resources of stakeholders, which might lead to their more effective use.	• The need to develop consensus, and the need to disclose new ideas in advance of their introduction, might discourage entrepreneurial development.
• When multiple stakeholders are engaged in decision-making the resulting policies may be more sensitive to local circumstances and to changing conditions.	• Involving a range of stakeholders in policy-making may be costly and time-consuming.
• Non-tourism activities may be encouraged, leading to a broadening of the economic, employment and societal base of a given community or region.	• The complexity of engaging diverse stakeholders in policy-making makes it difficult to involve them all equally.
	• There may be fragmentation in decision-making and reduced control over implementation.
	• The power of some partnerships may be too great, leading to the creation cartels.
	• Some collaborative arrangements may outlive their usefulness, with their bureaucracies seeking to extend their lives unreasonably.

Table 2.2: Considerations for collaboration (Bramwell & Sharman, 1999:395-399)

Scope of collaboration	Intensity of collaboration
• The extent to which the range of participating stakeholders are representative of all relevant stakeholders.	• The degree to which participants accept that collaboration is likely to produce qualitative different outcomes and that they are likely to have to modify their own approach.
• The extent to which relevant stakeholders see that there are positive benefits to entice their participation.	• When and how often the relevant stakeholders are involved.
• Whether collaboration includes a facilitator and a stakeholder responsible for implementation.	• The extent to which stakeholder groups receive information and are consulted about activities of collaboration.
• The extent to which individuals representing a stakeholder group are fully representative of that group.	• Whether the use of participation techniques only disseminates information or also involves direct interaction among the stakeholders.
• The number of stakeholders involved through the selected participation techniques.	• The degree to which the dialogue among participants reflects openness, honesty, tolerant and respectful speaking and listening, confidence and trust.
• The extent to which there is initial agreement among participants about the intended general scope of collaboration.	• The extent to which participants understand, respect, and learn from each other's different forms of argument, interests, forms of knowledge, systems of meaning, values and attitudes.
	• The extent to which the facilitator of collaborative arrangements exert control over decision-making.

The issues cited in Tables 2.1 and 2.2 underscore the important aspects that can be linked to the stakeholder theory, while simultaneously highlighting its complexity in terms of planning. Communication and consultation seems to be an important success factor in the stakeholder theory. Effective, efficient and continuous communication and consultation is likely to enhance participation, collaboration and cooperation among the stakeholders. As noted by Hall (2008:118), communication and involvement in the planning processes can lead to the ownership of any plan, thereby leading to increased possibilities of successful implementation. In achieving the above, Miller and Twining-Ward (2006:52-53) posit the maintenance of clear and open communication channels with the stakeholders as being of equal importance. Understanding the impact of continuous communication in terms of stakeholder theory, effective monitoring and review processes should be put in place as a means of managing the process, as the stakeholders concerned might want to assess their progress and efforts against the expected results. As the planning process assumes a degree of rationality, and as it uses forecasting (Papatheodorou, 2006:71), Miller and Twining-Ward (2006:51) describe monitoring as involving the regular assessment of a condition, issue or occurrence in relation to an intended goal or objective. This approach can either put the planning back on course, or else facilitate taking advantage of new opportunities (Cooper *et al.*, 2005:633).

Entrenching the monitoring and review processes should serve to alert the planners of any barriers that might be seen as hindrances to the implementation of the proposed plan, while simultaneously enhancing their effort towards the realisation of their plans. This aspect of monitoring and review considers the reality of issues, as the environment where planning is taking place could change due to evolving circumstances. The latter underpins the importance of cooperation in realising the benefits to be gained from collaboration and partnerships.

2.2.3   Cooperation

Rogerson (2007:52) denotes cooperation as "a productive factor that is necessary and able to harness the energies of all who are involved with local development". Cooperation acknowledges that the stakeholders participating in tourism planning processes are different. Despite the different groups that they represent, with their attendant different interests and expectations, the success of stakeholder engagement processes requires the stakeholders to complement each other, hence there is a need for cooperation among them. The complementarity of stakeholders might facilitate the attainment of success at a destination in

relation to an event held there. As noted by Beirman (2003:29), "a key measure of a successful destination . . . is the degree to which various elements of the destination's tourism industry co-operate". Highlighting the importance of cooperation among stakeholders in terms of tourism planning, Riley and Szivas (2006:81) project the social forces concerned cooperation as equally contributing to the creation of conflict in tourism planning and development. Adding to this, Gunn and Var (2002:142) highlight political ideologies, traditions and controls as being likely to take precedence over all tourism planning and its processes. In order to minimise such threats, there is a need for dialogue, cooperation and collaboration among the various stakeholders involved, so as to be able to realise common ground (Aas *et al.,* 2005). These assertions suggest that grounds for coordination are dependent on the attainment of cooperation.

In the context of the study, for cooperation to be realised, the robust involvement and engagement of stakeholders is necessary. This is likely to yield joint planning, and to promote the prevailing levels of participation and collaboration, with possibilities for partnerships. Gunn and Var (2002:142) project cooperation as an important step to take in stakeholder engagement, as it removes or ameliorates barriers to the development, resulting in the commitment to tourism endeavours of the constituencies in the affected area(s). The authors further assert that the key players must be ready, willing and able to cooperate. Cooperation among the stakeholders is perceived by Watkins and Bell (2002:21) as contributing maximally to the development and sustaining of partnership.

While cooperation is stressed as an important aspect of stakeholder engagement resulting in the success of tourism plans (Beirman, 2003:217), recommendations are made that

> planning should become an activity mainly oriented towards bringing knowledgeable solutions into the core of the . . . decision-making process [and] in coordinating all actors involved in the planning process (Costa, 2001:438).

These assertions reflect cooperation among stakeholders as promoting coordinated efforts, resulting in coordinated development. As noted by Timothy (1998:55), integrative planning can best be achieved through some kind of cooperation.

When stakeholders are involved in cooperative efforts, they might not be disposed to listen respectfully to the views of others, or to take them into account (De Araujo & Bramwell,

2002:1139). For full cooperation among stakeholders to be realised, the role of each stakeholder involved needs to be clearly defined.

2.3   Stakeholder analysis

According to Allen and Kilvington (2001:250), stakeholder analysis is "the identification of a project's key stakeholders and assessment of their interests, and the way in which those interests affect project riskiness and viability". Taking the definition of stakeholder analysis into consideration might well be an acceptable way of identifying and analysing the relevancy of stakeholders in advance. This contention is supported by Tse (2006:33), who states that "stakeholders should be identified well beforehand to avoid time wasting in searching for contacts in the middle of a crisis". The adoption of such an approach is also likely to assist in gaining an understanding of the value that each stakeholder is likely to add to the engagement process. In recognition of the value that stakeholders should bring with, Mason (2008:248) posits their individual contribution to be in line with the attempt to achieve sustainable tourism practices. Figure 2.1 below presents a stakeholder analysis matrix that should be considered when undertaking the above-mentioned process.

	High importance Low influence	High importance High influence
Level of importance	Low importance Low influence	Low importance High influence

Level of influence
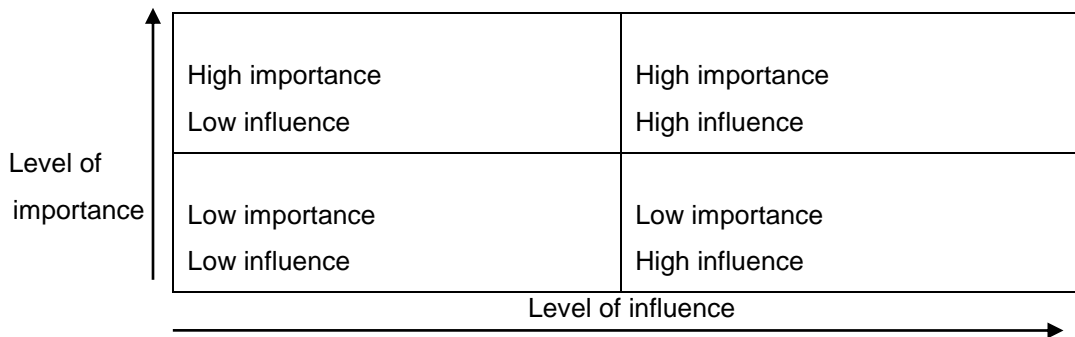
Figure 2.1: A stakeholder mapping matrix (Allen & Kilvington, 2001:252)

In view of the contents of Figure 2.1 above, the importance and the ability of the stakeholders to influence the planning process is seen as being critical to any endeavour. As noted by Allen and Kilvington (2001:252), 'influence', in terms of the aforesaid stakeholder mapping matrix, translates to the extent to which a stakeholder can impact on the success of a project either positively or negatively, and 'importance' refers to those stakeholders whose problems, needs and interests most closely coincide with the aims of the project. Such an understanding suggests that the success of a project in which stakeholders engage depends on making sure that all important and influential stakeholders are involved.

In their perspective on stakeholder analysis, Donaldson and Preston (1995:67) argue that the analysis should be informed by persons and groups with lawful interest whose participation may be influenced by the benefits that are likely to be obtained therefrom. This suggests the requirement of a detailed understanding of stakeholder interest and the possible benefits involved as being important variables that endow stakeholders with easily identifiable characteristics. Allen, Kilvington and Horn (2002:33-34) posit that, in the analysis, a closer look than usual should be given to how stakeholders are likely to relate, and how they are likely to give input and influence the processes of stakeholder engagement at different stages. They further explain the analysis as contributing to the design of the project, and as aligning the stakeholders with the activities and roles to be undertaken, in line with the intended goals and objectives. Highlighting the rationale for stakeholder analysis, Baum (2006:131) asserts that:

> the success of any destination . . . initiative depends on stakeholders who are able to balance the 'importance' of destination priorities with the 'performance' of stakeholders.

The above-mentioned notion underscores the relevancy of the stakeholders during the stakeholder analysis as being what will add value in the stakeholder engagement processes beyond the planning and towards the implementation of the joint endeavour.

It is further suggested that a stakeholder analysis can be used to:

- identify and define the characteristics of key stakeholders;
- draw out interest of stakeholders in relation to the problems that the project is seeking to address;
- identify conflicts of interests between stakeholders, to help manage such relationships during the course of the project;
- help to identify relations between stakeholders that may enable 'coalitions' of project sponsorship, ownership and cooperation;
- assess the capacity of different stakeholders and stakeholder groups to participate; and
- help to assess the appropriate type of participation by different stakeholders, at successive stages of the project cycle, e.g. inform, consult, partnership (Allen, O'Toole, McDonnell & Harris, 2002:33-34).

On the basis of the above-mentioned suggestions, it is evident that the process of stakeholder analysis should be as objective and inclusive as possible. A stakeholder analysis can be the basis for participation, cooperation, collaboration and coordination. It also underpins the importance of thoroughly examining the stakeholders involved, so as to ascertain the value that they can add to the engagement processes. Analysing the stakeholders is central to the decisions that are taken on stakeholder engagement platforms. In further explaining this, it is stated that

decision makers in tourism development must be involved at the start in creating planning vision, purpose, and those responsible for implementation. Such participatory planning can foster not only better plans but also actual implementation of final recommendations (Gunn & Var, 2002:217).

Stakeholder analysis is projected as being a planning and management approach that is adopted in relation to stakeholder engagement that can contribute significantly to sustainable plans, growth and development in a region. In the context of this study, the undertaking of stakeholder analysis is regarded as having been key towards the realisation of the sustainable 2010 FIFA World Cup™ planning initiatives of the CWDM.

2.4   Stakeholder perceptions

As a prerequisite for sustainable tourism, understanding stakeholder perceptions is emphasised (Hardy & Beeton, 2001:175). In respect of this study, understanding the perceptions of stakeholders in the planning process around the CWDM 2010 FIFA World Cup™ planning initiative was key to the study. The rationale for taking this approach was influenced by the fact that planning for the 2010 FIFA World Cup™ initiatives brought together a broad range of different stakeholders with different interests, expectations, expertise and perceptions of the planning process. Stakeholder perceptions were regarded as being of pivotal importance to the findings, results and recommendations of this study. As stakeholders have a choice as to whether to engage or disengage from the planning process, it is important to understand what influences such decision-making. It is also important to understand the conditions under which stakeholder engagement takes place. As noted by Byrd, Bosley and Dronberg (2009:695), a clear understanding of the attitudes and interests of stakeholders is a necessary precursor to the planning and management of substantive tourism. Figure 2.2 puts the perspective of stakeholder perceptions into context.

```
POSITIVE ▲
              ┌─────────────────────────┬─────────────────────────┐
              │ SUPPORTIVE              │ HIGHLY SUPPORTIVE       │
Attitudes     │                         │                         │
              │ Passive acceptance and  │ Aggressive  promotion   │
towards       │ support of tourism      │ of,  and  support  for, │
              │                         │ tourism.    Extremely   │
tourism       │                         │ favourable attitudes    │
              ├─────────────────────────┼─────────────────────────┤
              │ UNSUPPORTIVE            │ HIGHLY UNSUPPORTIVE     │
              │                         │                         │
              │ Silent acceptance of    │ Opposition to tourism   │
              │ tourism but holds       │ that may be expressed   │
NEGATIVE ▼    │ defensive or unfavour-  │ in terms of aggressive  │
              │ able attitudes towards  │ postures or actions     │
              │ visitors                │                         │
              └─────────────────────────┴─────────────────────────┘
              ◄─────────────────────────────────────────────────►
              PASSIVE      Behaviour with respect      ACTIVE
                                to tourism
```

Figure 2.2: Categorisation of stakeholder attitudes towards tourism (Hall, 2008:123)

From Figure 2.2 above, it is evident that the different perceptions of stakeholders regarding planning processes translate into the adoption of different attitudes towards the process. These attitudes, which can either be beneficial or costly to the stakeholder engagement processes, demonstrate the importance of stakeholder perceptions in their engagement. The perceptions concerned might likely influence how the stakeholders engage over discussions, depending on the length and breadth of the planned event. Hall (2008:123) denotes that stakeholder input into the planning process is an important aspect of connecting aspirations analysis with the development of planning strategies over both the short and the long term.

A sport tourism framework, which forms the second aspect of the theoretical and conceptual framework, is discussed next.

2.5   Sport tourism framework

The sport tourism framework that is presented in this section depicts the interrelationship and interdependency between events, tourism and sport tourism, as the core of the study (2010 FIFA World Cup™) is a sport tourism mega-event. In presenting this framework, the destination, the people and the process form the basis of creating a broad and aligned understanding of the context of the study. In several studies (Gammon & Robinson, 1997; Kurtzman & Zauhar, 1997; Getz, 1999; Turco *et al.,* 2002; Hinch & Higham, 2004), in terms of a range of different models, even though the notion is not clearly specified, the importance of taking the destination, the people and the processes into consideration cannot be disputed.

This framework also explains planning in the context of sport tourism events, bringing forth mega-event approaches to the understanding of the different theories previously highlighted.

2.5.1 An overview

In outlining the approach deployed in this section, tourism development and marketing strategies can be seen as an important and main part of events (Richard & Wilson, 2004; McDonald, 2010; Tassiopoulos, 2005; Quinn, 2006), with such strategies having been accepted as an important element of sport tourism that attracts people from different locations or areas (Barker, Page & Meyer, 2002; Gammon & Robinson, 2003; Sofield, 2003; Wood, 2007), and which concerns offering consumers specific sport- and tourism-related services and experiences (Gammon & Robinson, 2003:25). The manner in which events are described reflects the strong link that exists between events, tourism and sport tourism. In terms of the growth and development of events, tourism and sport tourism, it is important to maintain the existing links by upholding both planning and management as central tasks in such an arena.

Acknowledging the links that exist between sport and tourism as contributing to the existence of sport tourism (Standeven & De Knop, 1999; Higham & Hinch, 2002; Saayman, 2004; Weed & Bull, 2004; Harrison-Hill & Chalip, 2005; Weed, 2006; Eduardo, Rosa & Angel, 2010), with sport being regarded as event-based and sport tourism being a category of tourism, event management and tourism management can be seen as contributors to the shaping of the sport tourism industry. On the one hand, the National Association of Sports Commission (NASC) (2012:1) defines event management as:

> a process by which an event is planned, prepared, and produced . . . [It] encompasses assessment, definition, acquisition, allocation, direction, control, and analysis of time, finances, people and other resources to achieve objectives.

On the other hand, tourism management is described by Mason (2008:35) as having a particular focus on the personnel working in tourism, on the resources involved, on the relations of tourists, and of tourists and the host community, as well as on the broad tourism impacts on tourism destinations. Such conceptualisation underscores the importance of planning and management as important tasks to consider in relation to both tourism and events, regardless of the nature and/or type of tourism event concerned. It must be noted that the successful hosting of sport mega-events also rests on planning and management as key activities that

help to drive successful multi-stakeholder engagement and that assists in leading to the realisation of envisaged plans.

2.5.2   Sport tourism events and the destination perspective in relation to the 2010 FIFA World Cup^{TM}

Since this study focused on a mega-event (i.e. the 2010 FIFA World Cup^{TM}), the nature of planning is explained in terms of sport tourism events and their link to a destination. In deploying this approach, the researcher avoided discussing planning issues linked to sport tourism events in isolation, but rather considered such issues in terms of a more integrated approach, with the destination being viewed as the centre of the planning and management of sport tourism events. It is important to note that, while the context of the planning considered was based on sport tourism events, the researcher acknowledged the 2010 FIFA World Cup^{TM} as having the status of a mega-event.

As can be seen from the overview provided on events and tourism in the previous section, there is sufficient evidence that the existence of destinations plays an important role in the successful hosting of sport tourism events (Frost, 2007; Gammon & Fear, 2007; Chen & Wu, 2010; Sadd, 2010). A destination is defined as a location (country, state, region, city or town) to which tourists aspire to travel, and from which base they intend to visit various places during their stay (Beirman, 2003). Such a location tends to have a combination of different tourism elements available, including accommodation, attractions, transport, resources and an infrastructure (Page & Connell, 2009) that is suited to providing hospitable entertainment opportunities (Mason, 2008). The definition given above strongly suggests that the place or location where the event is taking place is pivotal to its successful outcome. The successful hosting of sport tourism events can be seen to depend on a range of issues. The components of a destination, as cited by Page and Connell (2009), together with Beirman (2003) and Mason (2008), are clustered by George (2001) in Figure 2.3 as elements of the destination mix. According to Tassiopoulos (2005:47), the quality of the destination components and of the service delivery system tend, ultimately, to determine how an event organiser perceives the suitability of a particular destination for an event. Figure 2.3 reflects the different components of the destination mix.

Attractions	Accessibility
• Natural • Built • Cultural	• Infrastructure • Operations • Government • Regulations

Destination

Amenities	Ambience
• Accommodation • Restaurants • Entertainment • Retail	• Friendliness of locals • The way of life • History • Service levels
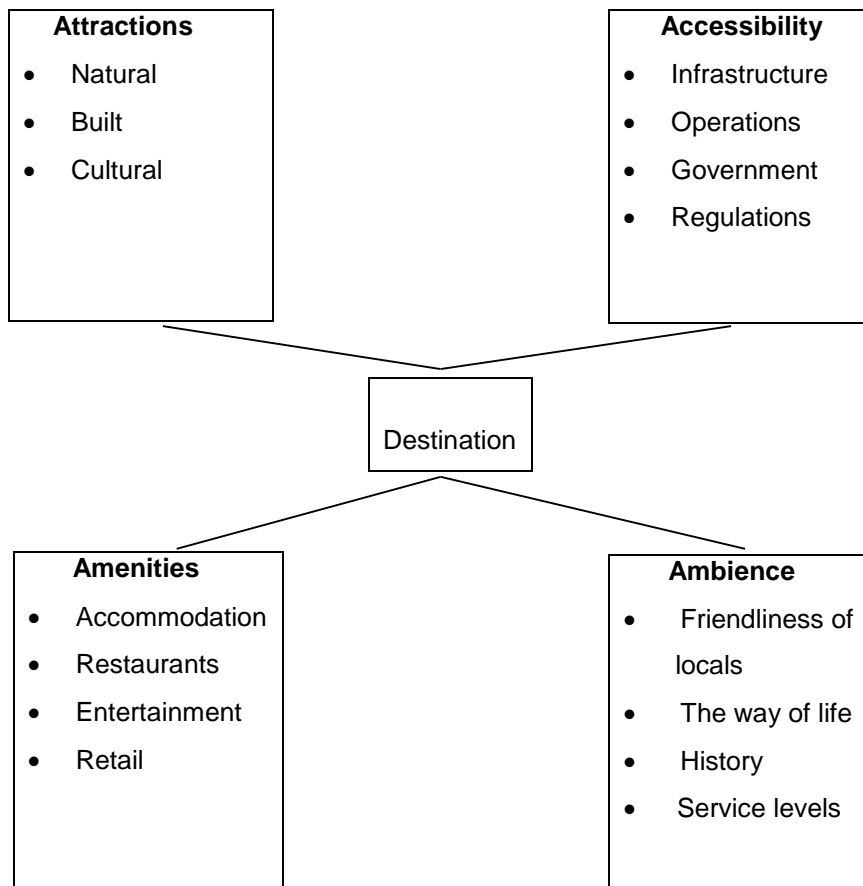
Figure 2.3: The tourism destination mix (George, 2001:291)

It is important to note that the elements that are cited in Figure 2.3 will be discussed with an eye to the specific area of study (namely, the 2010 FIFA World Cup™), and that the different perspectives of various authors on the destination mix will be explored below.

2.5.2.1   Accessibility

The accessibility of a destination, meaning that it is easy to reach (George, 2001), is key to the successful hosting of an event, as experiencing other related elements largely depends on the factor concerned. Even though attractions might be perceived by several authors (Bennett, 2000a; Gunn & Var, 2002; Prideaux, 2002; Bamber, Maheshwari & Vandewalle, 2009) as having a major pulling power to a destination, if the attractions and amenities are not easily accessible, the power concerned is likely to be limited in its scope. George (2008:476) posits the following elements as affecting the accessibility of a destination:

- the infrastructure in place (e.g. airports, roads, the railway, marinas, and ports);
- the operations involved (e.g. the available routes, the frequency of service, the prices charged, and the comfort of travel);
- the government regulations in place (e.g. the range of government regulations that control the transport operations); and
- the equipment available (e.g. the size, speed and range of public transport vehichles).

With events such as the 2010 FIFA World Cup™ lasting a long time, and not limiting visitors to the event only, an accessible environment regarding attractions and amenities can be seen as important to the hosting of such events. Lack of access, or no access, might result in attractions and amenities not being fully used or explored, translating to a poor service experience, a dented destination image and economic loss.

2.5.2.2   Attractions

Attractions are the first order for any sport tourism destination area (Turco *et al.*, 2002:92), with natural, built and cultural resources having a key role to play in enticing visitors to visit such a destination (Lubbe, 2003:104-106; George, 2008:474). The hosting of an event like the 2010 FIFA World Cup™ not only provides the destination concerned with an opportunity to host a global event, with its unique place in both sport and history, but it also provides an opportunity to showcase the beauty of the destination to the rest of the world. As noted by Tassiopoulos (2005:23) "events can be used to stress the unique resources and themes that make the destination worth the cost and effort". An assertion of this nature underscores the importance of giving those who attend the event good value for their money. In return, repeat visits and good word-of-mouth reporting might result in long-term positive impacts for the destination and its people.

The failure to take cognisance of the importance of attractions, and of the role that they play in the hosting of such events as the FIFA World Cup™ might result in negative responses from those who are involved therein. For instance, tourists might be willing to engage in a range of activities extraneous to the event itself. Having an interest in a destination, as a result of its attractions, might motivate even those who are not passionate about attending an event like the World Cup to visit the country concerned. However, successful destinations include only those that are capable of keeping their distinctiveness and uniqueness despite the competition

(Costa, 2001:435), as the attractions market is becoming very competitive (Page & Connell, 2009:206-207). Such considerations apply not only to attractions, but they are also applicable to amenities, which are discussed next.

2.5.2.3 Amenities

Amenities, which form an important part of the hosting of sport tourism events, such as the FIFA World Cup™, are defined by George (2001:292) as the "desirable supporting offering at a destination which serve(s) the needs of the visitors while they are away from home". As can be noted in Figure 2.3, the existence of such amenities suggests that what might be viewed as a sport tourism event benefit or opportunity could well create an opportunity for additional benefits to be gained from related tourism ventures. In addition to the list of amenities presented in Figure 2.3, George (2008:475) states: (1) amenities for sport activities, and (2) communication.

Since an event like the 2010 FIFA World Cup™ appeals to a wide range of markets, it is important that related amenities be developed, taking into cognisance the fact that the tourists attending such events have different tastes, preferences and needs. In respect of this view, the importance of understanding the nature of the sport tourists attracted by such events is underscored. The understanding concerned could be used as a baseline for the profiling of sport tourists visiting South Africa. As noted by Walmsley (2008:2), "awareness of market segmentation is one of the foundation stones of a successful sport tourism strategy".

The ability to provide amenities that were capable of responding to the needs of the tourists attending the 2010 FIFA World Cup™ might have contributed to the degree of satisfaction obtained from the experience, and it might also have determined the extent of competitiveness of the destination in relation to other destinations in the eyes of the tourists involved. Considering such benefits, venues with a wide range of facilities can be seen to have scored from South Africa's hosting of the world-class event.

2.5.2.4 Ambience

As can be seen in Figure 2.3, it is evident that the hosting of sport tourism events exceeds the benefits to be derived from the event itself, in the direction of a service-oriented hosting that identifies the locals (in terms of their history, way of life and friendliness) as being important

aspects that are associated with the destination. Navickas and Malakauskaite (2009:37) note that improved service quality can contribute significantly to the competitiveness and attractiveness of a destination. However, Wignaraja (2003:285-289) points to the assessment of the provision of service quality as being difficult for many developing countries, due to the problematic nature of trying to differentiate between the purchases that are made by tourists, and those that are made by residents from the tourist facilities.

As the success or failure of such events as the 2010 FIFA World Cup™ can be measured based on the above-mentioned elements, it is important to plan and manage such events effectively. George (2001:292) denotes that, even if a destination has first-class attractions and amenities, in addition to being accessible, the visitors' experience is largely likely to be influence by the elements that are clustered under amenities in Figure 2.3. Most of the elements that are identified under ambience in the figure relate to the treatment of tourists at a destination. As a result of such elements, tourists can easily form perceptions. It is argued that:

> perceptions are mainly formed on the basis of four attributes:
>
> - marketing communication;
> - previous experience of the destination;
> - word-of-mouth recommendations from friends or family; and
> - the prospective tourists' immediate needs (Bennett, 2000c:13).

Such perceptions might then reflect what the tourists think of the destination. Page and Connell (2009:646) refer to a perception as "an individual image and understanding of the environment with which they interact, based on intuition and mental construct". As noted by Cooper *et al.* (2005:62),

> image is critically important to an individual's preference, motivation and behaviour towards tourist product and destinations, as it will provide a 'pull' effect resulting in different demand schedules.

Exploring the way in which the two words, 'image' and 'perception', have been used interchangeably, if the experience of the tourist at a destination is bad, it might be difficult to change the related perception. Additional efforts would then be required for such destinations to be rendered capable of creating an improved image that can impart a new or better perception that might have the potential to instil a sense of confidence and trust in the past and potential tourists whom destination planners intend to attract to their shores.

In line with the above, the quality of ambience accentuates the importance of understanding the nature of the risks that are involved in hosting such events as the 2010 FIFA World Cup™, with Leslie and Sigala (2005:4) projecting the tourism industry as being highly service driven. Even if the event organisers involved could do everything correct in terms of logistics regarding the event hosted, its success rests on the endeavours of a number of stakeholders and their competency. Accordingly, the current researcher underscores the importance of multi-stakeholder approach in planning for mega-events.

As is shown in Figure 2.3, the discussion of the destination mix has demonstrated that there is a fairly high level of interdependency between the elements indicated. It, therefore, is important that those who are involved in the planning and hosting of sport tourism events do not view the elements concerned as being separate from each other, but as an intermeshed whole. This view strengthens the importance of making an integrated and coordinated effort in the hosting of such events as the 2010 FIFA World Cup™, and it contributes to the development of a greater level of understanding of the impacts that are associated with the hosting of mega-events. As noted by Gunn and Var (2002:34),

> if by means of integrated planning, these relationships are understood and fostered, tourism has a better chance of gaining its desirable goal of better visitor satisfaction, improved economy and business success, sustainable resource use, a community and area integration.

Of equal importance is to state that, as a destination's abilities and capabilities seem to be the basis of the hosting of such events as the 2010 FIFA World Cup™, the failure to integrate the different elements of a destination mix might pose threats to the successful hosting of events. The initiative to green the 2010 FIFA World Cup™, arising as a result of the partnership between the Global Environmental Facility (GEF), the United Nations Environmental Programme (UNEP) and the former South African Department of Environmental Affairs and Tourism (DEAT) (UNEP, 2010) is an important aspect that will define the nature of the future hosting of the FIFA World Cup. This might well be important for destinations that want to host this event in future to have a 'green' component as part of the destination mix. With South Africa as the host for the 2010 FIFA World Cup™, combining the above-mentioned destination elements into the overall organisation of the event might have contributed to tourists participating in a wide range of activities that the country had on offer at the time, translating into wider benefits for the country beyond the actual event. The prestigious nature of the event underscored the importance of coordinating the different elements towards providing an

enhanced sport tourism experience. As noted by Gilser (2008:5), the characteristics of an event are the most important draw card for media attention in terms of the advertising of a product or tourism destination.

2.5.3 Towards a sport tourism destination

Figure 2.4 (in line with Figure 2.3) reflects the different elements involved for those places that seek to become strong sport tourism event destinations. As noted by Fredline and Faulkner (2000:60), "events can be seen as an additional element in the destination's tourism marketing mix". This notion might be influenced by the value that events add to a destination, and by the value that a destination adds to events. Figure 2.4 below provides an overall picture of this view.
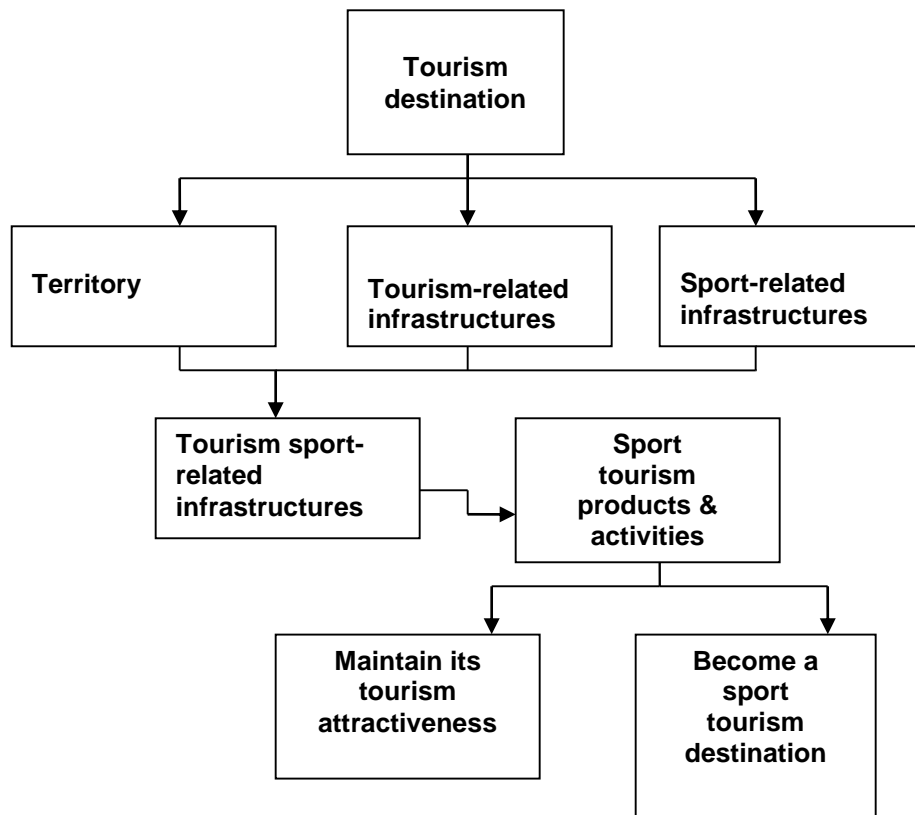
Figure 2.4: The challenges for a tourism destination (Lee, 2003:84)

Putting Figures 2.3 and 2.4 into context, it is highly evident that sport tourism events play a significant role in the building and shaping of a destination. The figures suggest that tourism destinations require an infrastructure to gain recognition. The creation of a tourism infrastructure can be viewed as a step towards a place becoming a sport tourism destination.

Figure 2.4 indicates that the necessary sport tourism infrastructure should be in place, so that it can be used as a base for places aspiring to become sport tourism destinations.

As both tourism and a sport tourism infrastructure are developed and maintained relative to their attractiveness and appropriateness, the destination concerned might be positioned, or perceived, as having the required characteristics for hosting sport tourism events. The existence of these facilities may see both tourism and sport tourism events fully complementing the destination. As noted by Chalip and Costa (2005:218), events can assume a distinct role relative to the destination brand. For the latter to be realised, Chalip and McGuirty (2004:267) posit the availability of an infrastructure and resources for tourism and sport tourism events as not being enough, as greater emphasis is required on the need for sport tourism events to be incorporated more strategically into the host destination's overall mix of tourism product and services. These assertions reflect the features of both sport tourism events and tourism as contributing to the image of a destination. Page and Connell (2009:641) define a destination image as the "perceived and promoted elements of a destination, which determine the appeal to visitors" and as forming an important aspect in terms of attaining success with tourism development and destination marketing (Tasci, 2007:413). As noted by several authors (Chalip, Green & Hill, 2003; Turco *et al.,* 2003; Chalip & McGuirty, 2004; Smith, 2005; Xing & Chalip, 2006; Kaplinidou & Vogt, 2007; Getz, 2008), the manner in which the importance of destination image is viewed in tourism also applies in relation to sport tourism events.

Depending on the planning and management of sport tourism events, their impacts (be they positive or negative) may be experienced beyond the event. If the impacts are positive, the attractiveness of the destination is likely to gain favour among the relevant tourists. As with sport tourism event organisers, they will be likely to gain confidence in the destination concerned in respect of the future hosting of events. If the impacts are negative, the opposite long-lasting implications for the destination can be witnessed. In an attempt to provide guidance regarding the impacts of the event on a destination, Chalip *et al.* (2003:214) posit event impacts on the destination image as depending on whether the destination is compatible with the event. Gibson, Qi and Zhang (2008:429) take the argument further by stating that:

> in order to determine whether an event is likely to have a negative or positive effect on destination image, the destination image, event image and the image that the destination wants to project are required.

Based on the latter, it can be noted that the hosting of an event has both pre- and post-event consequences that might impact both positively and negatively on the destination concerned.

All elements cited in Figures 2.3 and 2.4 require continuous monitoring, evaluation and development, relative to their relevancy to the markets for which they are intended and the type of tourism development sought by the destination involved. Tourism product development has helped: to improve quality (Gluckman, 2007); to intensify competition among the existing destinations (Kinley, Kim & Forney, 2002); to create a marketable image, thus adding to the attractiveness of the destination (Dweyer, Livaic & Mellor, 2003; Vangesayi, 2003; Wilde & Cox, 2008; Keyser, 2009); to form brand identity (Kanecnik & Go, 2008); to boost the ability of the destination to meet the needs of their existing and potential markets (Xu, 2010); and to focus attention on the aspect of sustainability (Page & Connell, 2009). The impacts of product development suggest that there should be a balance between the demand and supply side of tourism, ensuring that destinations position themselves as preferred. The development of the tourism product, keeping in mind the contents of Figures 2.3 and 2.4, is important for any destination that seeks to make inroads into, and to become a leader in the market. As noted by Cooper, Fletcher, Fyall, Gilbert and Wanhill (2008:309), the tourism product serves as a catalyst for tourist visits to a destination. Accordingly, Castren (2011:6) suggests the development of the tourism product to be ongoing, with the development of new products and the quality of the already existing products being continuously enhanced to attract more tourists.

Figure 2.5 presents a summary of the power balance that is inherent in the relationship between different sport tourism events, in terms of the contribution that they make to the image of a destination. The model, which is adopted from Kaplinidou and Vogt (2007:189), is modified to fit the context of the current study. The broader understanding that can be gleaned from Figure 2.5 requires observation of the issues presented in Figures 2.3 and 2.4 as the elements that are cited in the figures present opportunities for the further development of new and different tourism products, in efforts to address the requirements of an evolving industry.

As can be deduced from Figure 2.5, the image-related effects of events require more consideration, particularly in terms of the destinations that have previously hosted sport tourism events, yet which aspire to host more in the future. With the hosting of the 2010 FIFA World Cup™, South Africa received greater exposure than it had had before. However, such exposure

might have shown bias towards the host areas. The exposure that the country received in relation to the event was destined to increase the level of awareness and knowledge about the country globally. As has been noted by several authors (Allen *et al.*, 2002; Kim & Morrison, 2005), the international appeal of mega-sport events affords the host country an opportunity to provide impressions of the destination to visiting spectators from outside the host area, with a wide range of media being used to promote different activities in which visitors might engage during the events. Horne and Manzenreiter (2006:8) further add that mega-events are perceived as "opportunities for destinations to elevate themselves to world class status and to develop potential legacies, whether social, cultural, environmental, political, economic or sporting".
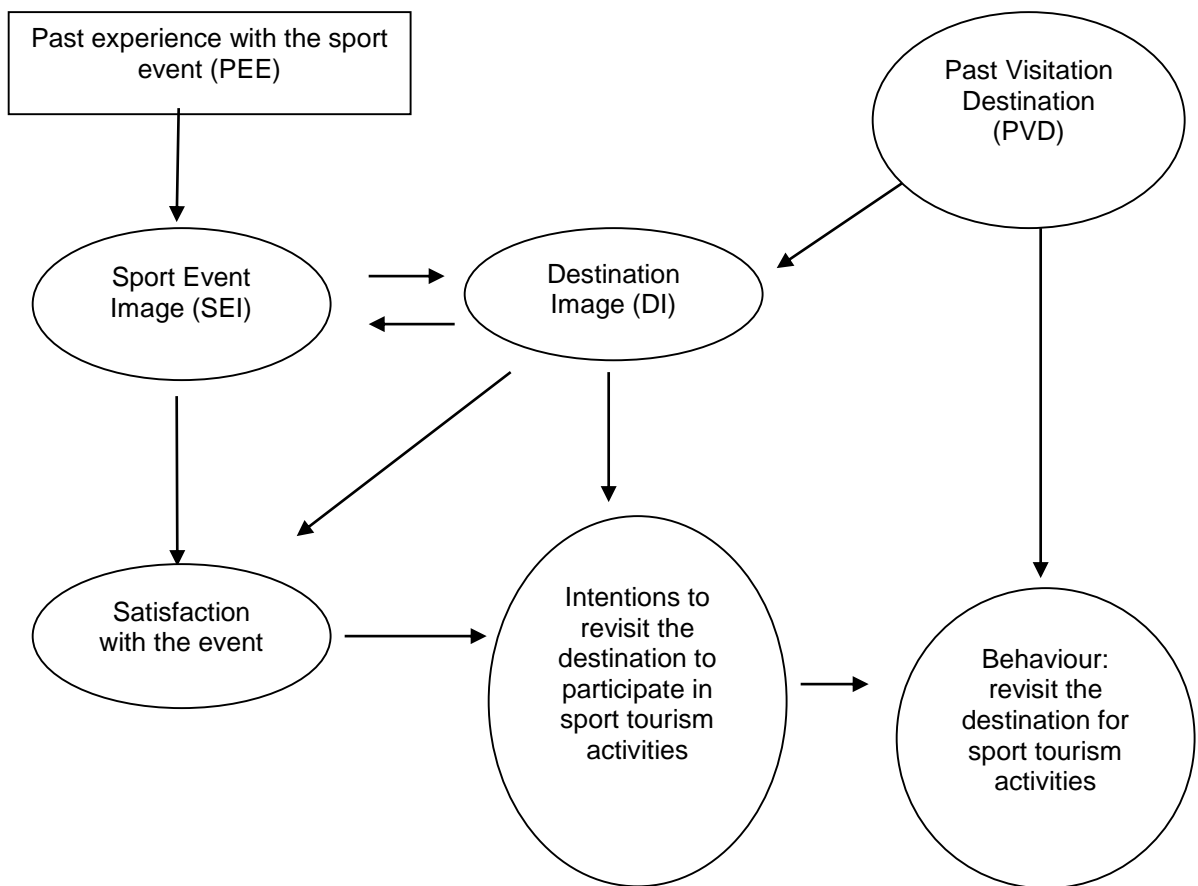
Figure 2.5: Model showing the interrelationship between SEI, DI, PEE, PVD, level of satisfaction and intentions and behaviour regarding the event (Kaplinidou & Vogt, 2007:189)

As a result of the exposure of the host country to the world, the event might receive increased support, which is likely to encourage tourists to visit there. This might largely be due to the range of tourism products and services available, so that the tourists involved do not limit their

attendance to the event alone. It therefore becomes important for destinations to take cognisance of the leverage that can be granted by sport tourism events. As noted in Lee *et al.* (2005a:838-858), the positive impression projected by South Korea to the world on its successful cohosting of the 2002 FIFA World Cup^{TM} is what, in the long term, made Korea's tourism industry more competitive than before. Similar assertions are made by Gibson *et al.* (2008:444) in reference to the 2008 Beijing Olympic Games. South Africa, as the host of the 2010 FIFA World Cup^{TM}, had to invest in building its own image both before and after the event. Such a contention might serve as the basis of understanding whether the country achieved its objectives that were set in relation to the hosting of the event. The perspective reflected by Kaplinidou and Vogt (2007) in Figure 2.5 underscores the importance of the need to satisfy those who visit tourist destinations, and who attend sport tourism events, as future attendance to both might depend on the image that the visitors developed from their previous experience.

The discussion provided on sport tourism events and destinations posits the planning and management of destinations as being key to the success of hosting sport tourism events. Rogerson (2002:95) cites the management of competition and of the portfolio of tourism products, visitor management plans, institutional tourism systems and preparation of tourism strategies as being crucial to tourism destination development. With this view in mind, the importance of destination planning and management can be seen in terms of the hosting of sport tourism events.

The literature reviewed in the study has reflected throughout that planning and management are to be considered in close juncture to each other. The important role that sport tourism events play at a destination underscores the importance of destination planning and management as being key in the hosting of sport tourism events. On the one hand, destination planning is defined as the process that is linked to the development of goals and to the implementation of strategies that are aimed at promoting an area by making it more appealing, competitive and preferred (Getz, Anderson & Sheehan, 1998:331). Such planning should: take cognisance of the current market trends and conditions; acknowledge possible weaknesses and threats, turning them into opportunities; and develop a wide range of alternative strategies and recommendations (Godfrey & Clarke, 2000:2). On the other hand, destination management allows the resources of a destination to be linked to tourism/tourist activities, so that the potential visitor gains the impression of a coherent visit experience, rather than of a series of disjointed resources (Morgan, Pritchard & Pride, 2010:129). The explanation provided in

relation to the concepts of destination planning and destination management projects interdependency between the two, as both seem to contribute to the other. These definitions suggest that, should a destination lack either, its marketability is likely to be negatively affected.

Destination planning and management are reflected as both contributing to:

- destination promotion (Beirman, 2003; Bigne, Herrera & Garcia, 2010; Fyall, Fletcher & Spyriadis, 2010; Sainaghi, 2010);
- integrated destination management (Jamal & Jamrozy, 2006);
- destination branding (Gyimothy & Mykletun, 2010);
- competitiveness (Decrop, 2010; Polese & Minguzzi, 2010);
- sustainability (Polese & Minguzzi, 2010);
- stakeholder relations (Lawrence, 2010); and
- decision-making and choice (Barles, Bravo & Frai, 2010; Reichel, Fuchs & Uriely, 2010).

In order to realise the destination planning and management expectations linked to the hosting of sport tourism events, as noted above, several authors (Hede, 2007; Sherwood, 2007; Getz & Anderson, 2008; Getz, 2009) posit the sustainability element in planning for such events as crucial. They argue that sustainable events should strive for sustainability in terms of economic (with an eye to remaining economically viable), social-cultural (with an eye to social and cultural responsibility) and environmental criteria (with an eye to not damaging the environment and to being proactive in seeking to make positive contributions to the society and environment, and to the elimination or amelioration of negative outcomes). Table 2.3 summarises the assertions underscoring the hosting of events built on the principles of sustainability and responsibility. The dimensions that are highlighted in the table require greater consideration than in the past in terms of the hosting of sport tourism events.

The sport tourism framework presented demonstrates that a destination is the most important aspect in the hosting of sport tourism events. It is the destination that provides the venue(s) for hosting an event, regardless of its nature. It strengthens the co-existence of sport, tourism and events as important elements contributing to destination development. Hosting of an event at a destination, particularly in terms of a sport tourism event, has proven to be a demanding task that is difficult to execute and that requires a wide range of stakeholders for the attainment of

success. This demonstrates the importance of destination managers advocating for integrated and coordinated development in the planning of sport tourism events, particularly mega-events. Sirakaya, Jamal and Choi (2001:417) present the domain of destination planning and management as being complex and challenging, due to interdependency and spacel-related issues. This is largely due to a range of factors that need to be integrated and coordinated so as to render a destination capable of hosting sport tourism events. Formica and Kathari (2008:357) refer to an approach that integrates and coordinates destination-related issues as a form of strategic destination planning. Even though the framework and the discussion of 2010 FIFA World Cup™ has, so far, been centred on the nature of sport tourism, it is important to clearly categorise FIFA World Cup™ as a mega-event.

Table 2.3: Principles of sustainability and responsibility for events (Getz, 2009)

Dimensions of sustainability	Specific considerations for events
Natural resource base of the built attraction or event (environmental factors)	- Can the natural resource base be sustained? - Does the event make a positive contribution to the environment? - Are principles of reduction, reuse and recycling applied? - Will the climate remain favourable? - Will the area remain environmentally attractive?
Community and political support (social and cultural factors)	- Will the necessary community and political support continue? (e.g. volunteers, staff, approvals, grants, corporate sponsors) - Are there demonstrable benefits to the community and individuals, as well as to subgroups within the society? - Is the quality of life enhanced? - How is the culture impacted on?
Need or demand	- From a public service perspective, is the event needed? How is it justified? - Will the attraction or event remain popular? - Will competition and innovation render the event obsolete? - What will attendees pay for the event?
Economics	- Can adequate revenues be sustained? - Can costs be controlled? - Can the firm or organisation remain financially viable (i.e. capable of producing the event)?
Organisation and management	- Will the firm or organisation remain viable in the long run? - Will it always want to produce the event or operate the attraction? - Will it remain competent and effective in managing the event?

2.6   Summary

The interpretation and application of the different conceptual and theoretical frameworks discussed in this chapter underscores the importance of adopting a multi-stakeholder approach in tourism planning, leading to a broader understanding of impacts and how they are perceived by different stakeholders. In essence, the intent of these frameworks is that of guiding planning wherein there are different levels of stakeholder involvement. These frameworks demonstrate that integrity should be preserved in such processes, as stakeholder analysis, cooperation, participation, collaboration and partnership are interrelated and interdependent. The interrelationship and interdependency between the different elements of stakeholder theory posits the stakeholder engagement process as being a delicate one.

Similarly with the sport tourism framework, the principles of stakeholder theory are pivotal in the growth and development of this sector. Flyvbjerg, Bruzelius and Rothengatter (2003:7) denote public consultation as a requirement if mega-events are to regain public support, and if they are to yield more democratically accountable achievements than in the past. The integrated perspective of the various stakeholders who were involved in the CWDM 2010 FIFA World Cup™ planning initiatives will realise the complexity entailed in adopting a multi-stakeholder approach to the planning for such events. However, the principle of multi-stakeholder approaches and experiences gained in the study can also be upheld as a basis for promoting participative and transparent development.

What can commonly be deduced from such frameworks is the fact that they reveal that no individual stakeholder can fully own and control the planning and development of mega-events. Embedded in the theoretical and conceptual framework for such events is the promotion of an integrated and coordinated planning approach that seeks to contribute to the management and implementation of the necessary plans. The conceptual and theoretical framework deployed in this study promotes the notion of integrated planning in stakeholder engagement. It also brings about an understanding of the critical issues that can contribute to the creation of improved strategies that are aimed at developing and promoting a sustainable sport tourism industry. The specific stakeholders identified for this study were: residents; established businesses; and CWDM officials. The next chapter provides an understanding of planning and its imperatives, in the context of the current study.

CHAPTER 3

UNDERSTANDING PLANNING AND ITS IMPERATIVES

3.1   Introduction

This chapter provides background information to the study. A general perspective of planning is explored parallel to tourism planning, as well as is planning for sport tourism events. Since the hosting of the 2010 FIFA World Cup™ was primarily the responsibility of the government, a perspective on government planning is also explored, making reference to various tools and approaches of planning used by the government.

The review of relevant literature projects planning as being an important aspect for the realisation of success. Planning is discussed in the context of this study by means of drawing on an understanding of the multi-stakeholder approach towards planning and its imperatives. This chapter further depicts planning as demanding a great deal from those who embark upon it, with shortcomings possibly being witnessed by those leading the development, as well as by those who are destined to participate in what is being planned.

3.2   Planning as a general concept

For the purpose of the current study, a general perspective on planning is explored with an eye to presenting a broader conceptualisation and interpretation of the phenomenon, as planning forms the gist of the study. The intention is to provide an overview of planning, followed by a discussion of the concept of planning in the context of the study.

The evolution of planning may be seen as contributing towards an understanding of the planning concept. Although Mason (2008:88-104) posits the definition of planning as being a very difficult term to explain, the author acknowledges that a shift in planning (from responsive to proactive) has taken place over the years. Proactive planning might result in what Suarez-Alvarez, Diaz-Martin and Vazquez-Casieles (2010:252) call 'proactive strategies'. The authors further argue that proactive strategies should facilitate the defining of future strategies, either so as to correct the problem, or so as to detect and resolve it beforehand. Dietrich, O'Leary,

Rushmeier, Shannon and Wang (2000:1) state that proactive planning, which can provide advanced warnings to planners and to corresponding execution teams, serves as a basis for monitoring when plans should be executed or revised.

The difficulty in explaining the nature of planning might largely be due to the shift that has occurred in planning over the years. A review of the existing literature on the concept of planning (Malhotra, 1997; Bennett & Zsandayi, 2000; Saayman, 2002; Tassiopoulos, 2005; Litman, 2011) projects planning as being the foundation for success, or as being the realisation of what is intended to be achieved. As noted by McCabe, Poole, Weeks and Leiper (2000:235), a plan assists us to:

> identify where we are going and how to get there (clarifying the path to be taken, outcomes and end results) and [it] help[s] to set and establish priorities that can assist in the scheduling of activities.

The concept of planning is defined as a fundamental element (Bennett & Zsandayi, 2000:109), and as a process that encompasses the formation of appropriate actions to assist in attaining a range of objectives (Tassiopoulos, 2005:98). Planning involves the use of evaluation methods that are geared towards expediting the achievement of set objectives (Litman, 2011:23), as well as which anticipate, regulate and monitor change (Page & Connell, 2009:646). The process of planning is further explained as including decision-making that is based on what needs to be done, and on how it will be implemented (Litman, 2011:3) in preparation for future action (Page & Connell, 2009:648), and in a changing environment (Bennett & Zsandayi, 2000:159-191). In responding to the importance of considering the changing environment when planning, Clegg, Kornberger and Pitsis (2005:425) posit that attention should be given to both the internal and external environment. On the one hand, the internal environment is described as "consisting of all elements that are within the control of any organisation" (De Bruyn, 2000:147). On the other hand, the external environment is described as "consisting of all uncontrollable elements such as political, economic, social, technological and legal [elements]" (Bennett, 2000b:159). Despite the external environment consisting of uncontrollable elements, it is important to cite that their influence on the plans concerned might either be positive or negative, hence George (2008:69) underscores the scanning of the environment as being a response to having to adapt to changes posed by both the external and internal environments.

The above-mentioned consolidated definitions of planning, using different authors' perspectives on the issue, present planning as being pivotal in ensuring that goals and objectives are

achieved. Simultaneously, those who are involved in planning are cautioned not to draw up rigid plans, as the environment in which the plans are developed might change. The possible change in the environment and the flexibility that should be considered in planning suggest that there should be a way of managing the plans devised, in order for them to be realised.

3.3   An overview of planning and management - two sides of the same coin

Several authors (Bramwell & Lane, 2000; Moutinho, 2000; Eagles, 2002; Eagles, McCool & Hynes, 2002; Faulkner, Faulkner, Fredline, Jago & Cooper, 2003; Leiper, 2004; Muller, Hall & Keen, 2004; Ritchie, 2004) have demonstrated in their work that planning and management concepts are highly dependent on each other, and can potentially be aligned. Saayman (2002:4) presents planning as the first step of the management process, with this assertion linking planning to the management process, Several authors (Bennett & Zsandayi, 2000; Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw & Oosthuizen, 2004) link planning to the management process by arguing that the basic management tasks include planning, organising, leading and control, with all of the tasks or activities involved revolving around planning. The views that are projected by the authors on planning and management suggest the existence of interdependency between the two concepts.

In view of the above-mentioned conceptualisation of planning, Masteralexis, Barr and Hums (1998:21) define management as "a process of working with and through others to achieve the organisational objectives in an efficient manner". Central to planning and management are people and resources (Page & Connell, 2009:554). Similarly to planning, "management is a goal-oriented process that involves allocation of resources and the coordination of talents and efforts of a group of people" (Gilbert, Jones, Vitalis, Walker & Gilbertson, 1995:8). Whereas the importance of planning is key to achieving objectives, the management of such plans is equally underscored, as planning requires management. Mason (2008:103-104) refers to the link between planning and management as an integration of the two concepts, highlighting the latter as contributing to the quality management of the plans devised.

Taking cognisance of the interdependency between planning and management, as deliberated above, the current study underscores an integrated planning and management approach as forming a central aspect of the research topic. The next section discusses planning in context.

3.4   Planning in context

In the light of the previous sections on planning as a general concept (3.2), and the distinction made between planning and management (3.3), attention should be drawn to Mason's (2008:89) argument:

> the term planning can be used in a variety of contexts such as individuals, groups, organisations, governments, geographical settings such as urban and rural, as well as different scales such as local, regional and national.

For the purpose of this study, the context in which planning is discussed includes tourism planning and planning for sport tourism events. Even though this is the case, the 2010 FIFA World Cup^{TM} must be acknowledged not just to be a sport tourism event, but a mega-event, as has previously been noted.

3.4.1   Planning in context - tourism planning

In terms of the approach taken in the current study, tourism can be seen as the subject of knowledge from which planning is derived. According to Inskeep (1991:25), the basic concepts, approaches and principles of general planning that apply in tourism are modified in such a context according to the characteristics of the tourism system involved. Concurring with the similarities between general planning and tourism planning, Page and Connell (2009:648) reflect on tourism planning as being "concerned with the future and the intended direction and action for a particular region or country with the aim of attaining specified goals". Table 3.1 provides timelines for the evolution of the different traditions in tourism planning, enabling reflection on the five broad approaches, or traditions, of tourism planning. The summary that is provided in the table serves as a global summary of the terms, of the timeline and of the key events or perspectives, linking them to the different dimensions of tourism planning.

In the context of this study, the views that are presented in Table 3.1 are paraphrased by reflecting on the different authors' perspectives on tourism planning and its imperatives.

Table 3.1: Timelines expressing the different traditions of tourism planning (Hall, 2008:51)

Dates	Boosterism	Economic	Physical/Special	Community	Sustainable tourism
1850s	Established by the 1850s with the advent of industrialised mass tourism				
1890s		Established by the late 1890s with respect to discussions of development alternatives of natural area destinations.	Antecedents emerge with respect to the conservation of natural areas, although secondary to economic approaches		Debates over 'sustained yield' forestry antecedent for sustainable development
1930s		State's role in managing the economy becomes extremely important	Land-use zoning becomes established practice in urban and regional planning	Idea of planner as expert well established in urban and regional planning	
1960s		Economic analysis of development decisions becomes more commonplace	Emergence of modern conservation movement with environmental agencies established for the first time	Idea of planner as expert comes to be challenged in the late 1960s and early 1970s	UN Habitat and Man and Biosphere programmes begin to be developed in the late 1960s
1980s	Neoconservative political approaches with respect to the role of the state give boosters a strong role to play in destination growth coalition	Economic analysis dominant in public planning and decision-making	Spatial approaches are weakened as public-private approaches become a popular planning strategy	Increased application of community approaches to tourism through public participation exercises	Sustainable development key concept in World Conservation Strategy and Brundtland Report; eco-tourism as a response to sustainability issues
				Public participation standard	

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2000	Continued role of growth coalitions reinforced by rise of concept of 'place wars' and destination competition	Economic analysis remains dominant. Tourism satellite account become important evaluation tool, while the idea of competitiveness influences destination planning	Spatial planning tools remain important. especially as a result of new technologies; spatial planning approached on multiple scale; interest in physical dimensions of climate change and global environmental change, including natural areas	in much destination planning, although extent to which it affects planning outcomes problematic; increased association of participation with stakeholder relations	Sustainable tourism a significant planning concept, although application is contested; increased concern over climate change and global environment change; increased aware-ness of tourism and human welfare / quality of life issues, including in relation to 'pro-poor tourism'

In line with Table 3.1, it is important to note that, in the discussion, the study provides a summary of the different eras of evolution, presenting the evolution from the post-World War Two era, followed by a perspective on tourism planning in Third World countries. Tourism planning in the development of developing countries, and in line with the growing global vision of planning for tourism in a sustainable manner, is then considered. The study puts relatively little emphasis on the post-World War Two era and on the Third World era, as these eras are considered to be of largely historical value, although there are, nevertheless, lessons to be learned from them. Rather, more emphasis is placed on tourism planning as the concept has evolved in the development of developing countries (as the host country on which the study is focused, namely South Africa, is a developing country), with stress being lain on planning for tourism in a sustainable manner, to which principle the country subscribes. The emphasis on tourism planning, and on planning for tourism in a sustainable manner, shows the intertwining of the two concepts, in the light of the approach that is taken towards tourism planning in developing countries, which, almost inevitably, requires abiding by the principle of sustainability.

The current study takes note of the contributions that the shift in tourism planning has caused in making the tourism industry what it is today. The contributions are discussed and aligned within the study context, so as to build a strong theoretical foundation for the contentions made in the present thesis.

3.4.1.1 Tourism planning - post-World War Two

Noting the projections made in Table 3.1, and in line with those of general planning, tourism planning has evolved over the years (Murphy, 1991; Timothy, 1998; Tosun & Jenkins, 1998; Page & Thorn, 2002; Liu & Wall, 2006), with the fast and unanticipated growth of tourism, but in the absence of planning and development principles (Tosun & Timothy, 2001:352). Murphy (1991:166) highlights the era in which major changes in tourism planning can be witnessed post-World War Two, during which period tourism planning changed from its once site-oriented and physical emphasis into adopting a more regional and systems approach. As noted by Inskeep (1991:15), "the absence of planning in this era resulted in destinations experiencing social, [economic] and environmental consequences". Ruhanen (2004:4) reflects that many communities during this period were attracted by the tourism industry, mainly due to the considerable economic benefits that the industry was able to generate.

While the economic benefits to be gained from tourism were enjoyed by many countries, a close assessment of the prevailing situation was able to highlight the costs of socio-cultural decay, and the fact that many benefits were unevenly dispersed (Wisansing, 2004:12). Inskeep notes (1991:50) that the shift in tourism planning included coming to recognise the importance of visitors' and residents' insights and attitudes towards enjoying a more prosperous and pleasant travel experience. Lafferty and Van Fossen (2001:12) present the post-World War Two era as being a period that saw the demand for a better tourism product, with Dredge and Jenkins (2003) referring to this era as a reconstruction era. The demand for better tourism products can be seen as being tantamount to better planning. Better tourism planning can lead to better tourism development, with the two concepts being seen as alternate sides of the same coin. Bennett and Strydom (2005:5) describe the tourism product as consisting of an amalgamation of different interdependent components, namely attractions, accommodation, facilities, price and image. The different elements of the tourism product are acknowledged in this study as contributing to an important shift in tourism planning that has resulted in an improved shape for, as well as growth and development of, the tourism industry across the globe. The intent of this shift is very clear, being that of turning social, economic and environmental losses into gains.

3.4.1.2 Tourism planning in Third World countries

Tosun and Jenkins (1998) provide a critique of how tourism planning in Third World countries has evolved. In terms of their approach, the authors project a shift in tourism planning from an historic and narrow consideration of the forces of supply and demand, as well as physical requirements, to a variety of more integrated and comprehensive approaches intended to meet the needs of the different markets in the developed countries. The shift in this era took into consideration the prevailing socio-cultural and economic conditions, as well as the human resources situation (Tosun, 2006). Brohman (1996) critiques the shift of tourism planning during this era as being excessively dependent on foreign exchange, and as creating separate enclaves, reinforcing socio-economic and spatial inequalities, destroying the environment, and resulting in cultural alienation. In the same vein, the author projects the development of institutional mechanisms to encourage governmental and community participation in tourism planning.

The benefits gained from this shift in planning translated into an understanding of the importance of spreading the benefits and costs linked to tourism planning, resulting from the emphasis on state and community participation. As noted by Tosun and Jenkins (1998), this approach sought to contribute to sustaining tourism as a catalyst for socio-cultural and economic development. Despite the views presented by the authors, the implementation of the shift in tourism planning during this era might have been more successfully applied in the more developed countries.

3.4.1.3 The adoption of a sustainable approach towards tourism planning

The shift in tourism planning can also be attributed to the development of developing countries (Liu & Wall, 2006), which was undertaken in line with the growing global vision of planning for tourism in a sustainable manner (Timothy, 1998; Bramwell & Alletorp, 2001; Simpson, 2001; Page & Thorn, 2002; Burns, 2004; Hassan, 2004; Ruhanen, 2004; Murphy & Price, 2005; Liu & Wall, 2006). As noted by Ahn, Lee and Shafer (2002:2),

> sustainable development evolved from maintaining natural resources for present and future generations to emphasising values associated with cultural and community diversity, concern for social issues of justice and fairness, and a strong orientation towards stability.

This evolution of tourism in the context of sustainable tourism can be seen as marking the most profitable era of tourism planning, with many resources being protected through the preservation efforts that were undertaken as a result of this practice. According to the White Paper on the Development and Promotion of Tourism in South Africa (South Africa. DEAT, 1996:vi), sustainable tourism development is defined as:

> tourism development, management and any other tourism activity, which optimise the economic and other societal benefits available in the present without jeopardising the potential for similar benefits in the future.

Paraphrasing this definition, the World Tourism Organisation (WTO) defines sustainable tourism development in terms of three dimensions, entailing:

- making optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity;

- [r]espect[ing] the socio-cultural authenticity of host communities, conserve[ing] their built and living cultural heritage and traditional values, and contribut[ing] to inter-cultural understanding and tolerance; and
- [e]nsur[ing] viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation (WTO, 2004:1).

Sustainable tourism development was, and is today still, seen as a paradigm that will sustain the growth of the tourism industry, as it: creates greater tourism awareness than before; reinforces proactive, rather than reactive, policies; social responsiveness; and organisational structures that support tourism decisions (Tourism Stream Action Committee, 1990). The definitions provided on sustainable development are "widespread evidence that tourism contains its own seeds of destruction . . . instead of a powerful and profitable tool for development" (Costa, 2001:435). This assertion suggests that, if tourism is economically driven and lacks a balanced approach in terms of the prevailing social and environmental factors, the consequences might be dire.

The definitions of sustainable development align this principled tourism and development planning approach to that of responsible tourism development. Responsible tourism development is defined as:

> tourism that promotes responsibility to the government through its sustainable use; responsibility to involve local communities in the tourism industry; responsibility to the safety and security of visitors and responsible government, employees, employers, trade unions and local communities (South Africa. DEAT, 1996:iv).

This definition of sustainable development, in the light of responsible development, stresses the importance of all those who are affected and involved in such development and understanding of tourism planning and its goals. It also suggests that there must be controls in the manner in which tourism planning (vs. tourism development) takes place. As noted by several authors (Cooper *et al.,* 2005; Hall, 2008; Mason, 2008; Page & Connell, 2009), environmental impact assessments (EIAs) have become a common technique that is used to assess tourism impacts and that contributes meaningfully to the provision of a framework for decision-making processes in relation to environmental impacts. Mason (2008:78) identifies the following as the key principles of EIA, with such assessments:

- identifying the nature of the proposed and induced activities that are likely to be generated by the project;
- identifying the elements of the environment that will be significantly affected by the development;
- evaluating the nature and extent of initial impacts and those that are likely to be generated via secondary effects; and
- proposing management strategies for controlling impacts and for ensuring that maximum benefits are obtained from the project.

As can be deduced from the principles of the EIA discussed, it is evident that it can be used as a tool for planning, managing, monitoring and controlling development, with an eye to yielding less negative consequences than before, while simultaneously exploiting more benefits than before. In line with the definition of sustainable development provided earlier (South Africa. DEAT, 1996:iv; WTO, 2004:1), it can be concluded that EIA contributes towards the efforts of realising sustainable tourism development. Page and Thorn (2002:222) acknowledge that the interest in sustainability as an approach to planning has resulted in an improved focus and outcome for tourism destinations. However, they argue that "sustainability requires [a] more integrated planning process, and demands an understanding of the effects of tourism, the need for leadership, resources and coordination" (Page & Thorn, 2002:236).

3.4.1.4 Development of tourism in developing countries

The development of tourism in developing countries can be interpreted in twofold. On the one hand, the incorporation of tourism planning in the development of developing countries can lead to the marginalisation of the local people. On the other hand, tourism planning in the development of developing countries can promote the adoption of a more cautious approach than might otherwise be the case. Explaining the marginalisation of local citizens, Liu and Wall (2006:159) assert that, in the developing world, tourism is usually implemented through a top-down planning approach. They further argue that decision-making is such that tourism development is predominantly based on the intervention of state agencies and large tourism firms, resulting in the domination of external, often foreign, capital and the marginalisation of local citizens. This notion, as shared by the authors, is a reflection of the power dynamics that exist in terms of tourism planning. Their assertions project that the money and expertise that is brought from foreign countries might result in the locals being overlooked. It is important to

reflect that the expertise that is introduced from abroad might not necessarily fit the plan for the local area, resulting in the locals having to cope with living with a tourism plan that is dominated by outsiders. Due to the foreign nature of such plans, rejection and other difficulties are likely to occur. When that happens, the sustainability of the development is threatened. In order to eliminate the problems related to tourism planning, Burns (2004:34) underscores that more time and much more attention than in the past should be paid in the pre-planning phase.

In explaining the adoption of a cautious approach, Liu and Wall (2006:159-167) present tourism planning in the development of developing countries as having evolved in such a manner that tourism:

- is used as a development strategy;
- is prioritised in policies and plans;
- is developed as inherent to human resources (education and training); and
- leads to the conceptualisation of research needs and opportunities.

This phase of the evolution of tourism planning for development in developing countries reflects a clear combination of planning and management. As Costa (2001:425) argues, there is a deep conviction that tourism is becoming the largest industry in, and an important source of revenue for, a growing number of countries. In addition, Mason (2008:111) notes that, during the last decade of the twentieth century, planning and management in tourism were linked with ideas on sustainability. After realising the social and environmental consequences of the adoption of careless and myopic approaches in tourism development planning, social, economic and environmental considerations in the development of tourism are a new approach that might assist in making tourism sustainable (Tosun & Jenkins, 1998:102). Convincing evidence suggests that planning and management, particularly in terms of tourism, have been linked together. As noted by Page and Thorn (2002:225-226), planning and management functions within public sector organisations are the main vehicles influencing, directing, organising and managing tourism as a human activity, resulting in various effects and impacts.

Although several authors (Costa, 2001; Gunn & Var, 2002; Burns, 2004; Papatheodorou, 2006; Russell, 2006; Telfer & Hashimoto, 2006; Tse, 2006; Edgell *et al.*, 2008; Page & Connell, 2009) share views on linking planning and management, it is unequivocally presented that there should be clear government and governance structures, policies and processes (Sharpley &

Knight, 2009:241-243) so as to allow for effective and efficient implementation that will contribute to the planning, growth and development of tourism in a sustainable manner. Ruhanen (2004:2) underscores strategic planning, stakeholder participation and evaluation methods as being sustainability principles that must be integrated into the planning process. The placing of emphasis on the latter is supported by Ahn *et al.* (2002:2), who contends that planning for tourism using a sustainable development approach is vital, because

> most tourism development, involving stakeholders such as tourists, tourist businesses, and community residents, depends on attractions and activities related to the natural environment, heritage and culture.

The above contention might be viewed as suggesting that the future of tourism rests on collaboration and partnerships among all the key stakeholders involved.

Despite the different perspectives on the shift in tourism planning from those in an unplanned era, the partly supply-oriented, entirely supply-oriented, market or demand is oriented to the conditions prevailing in a sustainable development tourism planning era (Tosun & Jenkins, 1998:102). Whereas Tosun and Timothy (2001:354) argue that tourism planning is not a once-off activity, Hall (2008:44) places emphasis on the fact that tourism planning is not invariable, but that, instead, it evolves over time so as to be able to meet new demands and needs that exist within the tourism industry. The author further draws on several reasons that can be attributed to a shift in tourism planning by highlighting the following:

- New problems, such as natural disasters, arising in the physical environment must be responded to.
- Change in the economic, social, technological, political and physical environments requires an effective response. The more rapid the change, the more likely it is that it will be perceived as a problem.
- In addition to changes in who holds power in the government, there are also, inevitably, changes in thinking about how the government should act, amounting to changes in political philosophy.
- Changes in planning and social theory render changes in world view and, particularly, affect the prioritisation of existing problems.
- The possession of new knowledge imparts new problem-solving powers, and therefore allows a refocusing on new issues.

- The changes that are brought about in the public's perceptions of what the planning issues are elicit a response from the government and from the planners (Hall, 2008:46-47).

As can be deduced from the above, the process of evolution continues, with tourism being likely to enter different phases, with different demands and priorities. The assertion that is made by the authors reflects tourism planning to be a continuous process (Tosun & Timothy, 2001:354), with the environment in which tourism operates being dynamic and ever changing. Getz (1997:13), as well as Tosun and Jenkins (1998:104), describe tourism planning as being a process that is built on research and evaluation, with such planning seeking to optimise human welfare and environmental quality as the potential contribution of tourism. In addition, Hall (2008:10) defines tourism planning as "a fundamental activity as it helps to eradicate unwanted impacts that manifest due to tourism development and make a destination more competitive and appealing". Even though Inskeep (1991:25) realises that "there is a strong element of predictability in planning [since] it attempts to envision the future", the outcomes of tourism planning cannot be precisely anticipated. To a certain degree, tourism planning ensures that adverse impacts are kept to a minimum.

Tourism planning can be seen as one of the reasons why tourism develops. Parallel to this view, Hall (2008:17) argues that

> tourism planning does not just refer specifically to tourism development and promotion. Tourism must be integrated within the wider planning processes in order to promote certain goals of economic, social and environmental enhancement.

As the development of tourism comes about with change, Godfrey and Clarke (2000:3-4) suggest that tourism planning is concerned with managing such change in the most prominent way possible, and thus bringing benefits to an area at nominal cost. Costa (2001:439) argues:

> tourism planning has to be matched against the particularity of every place, the needs and wishes of the people that live in the area, market forces, the availability of manpower and funding, and the position of place in the market.

The above-mentioned notion of tourism planning and development demonstrates that, although the principles of tourism planning might be the same, the application might differ, depending on the nature and the type of destination concerned.

Tourism planning is now seen as being more than just developing new and better attractions, increasing the number of visitors, or seeking to boost profits, but, rather, it is now seen as being all about promoting the orderly development of the industry (Godfrey & Clarke, 2000:2). Such planning necessitates adopting a cautious approach (Wisansing, 2004:21), and avoiding the negative impact linked to the development of tourism (Ruhanen, 2004:2). This is because tourism planning has one imperative goal, being that of integrating all tourism development into the social, economic (and environmental) life of a community (Gunn & Var, 2002:22). However, Burns (1999:334) raises the concern, in relation to the planning for tourism, that it should be clear whether the development of the industry emphasises the planning of 'tourism first', or whether the planning is informed by national development needs, marking it as 'development first'. As can be deduced from the above assertions, one can conclude that, whatever the approach might be in tourism planning, it requires a specific order, and it should be informed by a range of factors. According to Andriotis (2007:91), the realisation of orderly development and of integrated tourism planning requires comprehensive tourism planning, wherein the minimisation of costs and the maximisation of benefits is imperative. While integrated planning acknowledges the planning of a specific project as requiring input from different sectors, agencies or disciplines (Tosun & Jenkins, 1998:105), as well as an understanding of the institutional arrangements surrounding the planners in a systematic manner, the communities and the receiving institutions (Burns, 1999:336), comprehensive planning considers all tourism resources, organisations, markets and programmes within the region (Gupta, 2007a:4).

Tourism planning is emerging among the key areas that are singled out as being critical for the success of a destination (Costa, 2001:425). The failure to conduct effective and implementable tourism planning might result in negative consequences. Tosun and Timothy (2001:358) highlight impediments to the implementation of tourism plans as being caused by a lack of continuity in tourism planning, and by the failure to take cognisance of local conditions under which the plan will be implemented, during the preparation of tourism development plans. Gupta (2007a:20) cites destinations suffering from economic, environmental and social problems as being subject to costs that are the result of tourism development that has been allowed to occur without the benefit of planning. The failure to take the problems that are linked to tourism planning into consideration could lead to serious consequences. Such problems in connection with tourism planning should serve as a reminder that the future success, growth and development of tourism rests, per se, on a basis of continuous, effective and efficient planning. On the one hand, effectiveness implies that "a desired goal has been reached" (Marx,

Van Rooyen, Bosch & Reynders, 1998:125). On the other hand, efficiency is "doing the task correctly and refers to the relationship between input and output" (Robbins & Decenzo, 2004:6).

Regardless of the different types of tourism undertaken, the evolution of tourism planning discussed suggests that such planning is likely to have its own defects or shortcomings. The next section presents the shortcomings that are present in tourism planning.

3.5   Shortcomings in tourism planning

As South Africa is perceived to be a developing country (Creamer, 2010; South Africa. Department of Environmental Affairs, 2011; The World Bank Group, 2012) the flaws in the tourism development planning approaches, as cited by Tosun and Timothy (2001:353), might be applicable, so that they require consideration if tourism planning is to yield its expected results. Such possible limitations are discussed, with references to the existing literature in the field that situates them within the South African context, so as to provide a comprehensive perspective on the prevailing situation.

3.5.1   Overcentralisation of tourism planning activities and improper public administrative practices

The overcentralisation of tourism planning activities and the improper practice of public administration might lead to decision-making and to the implementation of plans without prior careful consideration of the prevailing regional or local conditions. Hence, the taking into account of national, regional and local conditions should also be centre stage if sustainability in planning is to be achieved.

3.5.2   The possibility of tourism development planning being rigid and inflexible

Tourism development planning might be developed within a limited number of years, and within a rigid planning framework that sees the central government as the only authority to decide on the form and the style that the development will take place. Considering the rapidly changing socio-cultural, economic, technological and other conditions under which the tourism industry operates, the rigidity of such an approach is likely to make it ineffective. This approach might, consequently, reduce the flexibility of the planning process concerned.

3.5.3   The lack of comprehensive and integrated planning

A lack of integrated tourism planning can pose threats to sustainable development. Many socio-economic problems can emerge as obstacles to implementing the principles of development if this limitation is not considered.

3.5.4   The lack of a community-based approach

Tosun and Timothy (2001:354-355) underscore the implementation of a participatory tourism development approach within the world of development as being hindered by the lack of political will. As a result of its implications for the distribution of resources and power, Halley, Snaith and Miller (2005:652) underpin the information about consequences and tourism impacts from the host perspective as being an important factor that requires consideration in planning.

Even though community-based approaches in South Africa are shaped by such statutes as the Municipal Systems Act (MSA) no. 32 of 2000 (South Africa, 2000) through to Integrated Development Plans (IDPs) that recognise the need for community involvement in local government planning, not only for purposes of tourism, but also in respect of a wide range of services for which local government is responsible either directly or indirectly. Tosun and Timothy (2001:355) emphasise that the politicians in a developing country tend to be far from realising the ideals of development, especially in terms of the strategies that they devise for purposes of participatory development. This being the case, the local community's participation in their affairs is a missing ingredient in development. As can be deduced from this assertion, a lack of community-based approaches might reflect a tourism industry that is driven by the government not integrating community interests.

3.5.5   Dominantly supply-oriented tourism development planning

Building physical facilities, such as hotels, restaurants, and telecommunications and transportation systems, has been the main concern of tourism planning in many developing countries. While these facilities might be necessary for tourists, the physical construction at tourist destinations can damage the natural resources that tourists might come to see. In addition to the environmental problems involved, the domain of supply-oriented tourism

planning has created excess capacity in the tourism sector. This might reflect an inefficient use of limited resources, and an approach to development that primarily emphasises economic growth.

3.5.6   A tourism development that is highly driven by the market

Since supply-oriented tourism development might have resulted in overproduction, leading to market-oriented tourism, the short-term needs of tourists and the provision of interesting experiences have directed planning and marketing efforts in the industry. A cautious approach is required in instances where the market is driving tourism development planning, potentially resulting in sociocultural and environmental oversight.

3.5.7   Lack of consistency and continuity in planning policies

Political inconsistency is one of the main threats to sustainable tourism development. Although Tosun and Timothy (2001:356) refer to political inconsistency in the context of Turkey, for the purpose of the study the focus has been redirected to the South African context. Table 3.2 lists the names of different Ministers of Tourism who have directed the evolution of tourism in the country since the first democratic government was brought to power. The relatively short period served by a few of them is likely to have contributed to a lack of consistency and continuity in policies that are relevant to tourism planning.

Table 3.2: Ministers of Tourism in South Africa since the institution of democracy

Year	Minister of Tourism
1994-1996	Dawie de Villiers
1996-1999	Pallo Jordan
1999-2004	Vali Moosa
2004-2009	Martinus van Schalkwyk

In South Africa, since the country became democratic, four ministers have filled the position of the Minister of Tourism, with consistency only occurring in the last two terms, with the incumbent concerned serving four years in each instance. In 2014, a new Minister of Tourism (Derek Hanekom) was appointed as the fifth to assume the post since the dawn of democracy in South Africa. With the national government not being in power in certain provinces, such as

the Western Cape, the lack of consistency and continuity in the relevant planning policies might pose further implications for successful implementation. The situation might even be worse, particularly in instances where the national government is not in control over the LMs. Political stability is pivotal to such implementation as it might else be difficult to realise healthy tourism development and/or even development in general.

3.5.8   The adoption of a myopic approach to establishing the goals of tourism planning

As tourism planning requires integrated development (Ladkini & Betramini, 2002; Briedenhann & Wickens, 2004; Burns, 2004; Cawley, 2008), Tosun and Timothy (2001:356) argue that there is likely to be some degree of confusion and misunderstanding over the specific goals of tourism planning and policy making for subsectors within the industry, for target groups of customers, and for the desired type of development. This notion suggests that those who are involved in tourism planning should subscribe to a common tourism planning vision, if the goals of tourism planning are to be achieved. For this to be realised, the vision/goals for tourism planning should be clearly defined.

3.5.9   The difficulty of implementing plans

The lack of research and process-oriented approaches in planning for tourism as a result of the limited budgets that are available for research and development in many developing countries might hinder the implementation of the relevant plans. Although South Africa has evidence of tourism research at the national level (South Africa. DTI, 2010; SAT, 2011) reflecting the plans and contribution made by tourism at both the national and provincial levels, more research is required at a local level, as this is the level at which the actual implementation of the plans takes place.

The shortcomings or defects of the tourism planning discussed underpin the importance of adopting an integrated and coordinated approach to tourism planning as being critical for the realisation of sustainable development. The shortcomings mentioned might translate into negative consequences for tourism if they are overlooked in tourism planning. Burns (2004:58) highlights that "the consequences should also be planned for and monitored so as to avoid unwanted change". Adding to this, Mason (2008:268) underscores that:

the success of tourism planning and management in the twenty-first century in avoiding the worst excesses of uncontrolled tourism growth and in promoting more beneficial consequences of tourism, will depend not only on structures, organisations and individuals, but the political will that accepts that it is possible and desirable to plan and manage tourism.

For the above to be realised, strong leadership from the government is pivotal.

3.6   The role of the government in planning

This section explores the role of the government in planning by reflecting on tourism planning, and by aligning it broadly to the research topic. A general perspective on the role of the government is provided. Following that, a focused approach on the nature of planning/tourism planning in the South African context is provided.

3.6.1   The role of the government

The role of the government in tourism planning is pivotal, with Cooper *et al.* (2005:12) citing tourism as a local economic driver worldwide. The Tourism Center (2001:129) indicates that "tourism touches all aspects of a community – business, government services, the natural environment, and residents". The success or failure of planning rests very much on the shoulders of the government, as the leader of development in the country (South Africa. DEAT, 1996:34-36; Camay & Gordon, 2004:8-9). Tosun and Timothy (2001:355) present the reasons for tourism being driven by the government rather than by communities as largely being due to the increase in foreign receipts involved, which is the primary aim of tourism. Although the government has been identified as the leader of development in a country, its role therein tends, by and large, to have been overlooked. A few of the criticisms involved have been given as follows:

- Continuous criticism has been levelled at various governments for being ineffective in service production, dishonest in decision-making and unfair in service delivery (Wang, 2001:324).
- Negative views have been expressed of local authorities' lack of awareness regarding the provision of opportunities in which others can participate, of a lack of council response and of related issues of social exclusion (Lowndes, Pratchett & Stoker, 2001:450-453).

- The significance of public participation in planning has, at times, been disregarded and a top-down approach to planning has often been adopted (Andriotis, 2007:78), with all decisions being made at top level and the affected communities not being encouraged to participate (Madonsela, 2010:5).

The assertions shared above project the role of the government in tourism planning as a challenging process that is subject to shortcomings. As noted by Tosun and Timothy (2001:357-358), shortcomings in tourism planning approaches to tourism development in several countries tend to be "an extension of shortcomings of public administration systems, political cultures, over-politicised states and lack of developmental approaches in national development". These condemnatory views should suffice to catalyse the government into researching the value of their tourism development initiatives, so that they can build a more reliable government, reflecting good governance and accountability in their tourism planning processes. In the light of such challenges, Hall (2008:164) clarifies the role of the government in tourism planning thus:

> [The] government helps shape the economic framework for the tourism industry, helps provide infrastructure and educational requirements for tourism, establishes the regulatory environment in which business operates, and takes an active role in promotion and marketing.

The School of Travel Industry Management (n.d.) adds the physical structure plan, transportation networks, investment policies, tourism marketing strategies, education and training, as well as the development of facilities and standards, as being central to the role of the government in tourism planning.

Wisansing (2004:40) states that "governments are the ones that direct tourism planning and have the authorisation and authority to determine the growth and development of the industry". This contention projects the government as being key to tourism planning. Seemingly, a considerable degree of the success of tourism planning rests with the government. The context of the South African government in relation to (tourism) planning is discussed in the following section.

3.6.2 The South African government perspective on planning in terms of the notion of a developmental state

The current study presents the South African government perspective on planning as being important, as it revolves around planning at the centre of which is the government, which mobilises other partners in the planning process.

The transition of South Africa from the preceding apartheid era to the current democratic era saw the country refocusing and restructuring its role into a more developmental one than it previously fulfilled (Netshitentzhe, 2011). According to the Education Training Unit (ETU, n.d.a),

> a developmental state plays an active role in guiding economic development and using the resources of the country to meet the needs of the people, by balancing economic growth and social development using state resources and state influence to attack poverty and expand economic opportunities.

With the South African government currently being led by the African National Congress (ANC), the concept of the developmental state is evident in such documents as Ready to Govern (ANC, 1992), the State of Property Relations and Social Transformation (ANC, 1998) and the Preface to the ANC Strategy and Tactics Document (ANC, 2000). Despite the notion of South Africa presently being a developmental state, Netshitenzhe (2011:4) posits the notion of a developmental state as having found pride of place as an objective of the policy that has been expressed in ANC and government documents since 2004.

For the developmental state to play its developmental role effectively and efficiently, it has been argued that it must be capacitated (ETU, n.d.b). The ANC (2007) cites the following capacity areas:

- strategic orientation: development strategy and programmes based on high growth rates, the restructuring of the economy and socio-economic inclusion;
- ideational capacity: leadership in defining a national vision and in mobilising society to take part in its implementation, with effective systems of interaction operating in relation to all social partners;
- organisational capacity: state structures and systems that facilitate the realisation of a set agenda, with the appropriate macro-organisation of the state; and

- technical capacity: the translation of broad objectives into programmes and projects, and the capacity to ensure implementation, with proper training, orientation and leadership of the public service.

In response to the capacity issues raised, and in hindsight on the current state of affairs in the government, it is difficult to confirm fully that South Africa is a developmental state, as such challenges prove to be highly evident. The country can rather be referred to as working towards the vision of being a developmental state. As noted by Netshitenzhe (2011:17), South Africa is not a developmental state, but it has the potential of becoming one. Netshitenzhe further argues that the achievement of a developmental state not only depends on the government, or on the state, but it also depends on all societal leaders with the acumen to identify and contribute to a national vision so as to ensure its implementation, and, where necessary, to make sacrifices for its realisation.

The ETU (n.d.a) states that the realisation of a developmental government depends on the active involvement of social partners through the development of strong relationships between the government, labour, and business, as well as other organisations that are formed by different groups of citizens. Taking cognisance of such challenges leads to the realisation that the government planning and implementation processes might be expected to be flawed.

Even in the context of the above, where the government plays a leading role, the process might have flaws, as the result of capacity challenges. Capacity issues raised in connection to a developmental state are central to the planning involved. Without such accomplishments by the state and the broader society, the grounds for implementation are highly questionable.

Despite the challenges to realising South Africa as a full-fledged developmental state, planning for the country as one that is ruled by a developmental government rests on three spheres of government, and on their ability to coordinate how the related development should take place. This approach is explained in the following section.

3.6.3   General planning in terms of the three spheres of government

The South African government is divided into three different spheres, namely national, provincial and local government, with each having its individual responsibilities and roles to fulfil (Madonsela, 2010:4). The national government is responsible for establishing laws and policies, while the provincial government establishes and manages the laws within the province involved (Western Cape Government, 2012).

The local government has a complex and varied range of institutional arrangements in place that respond to the prevailing local conditions (South Africa. DEAT, 2009:6). The sphere of government concerned:

> interacts closest with communities, . . . [and is] responsible for services and infrastructure essential to the people's well being, [as well as being] tasked with ensuring [the] growth and development of communities in a manner that enhances community participation and accountability (Moosa, 1998:6).

This view suggests that part of the municipal planning undertaken prioritises the roles played by the communities, and thus reflects their planning as being developmental, as the communities concerned should be exposed to the benefits that can be drawn from the municipal services and from the opportunities that they grant.

The different spheres of government and activities performed in the spheres foster cooperation. As noted by Gordhan (1998:7), "South Africa has developed a unique form of decentralisation in the context of the creation of three spheres which are required to govern in a cooperative manner". The cooperation among different spheres of governance is known as cooperative governance. In terms of the Constitution of the Republic of South Africa Act no. 108 of 1996 (South Africa, 1996), cooperative governance reflects the presence of a government that is constituted of national, provincial and local spheres that are distinct, interdependent and interrelated.

3.6.3.1 Cooperative governance

The importance of cooperative governance in government planning cannot be overemphasised. Various acts (South Africa, 1996), including the MSA (South Africa, 2000) and the Intergovernmental Relations Framework Act (IGRFA) no. 13 of 2005 (South Africa, 2005) have

institutionalised cooperative governance as being a vehicle that links planning and implementation. For the purpose of the current study, these acts are scrutinised, providing an overview of how each is linked to the principle of cooperative governance.

Stressing the cooperation in terms of cooperative governance, to which the principles of cooperative government and intergovernmental relations are inherent, the South African government (South Africa, 1996:16) stresses the importance of all spheres of government and of all organs of state within each sphere cooperating with one another in a spirit of mutual trust and good faith by:

- fostering friendly relations;
- assisting and supporting one another;
- informing one another of, and consulting one another on, matters of common interest,
- coordinating their actions and legislation with one another;
- adhering to the agreed procedures; and
- avoiding legal proceedings against one another.

In addition, South Africa (1996) underscores an environment wherein cooperative governance takes place that is aimed at upholding constitutional rights in terms of protecting and respecting the democratic rights of the country's citizens. As the discussion links cooperative governance to the constitutional imperative, it reflects the presence of a government that recognises that, whatever form of development takes place, the rights of its citizens should be at the forefront of those who lead development. The MSA explicitly gives a sense as to how the constitutional rights of citizens should be upheld.

The MSA (South Africa, 2000:2) is geared towards:

- providing for the core principles, mechanisms, and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of the local communities, and ensuring universal access to essential services that are affordable to all;
- defining the legal nature of a municipality as including the LM within the municipal area, working in partnership with the municipality's political and administrative structures;

- providing for the manner in which municipal powers and functions are exercised and performed;
- providing for community participation;
- establishing a simple and enabling framework for the core processes of planning, the performing of management, resource mobilisation and organisational change that underpin the notion of developmental local government;
- empowering the poor, and ensuring that municipalities put in place service tariffs and credit control policies that take their needs into account by providing a framework for the provision of services, service delivery agreements and municipal service districts;
- providing for credit control and debt collection;
- establishing a framework for the support, monitoring and standard setting by other spheres of government, in order to build local government progressively into an efficient frontline development agency that is capable of integrating the activities of all spheres of government for the overall social and economic upliftment of the communities in harmony with their local natural environment; and
- providing for legal matters pertaining to local government; as well as for matters incidental thereto.

As can be deduced from what has been presented on the MSA, the act provides clarity on the importance of integrated development planning. The MSA evidently upholds the importance of cooperative governance, and the principle that good practice is what should determine the realisation of the country's development agenda. In the same vein, the failure to observe cooperative governance principles could have far-reaching implications for different spheres of the government. The relations between the different spheres concerned should, therefore, be harmonised in ensuring that the necessary support and assistance is provided, so that each sphere realises its specific mandate.

The IGRFA is set to provide a framework for the different spheres of the government (national, provincial and local) to promote and facilitate intergovernmental relations, as well as for mechanisms and procedures to facilitate the settlement of intergovernmental disputes (South Africa, 2005). As is stated in the Act, its objective, in abiding by the principles of cooperative government, is to facilitate coordination in the implementation of policy and legislation, achieving:

- a coherent government;
- the effective provision of services;
- the monitoring of the implementation of policy and legislation; and
- the realisation of national priorities.

In view of the provision determined by this act, it is clear that the IGRFA, in providing a framework for supporting the coordination and cooperation among the different spheres of the government, complements the IDP. The focus on the IDP is explained in the next chapter, as the planning for the 2010 FIFA World Cup™ initiative in the CWD primarily occurred at the municipal level. As outlined in the objectives of this Act, the IGRFA was anticipated as enhancing the alignment and integrated development planning, as it put emphasis on the importance of participation in the planning processes by all spheres of the government. The intention of the Act was good, but it could only translate into being good enough if it was implementable. Such implementation might reflect the existence of sound government.

The overview of the Acts provided acknowledges that the different spheres of the government cannot achieve their mandate on their own. The principles of cooperative governance discussed seem to empower both the government and the communities, encouraging representation and participation through the following of democratic processes. In view of the principles that define the nature of cooperative government discussed, it is evident that the realisation of full cooperative governance will continue to pose challenges. Underscoring the best means of implementing cooperative governance as requiring further consideration, Camay and Gordon (2004:318) cite capacity, financial resources, skills, party politics and other political relationships that shape the conduct of governance in practice as being challenges that cooperative governance face. Despite the challenges posed, it cannot be overlooked that cooperative governance contributes to integrated development. Recognition of the value and the importance of cooperative governance depends on the efforts made by those who drive the processes. Extra-governmental participants might suffer, if the value and impact of cooperative governance is not clearly understood, not only in theory, but also in its application.

In respect of the current study, and considering the successful hosting of the 2010 FIFA World Cup™ as a national priority, the implementation of the principles of cooperative government and the underlying objectives of the different acts that have been discussed in this section are pivotal. The success of the multi-stakeholder approach towards the CWDM 2010 FIFA World

Cup™ planning initiatives rested on each sphere of government understanding its own role and responsibilities, particularly in terms of those officials who were drivers of the initiatives concerned.

The next section discusses cooperative governance within the context of tourism planning.

3.7 The tourism planning perspective in the three spheres of government

Gupta (2007a:20) provides an explanation of tourism planning as cited by Kumar, noting that such planning includes a range of activities performed at local, national and international levels within the industry. This approach is similar to that which is held within the South African context, as it places the activities of planning across the three different spheres of government (South Africa, 1996). Similarly with general planning for local government (South Africa, 1998), the various levels of government and the activities performed at these levels within the ambit of tourism planning foster cooperation, as tourism activities are shared by all spheres of the government (South Africa. DEAT, 2009). In providing insight into the importance of cooperation, Gordhan (1998:7) stresses the dependency of the implementation of plans and policies on constructive participation by all role players, who are required to exhibit supreme effort and tremendous resilience. In addition, Pradesh (2005:328) adds the multi-sectoral activities of tourism and the nature of the industry affected by the many different sectors of the national economy as being reasons for government involvement in tourism planning.

Even though the overview on the different spheres of the government is provided in the context of tourism planning, the focus will be more on the local level in the current study.

3.7.1 The national sphere

Having noted the perspective provided by several authors (School of Travel Industry Management, n.d.; Inskeep, 1991; Godfrey & Clarke, 2000; Hall, 2008) on the role of the national government in tourism planning, the emphasis is lain on the South African context, in terms of which the White Paper on the Development and Promotion of Tourism in South Africa categorises the role of the national government as falling into five critical areas (South Africa. DEAT,1996:47), including:

- facilitation and implementation;
- coordination;
- planning and policymaking;
- regulating and monitoring; and
- development promotion.

As noted by Pradesh (2005:328) "the state has, therefore to ensure intergovernmental linkages and coordination . . . [and to] play a vital role in tourism management and promotion", as there might be numerous tourism-based issues that might require action by the government(s), either in a facilitative sense, or in terms of a regulatory role (Jafari, 2000:258). The study acknowledges that the critical areas identified above will continue to shape the tourism industry in South Africa. As tourism is a highly competitive industry, it might well be anticipated that the understanding and implementation of these critical areas would contribute to making the country more attractive, competitive and able to meet the needs of the different markets that it currently attracts and those that it intends to attract in future. The role of the national government in tourism planning is crucial to the growth of the industry.

> Given the breadth and impact of tourism worldwide, it is inevitable that national governments should involve themselves in decisions that affect both the development and promotion of tourism (Cooper *et al.*, 2005:504).

3.7.2   The provincial sphere

Even though similarities have been projected between the national and provincial government (School of Travel Industry Management, n.d.; Inskeep, 1991), there are three exceptions at provincial level. Firstly, in the sphere concerned, the emphasis is focused on the implementation and the application of national principles, objectives and policy guidelines that suit the local conditions. Secondly, as much of the tourism product is itself located at the provincial level, the provinces take on an especially important role in facilitating and developing the tourism product. Thirdly, the provinces have the most important role to play in marketing and promoting their destination in terms of competing with other provinces locally (South Africa, 1996:47), with due consideration being paid to the fact that there are other issues on which the provincial government is mandated to deliver. As noted by Madonsela (2010:4), at the provincial level, the government is responsible for the following developmental services and activities:

- the involvement of the local communities;
- environmental management;
- the safety and security of visitors; and
- tourism plant development; and infrastructure provisions (South Africa, 1996:51).

As can be deduced from the above, it is evident that, in terms of the developmental services that are rendered by the provincial government in its efforts to provide service delivery, tourism is, inevitably, a beneficiary.

3.7.3   The local sphere

Although the local government is in a sphere on its own (South Africa, 1998), it is recommended that it apply the principles of cooperative governance and abide to the prescripts of IGR regulations in undertaking local tourism planning and implementation interventions (South Africa. DEAT, 2009:7). Be this the case, highly coordinated actions between the government and other stakeholders in the tourism industry are what will stimulate a value-add (Beirman, 2003:29-30).

A clear distinction between provincial and local government is made, in terms of which Madonsela (2010:4) asserts that, at the provincial level, the government is responsible for developmental services, whereas the local government has a role to play at both district and LM level. The functions of the local government are similar to those of the provincial government, but with an added emphasis on the planning, development and maintenance of many aspects of the tourism product in the former's case (South Africa, 1996:47). As the local conditions of local government may differ, the local conditions prevailing at the provincial levels and, most importantly, the availability of the necessary financial means and the skills base to carry out the respective functions are set to determine the exact role of the local government in the tourism development thrust. This, then, underscores the importance of the LM in it having the capacity to plan and implement such plans as being key to the growth and development of tourism at the local level. The DEAT (South Africa. DEAT, 2009) cites the capacity to implement plans as creating further complications for tourism planning, as, often, municipalities lack the requisite human and technical resources to undertake effective tourism development planning. In the light of such challenges, Moosa (1998:6) states that the building of a democracy and the promotion of socio-economic development by working closely with communities in finding

sustainable ways that will meet their needs and that will improve the quality of their lives as being the role of the local government.

The above reflection on the role of the local government in tourism planning suggests a strong emphasis on considering sustainable development as an integral part of the tourism planning that is crucial for the growth and the development of the tourism industry. The Guidelines for Sustainable Development (South Africa. DEAT, 2009:10) suggest that the local government's tourism planning should:

- ensure the quality of visitors' experience;
- be coordinated with the management efforts of other sectors and with the activities of the community stakeholders;
- ensure that the tourism development involved respects the scale and character of the host location;
- facilitate stakeholder participation and accountability to the stakeholders;
- include monitoring; and
- be adaptive and educational.

For the broad purpose of the current study, the role of the local government in tourism planning is aligned with the objectives of the municipal or local government structure, as set out in South Africa (1996:1331). Such role encompasses:

- the provision of a democratic and accountable government for LMs;
- ensuring the provision of services to communities in a sustainable manner;
- the promotion of social and economic development;
- the promotion of a safe and healthy environment; and
- encouraging the involvement of community organisations in matters of local government.

The direction in which local tourism planning is set in South Africa is similar to that of such developed countries as New Zealand. As noted by the Tourism Recreation Research and Education Centre (2006:10), tourism planning at the local level should:

- be strategic and well synchronised with other stakeholders;

- promote and assist the participation of stakeholders;
- value the scale and personality of the particular location; and
- incorporate monitoring and openness to adjustment and change.

Despite the role of the local government in tourism planning being clearly defined, Wisansing (2004:46) claims that the government typically dominates tourism planning affairs and poses the mandate and potential power to control the development that occurs within the local planning system. In this connection, Carolus (2003:1) cautions that:

> the way we choose to build tourism can either reinforce the past or help to build a better future for the people of South Africa.

Be this the case, it is equally important that those who lead tourism planning at the local level need to understand the policies that have shaped the role of the local government in tourism. They should also possess the necessary skills and know-how regarding how such policies can be implemented.

The aforesaid distinctive role of the local government projects such government as the correct sphere for the implementation of tourism policy. An understanding of the local government and adequate skills to apply such an understanding can, therefore, be seen as essential for those who are involved at this level of government, who can be seen as the face of the government, as they provide services to citizens in its name. This, then, puts local government officials at the centre of tourism planning. In their role, it is crucial that they create an environment that is conducive to local economic development (LED) (South Africa, 1998, 2000, 2005). The relevant literature (Helmising, 2001; Baade & Matheson, 2004; Kim & Petrick, 2005; South Africa. DEAT, 2009; South Africa. NDT, 2011) highlights LED as being a planning approach. This notion is explored in subsection 4.6.3 of this thesis, wherein the LED context is presented with specific reference to the local conditions of the CWDM.

Since the local government's role in respect of planning has been described as being relatively focused, the DEAT (South Africa. DEAT, 2009:8) states that this level of planning covers cities, towns, villages and rural areas. Accordingly, the study area in question included the various towns of the CWDM. The literature reviewed on the local government suggests the involvement and participation of various stakeholders as being pivotal to the planning and implementation of tourism-related endeavours. With such responsibilities existing at the local government level,

cooperation should, almost inevitably, be reflected as being a beneficial and achievable option for all the stakeholders involved. In this way, they could come to exert a mutual influence on the plans by means of performing appropriately in terms of a reliable framework that is established for those concerned. The next section explains the concept of public participation, discussing it in relation to the development of the present study.

3.8   Public participation

The Public Service Commission (2008:2) defines public participation as "an open and accountable process through which individuals and groups within selected communit[ies] can exchange views and influence decision making". Although this definition identifies communities, in essence, it portrays the community as an important stakeholder in matters of public interest. Public participation in South Africa reflects a paradigm shift from an apartheid government to a democratic government. Ngubane and Diab (2005:115-117) display tourism planning involving the local communities in South Africa as being closely linked to apartheid, since large portions of the population were excluded from participating in democratic processes during the regime. Similarly, Swarbrooke (1999:126) posits community involvement in tourism as: being part of the democratic processes concerned; providing a voice for those directly affected by tourism; and making use of the knowledge of the local community to ensure that decisions are well informed, so as to reduce potential conflicts. Camay and Gordon (2004:9) describe the transition from apartheid to democracy as marking an era of sound governance and democracy. They assert that such governance and democracy requires:

- well-informed and capacitated citizens who understand their rights and obligations as citizens, and who participate actively in social and political affairs, as well as in the associational life in their communities;
- an independent civil society that is characterised by diversity and tolerance, effective and accountable organisations and networks, and a clear understanding of government institutions and policy processes; and
- a democratically-elected, representative and accountable government that is just in its use of power and authority, as well as being responsive to civil society and citizen inputs, competent in its management and implementation, and committed to meeting the needs (social, economic and political) of its citizens.

In acknowledging the requirements of good governance and democracy, the Public Service Commission (2008:v) assesses that the pre-1994 government kept any form of public participation concealed, presenting the post-1994 government as the era wherein the democratic government devoted itself to embracing a people-centred approach to development. In terms of the latter approach, public participation became a constitutional imperative, putting the public at the centre of policymaking through participation. The Public Service Commission (2008:viii) highlights izimbizo, 'exco meets the people', public hearings, ward committees, community development workers, citizens' satisfaction surveys, and citizens' forums as being among the approaches that the government uses to enhance public participation. In addition, Wang (2001:322) cites community meetings, community outreaches and citizen advisory groups as being a few of the traditional participation approaches used.

In dealing with the different platforms of public participation, Goupal (2006:10) presents that:

> community participation provides a sense of belonging or identification, a commitment to common norms, a willingness to take responsibility for oneself and others, and a readiness to share and interact.

The above translates into community involvement, which is defined as the active involvement of people living together in some form of social organisation, and cohesion in the planning, operation and control of any developments taking place (Henderson, 2007:12). The above should take place through the use of stakeholder influence and shared control over any development initiatives, as well as over any decisions and resources that affect them (Thwala, 2004:18), as well as through the making of informed commitments to a particular tourism project (Mbaiwa, 2005:223). Although similarities can be drawn in explaining the nature of public participation and community involvement, it is important to highlight that community involvement can be seen as being the objective of public participation. Built into this process, the Department of Local Government (DPLG) (South Africa. DPLG, 2006:104) presents that community participation should:

- ensure the fullest support of residents and stakeholders;
- mobilise the communities and private sector resources to make the most of growth and development strategies; and
- provide a foundation for future development initiatives.

Wheras Singh, Timothy and Dowling (2003:162) link public participation to community development, participation empowerment, and the building of communal capital for collective benefits, the Public Service Commission (2008:v) interprets public participation as being a tool to be used for the establishing of democracy, and for encouraging social unity between the government and the local citizens. This conceptualisation projects the public as being an important stakeholder in tourism development. In relation to this study, a stakeholder is any person who is impacted on by such development, in either a positive or a negative way (Ladkini & Betramini, 2002:73-74), with such a person being seen as someone with the right and capacity to participate in the process (Gray, 1989:122). Even though De Araujo and Bramwell (1999:356) classify the involvement of stakeholders in tourism planning as being a protracted and complex process, the authors underscore the importance of the stakeholders' involvement in tourism planning as leading to considerable benefits in terms of sustainability.

Taking the context of this study into consideration, public participation in tourism planning is a reflection of the adoption of a community-oriented approach to such planning. Page and Connell (2009:640) define the adoption of a community-oriented approach to tourism planning as regarding planning of tourism from a community perspective that is geared towards incorporating consideration of their needs and requirements. A community is defined as a group of individuals who occupy the same geographical area, while sharing some cultural or other common interest (Aref, Aref & Gill, 2010a:155). According to Aref *et al.* (2010a:155), the members of a community are bound together by certain social and psychological ties, as well as by the place where they live (Mattessich & Monsley, 2004:56). As civil society or business groupings in communities represent particular groupings in terms of tourism planning, the current study refers to community participation and public participation as being the same. The study, therefore, acknowledges local businesses as forming part of a community.

In the present day, communities are seen as an important stakeholder in tourism planning, as the importance of encouraging their participation in the tourism industry is underscored (South Africa. DEAT, 1996:36). Similar assertions are shared by Ladkini and Betramini (2002:73), who present that:

> in the field of tourism, it has become increasingly apparent to government, tourism managers, planners and academics that no one individual organisation can be responsible for development of tourism.

The above contention is supported by Lakdin and Betramini's (2002:72) argument that the tourism industry is highly disjointed, with a greater need for collaboration among the different stakeholders who have interests in the planning process than existed in the past. In the forums of public participation, Aref *et al.* (2010a:155) emphasise that communities need to play a more consequential role at all levels, and to network with the government and industry role players if they wish to have a greater impact in the tourism development of a destination than they have previously had. They further argue that the community should be active in identifying key attractions and tourism resources in their domain, and that it should acknowledge responsible tourism as being key to the success of local tourism development. Active involvement in relation to public participation can be aligned with the development of individual skills and community solidarity (Goupal, 2006:11), and with mechanisms to empower people to take part in their own community development (Aref, Redzuan & Gill, 2010b:173).

Public participation in tourism planning might be influenced by a range of factors, including tourism awareness. According to Keyser (2002:367),

> it is necessary for [the] government and the tourism industry in general to instigate initiatives that will notify communities about issues regarding tourism and therefore fostering an opportunity for communities to share concerns, ideas and views.

However, the above actions should be undertaken with caution, as they might project the efforts of community participation in tourism planning as being tedious, especially if the communities involved are not aware of the cost and benefits of tourism development. A lack of tourism awareness could result in communities not benefiting from tourism, or else in them not participating in particular tourism planning or initiatives linked to a development. Liu (2003:466) posits communities as being likely to become resentful, especially if they do not experience the benefits of tourism development. The resentment of the locals might deter tourists from visiting a destination, as a hostile environment might be created, with tourists choosing not to visit places to which they are not welcomed. The latter underscores an important aspect of public participation, wherein the public must be aware of, or informed about, their role in tourism planning. South Africa (1996:38) presents the role of the community in tourism as consisting of:

- organising themselves at all levels to play a more effective role in the tourism industry and to interact with the government and role players at all levels;
- identifying potential tourism resources and attractions within their communities;

- exploiting opportunities for tourism training and awareness, and for obtaining finance and incentives for tourism development;
- seeking partnership opportunities with the established tourism private sector;
- participating in all aspects of tourism, including being tourists;
- supporting and promoting responsible tourism and sustainable development;
- opposing developments that are harmful to the local environment and culture of the community;
- participating in decision-making with respect to major tourism development planned or proposed for the area;
- working towards enhancing the positive benefits of tourism and minimising its negative impacts;
- organising themselves to maximise the sharing of information and experiences, possibly facilitated through the provision of financial assistance by the local government;
- having a representative voice in all tourism structures at national, provincial and local levels;
- encouraging the press, particularly the radio and print media, to provide tourism information to, and to raise the awareness of, communities;
- working closely with NGOs so as to educate communities concerning tourism awareness, and to engender tourism awareness;
- making information on community tourism resources and attitudes transparent and accessible to all levels of national, provincial and local governments;
- sensitising the private sector, tourism parastatals, environmental agencies and NGOs regarding the importance of community involvement in tourism development;
- actively participating in, and promoting, responsible tourism.

In view of the stance taken by the South African Government in clarifying the role of communities in tourism, Tosun (2000:614-627) appreciates the effort made by citing that the role of the community in influencing tourism development activities is becoming clearer over the years, and that the local communities must organise themselves at all levels to play a more effective and meaningful role in such development. However, Kayrooz, Sanders and Ritchie (2005:27) posit a common barrier to community involvement as being the lack of awareness of the benefits that tourism generates, resulting in the involvement of communities in tourism

planning being ostensibly low. The public participation platforms should also be seen as a vehicle for capacity building among those who lack the knowledge and expertise to allow for meaningful participation. Meyer (2004:24) argues that the taking of such initial steps as providing information and securing consultation can be seen as major breakthroughs for many poor communities that have traditionally been excluded from all spheres of participation in tourism. The intention of making such moves is the empowerment of, leading to the promotion of dialogue among, communities in respect of the advantages and disadvantages of tourism development.

Since South Africa is a developing nation that has enshrined the principle of public participation to its policies, the failure to allow communities to exercise this democratic right might undermine the role of communities in tourism planning. Doing so can pose situations of conflict between the state, tourism development planners/facilitators and its citizens, translating to a threat to the sustainability of planned developments. Taking into cognisance the important role of communities in tourism that has been presented here, it is imperative to stress that if communities are aware of their roles in relation to tourism, taking part in the public participation forum for tourism planning could enhance their involvement and participation, extending to the provision of opportunities for local people.

> Successful tourism calls for a people-centred approach by which the voice of local people are heard when making decisions about the scale and type of development (Meyer, 2004:23).

3.8.1 Public participation opportunities to raise the power of awareness in tourism planning

The opportunities discussed in this section demonstrate the effectiveness of raising awareness as forming a critical aspect of public participation. Such awareness raising relates to issues including: ownership of information; the preservation of resource integrity; obtaining a common understanding of tourism planning; the enhancement of tourism skills and awareness; designing informed tourism plans; the securing of equality; the control of development; and the commitment of locals. Opportunities that are created in this respect translate into the benefits that can be gleaned from public participation. The issues mentioned are explained by exploring the literature from different authors so as to be able to present a relatively broad understanding of the issues concerned. The context in which the issues are discussed makes it possible to show that the same areas can be costly to tourism planning and development, as well as the source of benefits to be derived therefrom.

3.8.1.1 Ownership

Madonsela (2010:5) argues that "it is equally critical for the community that is intended to benefit from a particular development initiative to participate in the planning process". Depending on the level of tourism awareness among community members, community participation in tourism planning might translate into ownership (owners/co-owners/managers) of tourism businesses/projects. The importance of ownership is emphasised. As noted by Keyser (2002:367), "community-managed projects attempt to let communities decide what type of growth they would like to see and then help them implement their plans". If communities own tourism development businesses/projects through public participation, it might also enhance their sense of pride in the development taking place in their communities. This then suggests that if the participants can become owners, there is value in the tourism planning and participation process involved. Gutierrez *et al.* (2005:7) note that it is important to recognise that host communities have a stake in ensuring that tourism does not compromise their quality of life. Gupta (2007a:151) adds that, if extra employment opportunities are created due to tourism, the creation of such opportunities helps to supply communities with an income and with an improved quality of life.

In addition to reflecting on the physical element, ownership also relates to communities taking pride in the development taking place in their community. As noted by Gupta (2007b:262), a noteworthy impact of tourism is that the local community is able to utilise the development of health facilities, transport infrastructure, water and leisure amenities in their community that were built principally for tourists. In the light of such an assertion, the pride that communities take in public participation processes linked to tourism development can be lasting, even long after a project has been completed.

3.8.1.2 The preservation of resource integrity

A tourism resource is any factor, natural or man-made, that is available within a country, region or area and that makes a positive contribution to tourism (Ivanovic, 2008:111). In some instances, the resources can be found in the communities, or in close proximity to them. As Bradshaw (2008:6) defines a community as "having historically shared boundaries", it is important to cite that tourism resources might exist within those boundaries. The existence of such resources that exist within community boundaries signifies the importance of

understanding how tourism planning is linked to community development, while simultaneously appreciating the need to preserve the resources concerned. Community participation in tourism planning can yield positive outcomes in terms of preserving and conserving the integrity of resources in the area. For this to be realised, Reid (1999:60) asserts that there should be an understanding among the host and the tourists that the resource base on which tourism depends must be protected, so that it can remain sustainable for a long period.

Amaquandoh (2010:223) reflects on the environment as being one of the main domains in which residents should assess the potential effects of tourism before they decide to embrace or reject it. As noted by Mascardo (2008:17),

> the local community must have the ability to identify prospective tourism resources . . . [and] also [to] support and promote responsible tourism and community development at the same time.

Liu (2003:459) expand on the latter by stating that:

> the more that local residents gain from tourism, the more they will be motivated to protect the area's natural and cultural heritage and [to] support tourism activities.

The above can be achieved if the local communities play a proactive role in tourism planning so as to ensure that they gain economic benefits from it (Kepe, 2004:144), and if they can appreciate how they can impact on local development (Aref *et al.*, 2010a:155).

Consideration of a community-centred approach in so far as the tourism resources are preserved will suffice for the present. Despite this view, it can be deduced from several authors (Talbot & Verrinder, 2005; Bovaird, 2007; Ricketts, 2010) that tourism planning in the context of public participation must consider the evaluation of all aspects of community well-being, and it must recognise that there are limits to how much change is acceptable for a community. Such considerations must be reflected within the broader goals and objectives of the plan itself (Godfrey & Clarke, 2000:4). Richards (2007:61) denotes that, in making use of resources (cultural and natural), the tourism industry has a responsibility towards the community, as the resources are exposed and sold as by-products, with the actions concerned affecting the lives of everyone involved in such activities.

Equally important in this process is the fact that the residents must understand the relationship that exists between tourism and the environment. "If the resources are degraded or destroyed,

then tourism itself will have lost its own raison d'etre" (Ahn *et al.,* 2002:2). The failure to preserve resources could impact negatively on the current state and future of a destination. Costa (2001:435) agrees with the above in stating that only a number of properly managed development destinations are able to compete with one another. This assertion suggests that the future of tourism rests on the preservation and management of resources as leading to resource integrity. Maintaining resource integrity is also dependent on the willingness of the communities involved (Burns & Novelli, 2007:169; Richards, 2007:206).

3.8.1.3 Obtaining a common understanding of tourism planning

Securing a common understanding of the tourism planning and goals linked to tourism development is important for its sustainability. For this to be realised, it is important that communities be involved from the very start of the planning process. The Tourism Centre (2001) posits residents as being likely to be more inclined to support tourism if they are involved in the preliminary discussions about such, and they are given opportunities to air their views at the time.

Public participation, which is a desirable element of tourism development (Tosun, 2000:614), has become a common and accepted element in several development initiatives (Baral & Heinen, 2007:520-529), with the possibility of enjoying industry-related tangible benefits, including job creation, infrastructure upgrading, sourcing and procurement, small, medium and micro-sized enterprise (SMME) sector development and outsourcing (Meyer, 2007:558). Hence, obtaining a common understanding of the nature of tourism planning is pivotal. Identifying and understanding the impacts of tourism verifies the need for planning, thereby ensuring that its negative impacts are minimised and its positive impacts maximised. Concurrently, local community needs should be integrated into the planning process (Andriotis, 2007:61).

If residents have different perceptions of, and understandings about, tourism planning in their areas, it could affect the progress of the development, as well as promote conflict between those who lead tourism development planning and the communities, as well as among different

communities. Michael (2009:27) projects the public participation platforms not only as a dialogue of engagement, but also as an avenue of involvement in decision-making processes. As noted by Wang and Wall (2005:47),

> involvement and participation of the community in decision-making process[es] [is] advocated so that communities can have some degree of control over tourism resources, initiatives and decisions that affect their livelihood.

In the same context, the need to gain a common understanding of tourism planning is underscored, as the ownership of such decisions can be important. However, Wang and Wall (2005:41) describe community participation as being a tool that exceeds the scope of having to balance power relations when making decisions regarding tourism-related issues, as well as being a tool through which the benefits of tourism can be fairly spread among the relevant communities. It is important to gain a common understanding of tourism planning as such an understanding clearly reveals what the community truly wants.

Having a common understanding of the nature of tourism planning is what Harwood (2010:1192) describes as leading to an increase in the limits of tolerance. According to Gupta (2007a:115), the daily life of the locals might be disrupted by tourism further than what is generally acceptable to the community. As noted by Godfrey and Clarke (2000:4), it therefore becomes important that:

> tourism planners need to realise the significant impact that the industry could have on the locals and their quality of life concurrently with the outcome on cultural and natural resources.

This realisation, which it is equally important for communities to have, can be achieved by means of both the tourism planner and the community gaining a common understanding of tourism planning. In the light of the overview provided above, resource planning may be perceived as being yet another dimension of sustainable tourism planning.

3.8.1.4 The enhancement of tourism skills and awareness

Community participation ensures capacity building, empowerment and the transmission of skills to community members (Madonsela, 2010:6). Although the issue of public participation is also linked to community empowerment (Madonsela, 2010:6; Tosun, 2000:624), Aref *et al.* (2010b:173) rank the lack of tourism skills and awareness as being obstacles that limit the

capacity of the local communities to participate in tourism planning and development. These obstacles may translate into the community lacking expertise and interest. The awareness and engagement that is made possible through public participation tends to sharpen the tourism skills of the community, and to raise its levels of awareness regarding tourism planning and its imperatives, thus contributing to the commitment of the communities as a stakeholder in the planning process. Ladkini and Betramini (2002:75) regard communities with tourism skills and awareness as being able to contribute to long-term or strategic planning, and to the reinforcement of specific structures and processes. This notion suggests that tourism skills and awareness translate into a more meaningful input that can be made by communities to the public participation processes regarding tourism planning, as Madonsela (2010:3) underscores the idea of community participation as being connected to that of change. Change can only be eminent if communities allow the process of public participation to help them realise what Wisansing (n.d.) calls 'constructive participation', as tourism development and planning are enhanced if communities participate in it (Dogra & Gupta, 2012:130).

Awareness can be seen as the basis of involvement. For awareness and tourism skills to be enhanced, communities need to be educated about tourism, and about tourism planning and its imperatives for tourism development. This issue cannot be overemphasised, as Manyara and Jones (2007:629) argue that:

> limited enthusiasm [and the involvement of communities in public participation] towards the tourism industry may result in little benefit trickling down to the grassroots [level (i.e. the local community)].

In addition, Michael (2009:59) states:

> while a low level of awareness and interest in taking part . . . can be partly attributed to many years and centuries of exclusion from socio-cultural and political affairs that impacted their dignity, a low level of such issues stops the poor from demanding their needs be accommodated by the institutions that serves them.

The shadow of exclusion, which could still be haunting other citizens, as a result of the failure to exploit this opportunity, might translate into limited capacity to effectively engage and handle tourism development.

3.8.1.5 Informed tourism plans

If communities are aware of the importance of tourism and their roles therein, the public participation forums that are held for tourism planning could result in the tourism plans being informed. Innes and Booher (2000:6) denote that:

> people at a local community [may] know about the traffic or crime problems [in the area], and the planners' decisions can learn about this through public involvement.

In addition, Lee (1996:11) encourages the belief that fostering public participation from the commencement of the planning process can assist in minimising the financial costs that might occur later on in the process. In addition, Lee argues that the public are able to provide more in-depth knowledge of happenings in their community than can those who live elsewhere.

The basis of this approach not only contributes to devising informed plans, but it also adds to the maintenance of a balanced approach, particularly if the views of the locals are integrated with those of the developers/planners. If communities' inputs are taken into consideration in the build-up of tourism plans for development, this might encourage them to participate more than they have done in the past, as their enhanced input will be seen as being meaningful.

3.8.1.6 Equality

The participation of the local public is a fundamental pillar for the constructing and upholding of equity (Public Service Commission, 2008:vii). Liu (2003:467) finds that, when the views and desires of communities are incorporated and merged:

> an improved quality of life can be achieved for the community, while tourists gain satisfactory experiences, the tourism industry make[s] a fair profit and the environment is protected for the continuous future.

This approach signifies what Songorawa (1999:2061) calls the 'equitable benefits of tourism'. Seemingly, there is more that needs to be effected in terms of the public participation processes, if the equitable benefits of tourism are to be realised. Harrill (2004:2) notes that, without adequate planning and control, the benefits that tourism generates cannot be evenly distributed. The author further emphasises the importance of equality in public participation by projecting that, if the principle of equality is not realised, it can result in hostility being shown towards the tourists concerned, which can eventually lead to the decline of a destination.

3.8.1.7 Control of development

Dogra and Gupta (2012:130) posit the development of a tourist destination as being complex, further highlighting that it cannot be fulfilled without the involvement of the local communities. In providing support for the argument of public participation as contributing to the control of development in an area, if such control is to be achieved, it is important that the communities concerned are not overlooked, but that they are regarded as an integral part of the development. For this control to be realised, Harwood (2010:1912) contends that the involvement of communities in tourism planning and maintenance, as well as in the construction and management of the development of a particular tourism destination, should focus on adopting a community-based tourism approach. The adoption of such an approach means that the host community has involvement in, and control over, or ownership of, the planning outcomes involved.

If communities know their roles and are aware of the importance of public participation in tourism planning, they are more likely to subscribe to the shared vision of controlled development than they might otherwise do. As noted by Ko and Stewart (2002:522), when communities are involved in the tourism planning processes, the development tends to be socially responsible, with the impacts of tourism being regarded by the community as being similarly cogent. In the same vein, Mitchell and Reid (2001:120) reveal that, when communities are involved in planning, the negative impacts thereof can be lessened. They also state that, if the local residents feel that they are at least partly responsible for tourism and its resources in their area, they will most likely be motivated to protect them from any harmful influence. The control of tourism development, regardless of its form, is key, as tourism has the potential to bring about both positive and negative impacts.

3.8.1.8 The commitment of the locals

The realisation of other issues discussed in this section might lead to the commitment of locals to the tourism planning process. As noted by Harwood (2010:1912), without community loyalty, the sustainable development of tourism in a destination is likely to be complex, or even unattainable. Putting the assertions made by the author further into context, the community loyalty that is projected to contribute to sustainable development can also be considered as a measure of commitment. The assertion made by Dogra and Gupta (2012:130) that the active

support of local residents can possibly result in a flourishing tourism industry can also be seen in a similar light.

Awareness therefore becomes a contributing factor to achieving this commitment of the locals to tourism planning. If the local people lack information on tourism planning, and such information is not made available to them, little public involvement might be anticipated in the tourism development process. Ladkini and Betramini (2002:73) mention that the only way forward then is to enter into a process of shared information and decision-making with all relevant stakeholders, but in particular the community, so as to ensure that the tourism development concerned can take place with minimal negative impacts.

This section has detailed the importance of the awareness of tourism and the roles played by the stakeholders concerned as being crucial to public participation, such that the public participation forums for tourism planning could extend to providing an environment that is conducive to creating opportunities for the local people. However, it is worth noting that the failure to realise that the opportunities that can possibly spring from public participation are linked to the development of an awareness of tourism, tourism planning and planning imperatives might lead to undesirable consequences. These issues are explained further below. An overview of the obstacles concerned will be integrated with a discussion of the different perspectives of various authors, in the context of the current study. In providing an overview of the situation, the duplication of discussion is avoided, as some proof of these consequences is linked to the adoption of a stakeholder approach to planning, which forms a key part of this study.

3.8.2 The negative side of a lack of community awareness in relation to public participation

The consequences of a lack of community awareness in relation to public participation will be discussed in this section in the context of tourism planning, as was the case in the previous section. Those who lead development or tourism planning (regardless of its form) in communities should not overlook the importance of public participation in planning, despite any lack of awareness among the local communities.

3.8.2.1 The frustration, hostility and resentment expressed towards tourists

Due to the increasing growth of tourism (Dogra & Gupta, 2012:129), the locals could become annoyed or even frustrated by the number of tourists in their community, and they might become uneasy about the state of tourism in general (Harrill, 2004:7). This annoyance and frustration could even be worse if the communities are not involved in the tourism planning concerned. Gupta (2007b:276) states:

> resentment and hostility from locals towards visitors can intensify when large amounts of tourists visit an area or a destination with inadequate space, which could [later] cause damage to the infrastructure (roads, water, etc.).

The above holds true as tourists can create congestion and cause the competition for local services [and resources] to increase (Gunn, 1988:9). Although it is evident that these issues are likely to impact negatively on the quality of life of the locals, they can also be avoided if the tourism planning processes involved are transparent and inclusive.

3.8.2.2 Conflict in values

The fear of conflict in values is explained by Gupta (2007a:116) in terms of tourism potentially causing long-term damage to cultural traditions, and the erosion of cultural values, resulting in cultural contamination beyond the level that is acceptable to a host destination. Rituals, traditions, cultures and norms could become a commercialised activity, with them ultimately losing their original significance for the local people (Gupta, 2007b:265). It is important that any form of development that is centred on communities should take cognisance of the values of that community. Misunderstandings and conflict can arise between residents and tourists because of differences in language, custom, religious values, and behavioural patterns (Inskeep, 1991:373).

As the culture of the tourists and that of the local community might not be the same, the negative impact that is associated with the difference cannot be ignored, as the interaction between host and guests serves as an important component of the tourist experience. Since tourist experience takes place within a particular space, Go and Van't Klooster (2006:141) contend that:

the different uses of local space by host and guests, indigenous and migrant populations have become the cause of cultural misunderstanding and confrontation instead of fostering cross cultural misunderstanding.

Public participation could afford such an opportunity to create an understanding that tolerance and respect for the values of both the tourists and local community are critical in maintaining such relations. Paraphrasing the latter, Gupta (2007a:116) asserts that:

> besides all the condemnation regarding the change of cultures beyond unacceptable levels, the tourist and the host could share their diverse cultures and experiences that could be beneficial to both and result in the revitalisation of local customs and crafts.

The above might result in an appreciation and understanding, as well as respect and tolerance for, different value systems. An acceptable model of how tourism development should take place within a particular community, in respect of community values, could also be explored so as to enhance value in the host-guest interactions.

3.8.2.3 Growth in the amount of crime targeted at tourists

Gupta (2007b:15) asserts that tourist activities in an area or destination could result in an increase in the levels of crime in the area. Such crime might not originate from the visitors themselves, but from others who know that the tourists are foreign to the area, so that they can possibly be taken advantage of (Godfrey & Clarke, 2000:25). Local involvement through public participation can assist in curbing hostile behaviour towards tourists, as the value of tourism and tourists coming into the area would then be known and underscored. Public participation platforms in tourism planning would educate the communities about tourism, and the imperatives associated with it. Heed must be taken that the danger of negative behaviour towards tourists does not translate to crime alone. As noted by Godfrey and Clarke (2000:26), such behaviour can even:

> impinge on the quality of life for locals, . . . ultimately resulting in a destination losing its popularity due to a decrease in visitor numbers and a small number of services.

3.8.2.4 An overview of the negative consequences of a lack of awareness

In view of the consequences of communities not being (fully) involved in public participation, due to a lack of awareness, the benefits of such participation, as discussed in the previous

section, might be used as strategies for mitigating the consequences thereof. On the side of the communities, the literature explored in this area, as discussed, suggests that the attitudes of the local community are what determines their level of appreciation of tourists, while simultaneously determining their level of involvement in tourist activities at a destination. Godfrey and Clarke (2000:10) make similar assertions.

The discussion on public participation emphasises the importance of public/community participation as being pivotal to the future growth, development and sustainability of tourism. It underscores that public participation should be prioritised in tourism planning, regardless of the nature or type of tourism involved. This process should be treated with caution, as it involves various stakeholders with varying interests. In considering the future and growth of tourism, communities must be motivated through being able to access the platform of public participation to become more involved in such processes. As generations come and go and approaches to tourism planning change, the role of communities in public participation processes must always be clearly defined. The failure to do so could reduce public participation platforms to the rank of consultation platforms. The challenges posed by public participation, in the light of South Africa having a democratic government, should, nevertheless, not hinder development.

In closing the issue of public participation, a warning is provided that the attainment of true community participation in tourism is easier said than done, given that all the stakeholders concerned must engage in each and every stage of the planning process (Wisansing, n.d.:47-48). Adding to this, the highly fragmented nature of tourism (Bresler, 2005) could complicate the process of involving communities. In respect of the multi-stakeholder approach of the CWDM 2010 FIFA World Cup™ planning initiatives, such principles must be upheld.

3.9   Summary

The literature reviewed provided an in-depth understanding of the research question, in line with the research objectives of the study. The issues discussed in this chapter are central to planning. However, they were discussed in the context of this study to serve as a boundary to enable the presentation of a more focused study. The approach taken in reviewing the existing literature has been presented objectively, integrating the different authors' perspectives so as to fairly present the facts and arguments on every aspect of the literature reviewed. The objective

reasoning used in reviewing the existing literature has allowed the researcher to bring new issues to the fore. Accordingly, the interpretation of some aspects related to the literature has been modified in the discussion, so as to suit the study.

This chapter has holistically projected planning in tourism and sport tourism, particularly in terms of the hosting of such mega-events as the FIFA World Cup^{TM}, as being crucial for both the present and the future. Consequences of the failure to plan and/or of poor planning are raised as a warning in respect of future developments. The chapter underscores a stakeholder centred-approach as being important in terms of modern day development practice. It has also underpinned the importance of constitutional values and mandates being upheld by those who lead development. This was done by reflecting on the role of the South African government as being that of a country moving towards the possession of a developmental government. The future of sport tourism events, regardless of their size, type or nature, depends on the planning involved. The successful hosting of such events as the 2010 FIFA World Cup^{TM} rests on the inclusive and participatory planning that is undertaken among the stakeholders.

The next chapter provides an overview of the 2010 FIFA World Cup^{TM}, using a focused approach by zooming more closely than before in on issues associated with the CWDM.

CHAPTER 4

THE 2010 FIFA WORLD CUP^{TM} AND THE CWDM

4.1 Introduction

This chapter takes a focused approach to discussing the 2010 FIFA World Cup^{TM} as a sport mega-event. Such an approach is taken because it looks at the 2010 FIFA World Cup^{TM} in relation to the CWDM, being the study area. This is an attempt to provide a clear understanding of how the research question came about, and in which way other issues that are pertinent to the study proved relevant to the research at hand.

In the overview of mega-events provided, the journey of South Africa towards the 2010 FIFA World Cup^{TM} is presented by zooming in on events of similar magnitude. The chapter provides this insight so as to create an understanding that the required groundwork has been done, and to show that the country was scrutinised for its potential as a host state before the hosting of the 2010 FIFA World Cup^{TM}. As much as this chapter takes a focused approach towards the 2010 FIFA World Cup^{TM} and the CWDM, it is difficult to isolate the consideration of the CWDM from that of the rest of the country, including the host city (Cape Town) and the province (Western Cape) in which it is located, in relation to the event. This overlap will be widely noticed in this chapter, as the objectives set for the hosting of the World Cup are explored from the perspective of the different spheres of government to ascertain whether the planning principles of cooperative governance presented in Chapter 2 were, in fact, applied.

In respect of the stakeholders identified in this study (the government, established businesses and the residents), mega-events are discussed, taking into consideration the fact that the degree of impact and the expectations involved as a result of hosting the event might have been perceived differently among the various stakeholders.

4.2   An overview of mega-events

In providing an overview of mega-events, several authors (Emery, 2002; Roche, 2003; Lee, Taylor, Lee & Lee, 2005b; Kim, Gursoy & Lee, 2006; Tomlinson *et al.*, 2009) have made reference to the FIFA World Cup™ as being such an event. It is, therefore, important to provide such an overview, so as to create an understanding of the nature of these events, as the FIFA World Cup™ forms the central part of the study.

There seem to be contradictory views on the origins of mega-events, as Roche (2006:260) traces their history from the first international exposition, which took the form of the Crystal Palace exhibition in 1851, while Lloyd (2000) traces its origin back to the first Olympics that were held in the nineteenth century in Mexico City in 1896 and in the twentieth century in Seoul in 1988. Baade and Matheson (2004:1087) refer to the FIFA World Cup™ as being a mega-event, and as the world's second largest sporting event, after the Olympics. Such events are mega because they are considered to be the largest type of events in the world (Van de Wagen & Carlos, 2005:4), with long-term impacts on the host country, both pre- and post-event. Mega-events have a lasting presence and are popular in nature (Roche, 2006:260-261), being large in composition, out of the ordinary, discontinuous (Roberts, 2004:108), and the most significant events to be held on a global scale (Roche, 2000:169; Getz, 2007:25). Furthermore, mega-events are generally targeted at the international market, and incorporate aspects that can result in increased tourism, media coverage, and social, environmental and economic impacts (Van de Wagen & Carlos, 2005:4). They are considered to have the potential to transmit international promotional messages through television and other forms of telecommunication (Horne & Manzenreiter, 2006:2), and to create substantial, enduring impacts on the host area concerned (Bowdin, Allen, O'Toole, Harris & McDonnell, 2006; Sturgess & Brady, 2006; Solberg & Preuss, 2007; Dlamini, 2008).

The explanation provided regarding mega-events projects the events as making an immense contribution to the character of a destination. In relation to mega-events, Kaspar (2008:9) describes such character as including the attractiveness of the destination and the sport, city and business image. The character of the destination and sport tourism events has been discussed in detail in Chapter 2. For the contribution of mega-events to be noticed in relation to the destinations' character, it is evident that certain requirements should be met. As noted by Matheson and Baade (2004:1095), "international sporting events require substantial

expenditures on infrastructure, organisation and security and critically depend, therefore, on public subsidisation". This assertion regarding the requirements for the hosting of mega-events runs parallel to the reflection made by Hiller (2000:441) that the history of mega-events has been limited to the arena of developed countries, this having been influenced by the costs involved, as well as by the infrastructural requirements and the issue of political stability. Despite South Africa's hosting of the 2010 FIFA World Cup[TM], due to the shift made by FIFA to take the football world event to developing countries, more effort might be required for developing countries to convince the world football body (FIFA) of their ability to continue to host such an event in future. South Africa is a beneficiary of the paradigm shift in terms of the hosting of mega-events, in so far as taking them to developing countries is concerned.

The hosting of mega-events has proven to be crucial for the host destination or region concerned. As noted by Jasmand and Maenning (2007:9), the hosting of such events is usually associated with "expectations of short, medium and long-term income and employment effects". This assertion suggests that success and the expected impacts might not all be realised immediately. This might pose a challenge to the exact quantification of the impacts of a mega-event, as the growth of, and the impact on, the destination is also likely to be influenced by factors other than the mega-event itself. What it actually means to host events of this magnitude is summarised in terms of the socio-cultural, economic and environmental impacts that might be linked to hosting (see Table 4.1).

As is shown in the aforementioned table, the indicators that are cited by Sherwood (2007:126) do not only assist in gaining an understanding of the impacts of the event itself, but also in conveying the effectiveness and efficiency of planning as determining factors in relation to the viability of the event. Even though Tiyce and Dimmock (2000:222) posit the management of such impacts as being what will ensure that the benefits accrue to the larger sectors of the host population, if proper planning and management is lacking, detrimental impacts are likely for the host destination. This underscores the importance of the indicators reflected in Table 4.1 as being critical for evaluation. Several authors (Carlsen, Getz and Geoff, 2000; Rees, 2000; Baade & Matheson, 2004; Lee & Taylor, 2005) underpin assessment and evaluation criteria as having the possibility to elucidate and improve the event value of positive economic impacts, sponsorship, partnership, tourism destination marketing, and benefits for a wide range of stakeholders, including the private sector and the community. The value of such events should be considered with caution, as Matheson and Baade (2004:1096) assert:

cities and countries would be well advised to more thoroughly evaluate booster promises of a financial windfall from hosting a sport mega-event such as the World Cup . . . before committing substantial public resources to such an event[,] as hosting these premier events may be more of a monetary burden than an honour and a means of achieving economic development.

Table 4.1: Impacts of hosting event and proposed indicators (Sherwood, 2007:126)

Social impacts	Proposed indicators
• Celebration of community values	• Sense of community
• Community pride	• Explicit expressions of community pride
• Impact on the community's quality of life	• Quality of community life
• Impact on the quality of personal lives	• Quality of personal lives
Environmental impacts	
• Education and promotion	• Amount spent implementing a plan
• Energy consumption	• Energy used per attendee • Percentage coming from renewable sources • Amount of energy consumed by event tourists
• Water consumption	• Volume used per attendee • Net amount of water consumed by event (assuming recycling)
• Waste generation	• Mass of waste generated for disposal • Ratio of recyclable to nonrecyclable waste • Mass of solid waste per visitor
Economic impacts	
• Business leveraging and investment opportunities	• Number and types of businesses hosted at event
• Destination promotion	• Value of media coverage • Number of visiting journalists
• Economic impact on the host community	• Direct 'inscope' expenditure of the event
• Employment opportunities and skills development	• Number of jobs created • Number of people trained
• Legacy of infrastructure and facilities	• Value of new infrastructure and facilities

South Africa's journey to the 2010 FIFA World Cup™ as a host destination is discussed in the following section.

4.3   South Africa's journey to the 2010 FIFA World Cup^{TM}

Although several authors (Burger, 2007; Bohlmann & Van Heerden, 2008; Pillay & Bass, 2008; Richter, Chersich, Scorge, Luchters, Tenmerman & Steen, 2010) cite concerns about South Africa being honoured the rights to host the 2010 FIFA World Cup^{TM}, in terms of its ability to deliver successfully, the country was no stranger to the hosting of international sport tourism events. Although the current study acknowledges the FIFA World Cup^{TM} as being the ultimate mega-event, the journey taken by South Africa to the event was built on the country's hosting of other sport tourism events of similar magnitude. Roche (2003:99-107) refers to the World Cups of various sports as being mega-events. Not ignoring the other international sport tourism events that the country had hosted prior to the aforesaid World Cup, particular focus is paid to looking at other World Cups of similar magnitude, and to considering international football events that the country has hosted in the past. This is done relative to common areas including:

- the similarity in scale or magnitude;
- the attracting of large crowds to the host destination; and
- the lengthy duration of the event.

In respect of the areas flagged in the approach of the study to the describing of South Africa's journey to the 2010 FIFA World Cup^{TM}, reference is made to the events cited in Table 4.2. These are discussed in the following section.

4.3.1   The 1995 RWC and the 1996 AFCON

Table 4.2 highlights the RWC and AFCON as having played a significant role in portraying South Africa as being a competitive destination that warranted the hosting of the 2010 FIFA World Cup^{TM}. Reference is made to sport tourism events that were hosted by the country under a democratic government, with the government processes being inclusive.

Table 4.2: Sport tourism events building up to the 2010 FIFA World Cup™ (Confederation of African Football, 2012; International Cricket Council, 2003; International Rugby Board, 2012; FIFA, 2009a)

Year	Name of the event	Duration of the event	Number of teams	Number of matches
1995	Rugby World Cup	25 May to 24 June	16	31
1996	African Cup of Nations	13 January to 3 February	15	29
2003	Cricket World Cup	9 March to 23 March	20	54
2009	FIFA Confederations Cup	13 June to 28 June	8	16
2010	**FIFA World Cup™**	**11 June to 11 July**	**32**	**64**

The hosting of sport tourism events in South Africa is a historic phenomenon. As can be noted in Table 4.2, the hosting of the 1995 RWC and of the 1996 AFCON mirrored the transition of the country from its rule under an apartheid system to that of a democracy. According to Boody-Evans (2012:1) "[a]partheid is an Afrikaans word meaning 'separateness'". The apartheid regime upheld a policy of keeping people of different races (white, black, coloured and Indian) apart by law (South African Student Dictionary, 1996:42). This divisive system split the country up in such a way that no element of it was left untarnished, including the arena of sport (Krootee, 1998; Keech & Houlihan, 1999; Chappell, 2005). Inequities in social processes and practices were the reason for sport and recreational development professionals having difficulty in developing a system of sport for all (Hylton, Bramham, Jackson & Nesti, 2001:45). As noted by several authors (Keim, 2003:16-27) pre-democracy, competing in sport (locally and internationally) was dominated by white political leaders, who ignored the input that could have been made by other race groups who formed an intrinsic part of the broader South African public, including particularly black people. The abolishment of the apartheid system saw the country emerging as triumphant, not only in the political arena, but also in that of sport. The slogan of 'one team, one nation', which was then endorsed by the President of the day, Nelson Mandela, as cited by Strelitz (1998:609), reflected the spirit of a country in transition, wherein different sectors of South Africa's society for the first time felt motivated to rally behind the Springbok emblem as a symbol of the effort that was being directed towards nation-building. A sense of pride was thus instilled in the country, leading to the revelation of an enhanced image of South Africa as a country, a tourist destination and a potential destination for the hosting of major sport tourism events. The sport tourism events that were held in the country between 1995 and 1996, at a very premature stage of South Africa's democracy, mirrored the initiatives

taken by the country to unearth its dormant appeal. The successful hosting of the events mentioned served as a response to the notion raised by Booth (1996:459) of the construction of a national identity in the post-apartheid era.

Even though Swart (1998:4) highlights South Africa's campaign of sport tourism as being launched in 1997, both the global sporting community for rugby (in terms of the International Rugby Board [IRB]) and the African community through the Confederation of African Football (CAF) saw it as fitting for the country to be given an opportunity to host the sport tourism events involved. Matheson (2006:5-6) projects the period of hosting the 1995 RWC in South Africa as having represented the country's return to world sporting events and to the political sphere. Similar assertions could be shared in relation to the 1996 AFCON. This reflected a shift in the hosting of sport events in South Africa beyond social reasons. Bohlmann and Van Heerden (2005:595-596) posit sport in South Africa as becoming increasingly an important part of the economy. Despite this, in the South African context, the value of these sport events cannot be measured in terms of the economy only. As contended by Grundlingh (1998:82),

> what made the South Africa World Cup experience distinctive, was that it had to deal with a deeply divisive past, and that it only had a narrow cultural resource base – rugby before the tournament was mainly associated with Afrikaners and apartheid – to work from and to mould into a more encompassing whole upon which a degree of unity, however, transient, was constructed.

In line with the aforementioned historic hosting of sport tourism events in South Africa, Mandela (2005:3) notes:

> through sporting excellence we have learned to accept one another [and that] sport has made a very important contribution to the reconciliation of a once divided South Africa.

In recognition of the role that sport has played in bringing South Africans together, several authors (Moodley & Adam, 2000; Keim, 2003; Merret, 2003; Roberts, 2005; South Africa Yearbook, 2004/2005) have embraced the concept of such sport tourism events as contributing to nation-building. The conceptualisation of the two mega-events being held within two successive years in this way has been evidence of the potential that such events have for provoking a quest to host even more sporting events in future.

This notion of the hosting of sport tourism events and nation-building has been embedded in the vision of Sport and Recreation South Africa (South Africa. SRSA, 2009), as well as in that of the NDT (South Africa, 1996; SAT, 2010b). This is not an exaggeration, as South Africa is a model to other countries that the value of hosting sport tourism events exceeds mere play and economics. Swart and Bob (2009a:114) project mega-sport events as moving towards event-driven economies for both developed and developing countries. The former are widely recognised by their impacts (socio-cultural, economic and environmental) on the host destination, and within its communities (Swart & Smith-Christensen, 2005:124-130). These assertions are an indication that countries that want to compete for the hosting of such events will host them based on the competitiveness of their destinations and through their ability to demonstrate their capacity to deliver. For developing countries, this will have to be done beyond reasonable doubt, as the infrastructure to host such an event might not always be readily available when the bidding is undertaken for the hosting of such events.

4.3.2   The 2003 CWC

Following the 1995 RWC and the 1996 AFCON, and the publicity that South Africa received as a result of the hosting, the country also had an opportunity to host the 2003 CWC, seven years after the country held the 1995 RWC. Despite the intervening gap in years, the international cricket community (in the shape of the International Cricket Council [ICC]) demonstrated confidence in the country and its cricket board, the United Cricket Board of South Africa (UCBSA), by awarding it with the opportunity to host this international sport tourism event in 2003. See Table 4.3 for an outline of the gaps in years that occurred in between the hosting of the events cited in Table 4.1.

Table 4.3: Gap in years of hosting in the build up to the hosting of the 2010 FIFA World Cup[TM]

	Year	Name of the event
	1995	Rugby World Cup
Gap in years	1 year	
	1996	African Cup of Nations
Gap in years	7 years	
	2003	Cricket World Cup
Gap in years	6 years	
	2009	FIFA Confederations Cup
Gap in years	1 year	
	2010	**FIFA World Cup[TM]**
Gap in years	**?**	
	?	**Olympic Games**

In the seven years that elapsed between the hosting of the first two sporting events that were held after the institution of a democracy and the hosting of the CWC (Table 4.3), South Africa had not only to prove its stability to the global audience, but it also had to build a better destination image than it had previously had, so that it was able to compete successfully with other destinations. It can be speculated that the successful hosting of the 1995 RWC and of the 1996 AFCON contributed to the decision to apply to host the 2003 CWC. If the aforementioned events had not been held successfully, it is a matter of debate whether South Africa would have been in a position to host the 2003 CWC.

The hosting of the 2003 CWC reflected the amount of growth that South Africa had undergone in hosting international sport tourism events and in contributing to building a sport tourism destination brand. As had happened with the 1995 RWC and the 1996 AFCON, the country did not disappoint in hosting the CWC successfully. In the report provided to Parliament on the successful hosting of this event, Bhengu (2003:3) asserts that the legacy that was left by the nation's hosting of the CWC assisted with the making of South Africa's 2010 FIFA World Cup[TM] Bid, as it was witnessed globally, in relation to the former, that South Africa was capable of hosting such a mammoth event.

4.3.3   The 2009 FIFA CONFEDS Cup

Although South Africa hosted the 2009 FIFA CONFEDS Cup knowing that they would host the 2010 FIFA World Cup[TM] in the following year, the CONFEDS Cup was the international soccer event that was closest to the FIFA World Cup[TM] that the country ever hosted. For the country, this event was seen as a World Cup before the World Cup, serving as a rehearsal for the 2010 FIFA World Cup[TM]. The CONFEDS Cup acted as a testing point as to whether South Africa would be able to deliver in terms of its 2010 FIFA World Cup[TM] mandate. The event boasted eight teams (South Africa, Egypt, Iraq, Italy, New Zealand, Brazil, Spain, and the United States of America) and 16 matches, which were hosted over four cities/stadiums (Johannesburg, with five matches, Mangaung/Bloemfontein and Rustenburg with four matches respectively, and Tshwane/Pretoria with three matches), attracting a crowd of 584 894 spectators, the vast majority of whom were South Africans (FIFA, 2009c). In terms of the number of spectators drawn to this event, South Africa ranked third since the inception of the event in 1992. In the eyes of those who were pessimistic about the decision to award the 2010 FIFA World Cup[TM] to South Africa, the 2009 CONFEDS Cup was a testing ground that enabled the country to disclose its ability and position of being ready to host, not only the CONFEDS Cup, but also the 2010 FIFA World Cup[TM]. Blatter (2010:7) highlights that:

> the sceptics were disappointed, however, and the world was treated to an extremely hospitable South Africa and a FIFA Confederations Cup that hit the headlines as a result of high-quality football, fans celebrating peacefully, the now world-renowned vuvuzelas and a strong performance by the home team.

Although this was not a 100% error-free dry run, South Africa had an opportunity to improve on areas that required further attention. Despite the pessimism and optimism expressed when the country hosted the 2009 CONFEDS Cup, an overview of what, at the time, went well and what still required improvement is presented in Table 4.4.

Table 4.4: An overview of the successes and challenges of the 2009 CONFEDS Cup (FIFA, 2009c)

What went well	What still required improvement
South Africans' underpinning of the warm tournament atmosphere	Processes and communication around the sale of tickets and skyboxes
Extremely positive feedback regarding services provided to referees, sponsors, media, etc.	The quality and quantity of the food provided for the hospitality areas, spectators and volunteers
The commitment and dedication of the staff at both venues and the high levels of professionalism manifested quality	Safety and security planning and implementation
Friendly, helpful and well-trained volunteers	Protocol, especially for very important persons (VIPs) and for very very important persons (VVIPs)
Good local and international press coverage	Pitch quality, in the light of the transition from rugby to soccer
Outstanding support from the South African public	Park-and-ride service cooperation with the host cities
Memorable fan experience	

In view of the above, South Africa had, prior to the 2010 FIFA World Cup™, served both the local and the international community exceptionally well in hosting such events. This was not only good for the country, but for FIFA as well. Citing what went well in hosting the event, with South Africa being the first African country to host it, the National Treasury (South Africa. National Treasury, 2010) presented the country's success in hosting the 2009 event as having granted an opportunity for the expression of a celebratory mood, giving South Africa a once-in-a-lifetime opportunity to show just how much it could accomplish. As noted by FIFA (2009d), the FIFA CONFEDS Cup in South Africa was proof once again of the closing gap in standards among national teams worldwide. Cornelissen and Swart (2006:109) highlight the country's ability to succeed in hosting mega-events as a

> signal for international recognition, in terms of economic, social and political capacity, [which] has also fuelled the South African government's growing enthusiasm to invest the resources in often costly campaigns.

With the hosting of the 2010 FIFA World Cup™ in view, South Africa was waiting to see whether it could become a destination to host not only the sport tourism events that it had previously hosted, but also one that could host other mega-events in future, including the Olympic Games. Be this the case, more needs to be done if the country is to host the latter

Games, which is seen as being the next possibility in terms of sport mega-events, as has been suggested in Table 4.3.

4.4 The 2010 FIFA World Cup^{TM} and South Africa

Despite the speculations of a leaked report giving Morocco an edge over South Africa (Jimlongo, 2004a), and the betrayal perpetrated by African Football (Jimlongo, 2004b), South Africa's opportunity to host the 2010 FIFA World Cup^{TM} could be seen as a historic moment for both the country and the continent. In terms of the history of the event, it was the first time that the FIFA World Cup^{TM} was to be hosted on African soil. Even if the continent or country had an opportunity to host the event again, it would never be the same. There would never be a 'first-time African World Cup'. The hosting of the event would forever remain historical to the continent, overcoming what Black (2007:265) calls the "historic sense of marginality and peripheral-ness". In short, South Africa's hosting of the 2010 FIFA World Cup^{TM} marked the "beginning of a new era in the development of football in Africa" (Jimlongo, 2004c). While the role of Sepp Blatter in bringing the soccer World Cup to the African continent is acknowledged by FIFA (FIFA, 2009e), several authors (Jimlongo, 2004b; Mseleku, 2004; Templeton, 2004) have attributed the victory of the bid made in South Africa in this respect to Nelson Mandela's statement referred to above, with the latter author referring to Mandela's contribution to the success of the bid as forming the "stateman's final PR offensive", being an example of what was popularly known as 'Madiba magic'. Victory was secured for the African continent as a whole, despite Jimlongo's (2004b:21) assertions that an "emotional vote sealed it for South Africa". Table 4.5 reflects, in descending order, the names of the countries that had previously hosted the FIFA World Cup^{TM}, together with those of the winning nations.

As can be noted in Table 4.5, the origin of the FIFA World Cup^{TM} can be traced back to 1930, with Uruguay being the first country to host the event. It is evident from this table that, on the inception of the event, the host country became the winner. It can also be noted that, in the history of the event, only five countries (Italy, England, Germany, Argentina and France) have both hosted and won the event simultaneously. In the light of this history of host nations winning the FIFA World Cup^{TM}, it might well have been expected that South Africa, as a host nation, would win the event. If not, it might well have been expected that any African country would triumph over the giants of world football, as the hosting of the 2010 FIFA World Cup^{TM} was not only historical for South Africa, but also for the continent as a whole. In the light of the

history of the event, as reflected in Table 4.5, only three nations have managed to win the FIFA World Cup^{TM} trophy more than two times. The majority of these wins have gone to Brazil (seven wins), followed by Italy (five wins), and Argentina (three wins).

Table 4.5: Historical hosting of the FIFA World Cup^{TM} (adapted from FIFA, 2009f)

Host nation	Year	Winning nation
South Africa	2010	Spain
Germany	2006	Italy
Korea/Japan	2002	Brazil
France	1998	France
United States of America	1994	Brazil
Italy	1990	Brazil
Mexico	1996	Argentina
Spain	1992	Italy
Mexico	1986	Argentina
Spain	1982	Italy
Argentina	1978	Argentina
Germany	1974	Germany
Mexico	1970	Brazil
England	1966	England
Chile	1962	Brazil
Sweden	1958	Brazil
Switzerland	1954	Brazil
Brazil	1950	Uruguay
France	1938	Italy
Italy	1934	Italy
Uruguay	1930	Uruguay

South Africa's hosting of this world football spectacular was the result of the initiative launched by Sepp Blatter in terms of the 'Win in Africa with Africa' campaign that was directed at ensuring that the African continent benefited from the hosting of football's biggest event (FIFA, 2009e:28). The initiative is further described as having been focused on three main areas:

- the development of an appropriate infrastructure;
- the training of football's key stakeholders; and

- the bringing of an enhanced sense of professionalism to the African game.

The themes that were linked to the Blatter initiative reflect the developmental approach that was taken to the hosting of the FIFA World Cup™. The hosting of the mega-event in 2010 provided South Africa with an opportunity, while simultaneously giving it the responsibility of carrying the rest of the continent on its shoulders. The opportunity granted was for the country to demonstrate to the rest of the world that, although Africa might have its own challenges in terms of development, it, nevertheless, had sufficient abilities/capabilities to host an event of mega proportions. This translated into the possibility of the benefits coming from the hosting of the event in South Africa spilling over to other African countries.

According to Donaldson and Ferreira (2007:354), the 2010 FIFA World Cup™ was regarded as an opportunity to:

> maximise tourism value, to enable African countries to draw benefit from the event, to maximise the opportunity to brand South Africa as a tourism destination, and to have a positive impact on the country's social legacy through advancing tourism competitiveness to support the objectives of creating employment, growth and equity.

While all the countries whose names are reflected in Table 4.5 have hosted the same event, the assertions made by Tomlinson *et al.* (2009:6) in this respect are an indication that the host country might have had different reasons for bidding to host the event. Notwithstanding the economic benefits associated with such hosting (Baade & Matheson, 2004; Kim *et al.*, 2006; Darkey & Horn, 2009), it is argued that the hosting of the 2010 FIFA World Cup™ was predominantly aimed at satisfying two goals alone:

- the [possibility that the] economic and development corollaries that the event could bring [might fuse] the political disclosure with [the] development philosophy; and
- the promotion of Africa and the idea of African revival, (Tomlinson *et al.*, 2009:28).

In line with the above contention, Roche (2003:109) portrays mega-events as having the same characteristics, but being different in essence. In respect of this, South Africa's hosting of the 2010 FIFA World Cup™ can be seen to have been driven by different themes that reflected this mega-event as being unique. The themes included 'It's Africa's turn' and '*Ke nako*', meaning 'it is time' (South Africa. GCIS, 2010; South Africa. National Treasury, 2010).

'*Ke nako*: celebrating Africa's humility' was the official 2010 FIFA World Cup[TM] slogan, which was launched in Durban on 24 November 2009, during the worldwide broadcast of the preliminary draw television show (Cape Town Magazine.com, 2009). The rationale behind the theme is explained by Khoza (2009:1) as being:

> Africa's time has come to use the 2010 FIFA World Cup[TM] to change the perceptions of Africa and reposition the continent in a positive light with South Africa as the theatre and Africa the stage.

These assertions are similar to those that Khoza made just after the announcement of South Africa as a host, in which he referred to the win as being one for Africa and for African renewal (Khoza, 2004:1). This idea of the 'African World Cup' destroyed the conceptualisation of the FIFA World Cup[TM] as being only for relatively affluent Europeans, Americans and Asians, as suggested by the themes concerned. Such themes made the optimists rally behind South Africa as being a country that was capable of hosting a successful event. Use of the themes instilled a sense of belief and hope in the African continent that, if Africa were to be given a chance to host the World Cup, as had been the case with other continents, the continent could deliver on its promises.

As noted by Kersting (2007:279), "sport mega-events may strengthen negative nationalism or alternatively fuel positive patriotism". In view of the latter, the scholarly contribution that was made by several authors (Black, 2007; Donaldson & Ferreira, 2007; Kersting, 2007; Van de Merwe, 2007; Kunene, 2009; Chain & Swart, 2010; Cornelissen, Bob & Swart, 2011) regarding the hosting of the 2010 FIFA World Cup[TM] was met with a mixed reaction of pessimism and optimism. Despite the mixed reactions that were evident in the various literature studies that were undertaken on the 2010 FIFA World Cup[TM], the fact that an event of this magnitude was to be hosted on the African soil should have served as a beacon of hope that Africa could benefit as a whole from international events. The translation of the themes into a song (Waka Waka—This Time for Africa) for the 2010 FIFA World Cup[TM] underscores the importance of this event to the African continent as a whole.

The above-mentioned themes were a response to South Africa's 2006 FIFA World Cup[TM] failed bid. Even though Mbeki (2000:1) described the failure of the bid as a setback to Africa's efforts to gain the recognition that the continent deserved in relation to the international sporting community, the bid itself was described by Alegi (2001:1) as reflecting the country's enthusiasm regarding its desire to participate in future mega-events. Although Van de Merwe (2009:29)

asserts that South Africa was criticised for not doing all in its power that it could to secure enough votes to enable the bid to be successful, some of the pointers to the reasons for the country's loss of its bid included issues of infrastructural development and crime (BBC Sport, 2000). Among the reasons behind South Africa's loss in this respect was Morocco's simultaneous bid (Cornelissen, 2004b:1295-1307), which was likely to have divided the African vote. A strong argument was also brought to the fore that the presence of President Nelson Mandela at the final voting round would also have helped the bid to be successful (Van de Merwe, 2009:29). Despite the disappointment suffered by South Africa due to the loss of the bid, the fact that the loss was incurred by only one vote means that the chanting of 'it's Africa's turn' had not fallen on deaf ears. Accordingly, South Africa won its following bidding campaign, which was also partly due to FIFA having changed its voting system to that of continental rotation when South Africa lost its 2006 bid by only one vote. The failure of the 2006 FIFA World Cup[TM] bid did not stop the country from becoming the first on the African continent to host the soccer spectacular. Not for nothing does Swart (2005:37-45) project the bidding process as being a complex process.

In highlighting the importance of South Africa's winning of the rights to host the 2010 FIFA World Cup[TM], Swart and Cornelissen (2006:109) describe the opportunity gained thereby as a chance to:

> provide momentum to its mega-events campaign, driven as it is by socio-economic and political objectives, and the challenge of delivering – not only in the form of a successful tournament but also on the political and social promises on which South Africa's bid campaigns have thus far been based.

The awarding of the rights to host the event was a defining moment for South Africa, which meant that the relationship between the South African Football Association (SAFA) and the South African Government had to be maintained in delivering the event. Although the South African Government was central to the successful hosting of the World Cup, SAFA was the organising association for the event, as is outlined in the 2010 FIFA World Cup[TM] Special Measures Act no. 11 of 2006 (South Africa, 2006). This underscores the importance of holding a common vision among the key stakeholders concerned so as to allow for the effective and efficient implementation of the related plans.

4.5   Objectives set in connection with the hosting of the 2010 FIFA World Cup^{TM}

Towards gaining a better understanding of the South African government in relation to the 2010 FIFA World Cup[TM], this section provides an overview of the country's objectives that were in relation to its hosting of the 2010 FIFA World Cup[TM], and, in so doing, reflects a panoramic view across the different spheres of government. The adoption of such an approach provides insight into the fact that the objectives set for the hosting of the event required planning. As the 2010 FIFA World Cup[TM] was a national priority, it is also important to see how the plans were aligned across the sphere in question in an effort to promote involvement, cooperation and participation within the government, as well as among the different stakeholders concerned.

4.5.1   South Africa and the Southern African perspective

The preparatory plans that were made in advance of the hosting of the 2010 FIFA World Cup[TM] reflected the central role played by the South African Government in attaining success in its bid to host the 2010 FIFA World Cup[TM]. The hosting of the event required a 'high level of investment' (Cornellisen, 2004b:1296), so as to enable the repositioning of the country's image in such a way as to promote the quality of the infrastructure, so as to be able to promote tourism efforts that reflected South Africa to be a world-class destination (Fredline, 2004; Bob & Swart, 2008; Tomlinson *et al.,* 2009). The high level of investment required was perceived to elicit a good return, as AT Kearney (2005) reflects that the outcomes of such investments continued to accrue well after the event was over, and assisted with attracting investments to the area and with the growth of the gross domestic product (GDP) (Kim & Morrison, 2005:233).

The prioritisation of the event by South Africa's national government mirrored the assertions made by Kim and Chalip (2004:695-705) and Bowdin *et al.* (2006:36-63) in classifying the impacts of the FIFA World Cup[TM] as being related to:

- the economy;
- tourism;
- the commercial sector;
- the physical environment;
- the socio-cultural environment;
- the psychological milieu: and

- the political arena.

In addition, similar assertions are raised by several authors (Darkey & Horn, 2009; Samara, 2009; Swart & Bob, 2009b). As much as South Africa won the rights to host the event, the country's provincial and local governments had to commit to the country achieving its objective of hosting a successful FIFA World Cup™, as the host cities fell within its jurisdiction. These cities had to undertake thorough planning in order to be able to host a successful event. As noted by Emery (2002:326), the hosting of high-profile sport events is increasingly used as part of a potential growth strategy for achieving strategic cooperative objectives.

The bidding processes for South Africa to become the hosts of the 2010 FIFA World Cup™ were not baseless. The country had to develop objectives that were aligned with the hosting of the event so as to attain focused planning, so as to be able to assess whether the event hosts were capable of delivering on their mandate both during and after the event. In South Africa's bid to host the 2010 FIFA World Cup™, the country highlighted the key objectives of the event as being:

- to host a world-class African World Cup;
- to ensure a lasting social legacy; and
- to leverage the event-spread economic and social benefits beyond the borders of South Africa (SAT, 2009b:9).

Swart and Lombard (2009b:4) project the above-mentioned objectives as being based on the following national imperatives of:

- creating an Africa-wide legacy;
- football development in Africa;
- creating a South African legacy; and
- enhancing the African diaspora.

As can be noted in the work of Pillay and Mnguni (2011:19), the manner in which the 2010 FIFA World Cup™ objectives and national imperatives were developed suggest that a strong link existed between the national development objectives (economic development, poverty alleviation, job creation, skills development, education, health, safety and security, as well as

environmental sustainability) specifically stated in the Medium Term Strategic Framework (MTSF) of 2009-2014. According to The Presidency of the Republic of South Africa (2009), this framework identifies the ten key strategic priorities, including:

- the speeding up of economic growth and the transforming of the economy to create decent work and sustainable livelihoods;
- the implementation of massive programmes to build up the economic and social infrastructure;
- embarking on a comprehensive rural development strategy that is linked to land and agrarian reform and food security;
- strengthening of the skills and human resource base;
- improving of the health profile of society;
- intensifying of the fight against crime and corruption;
- building of cohesive, caring and sustainable communities;
- the pursuit of regional development, African advancement and enhanced international cooperation;
- sustainable resource management and use; and
- the building of a developmental state, including the improving of public services and the strengthening of democratic institutions.

Since the hosting of the event was an experience that was not limited to South Africa alone, but one that was also a continental experience, the 2010 FIFA World Cup™ Regional Tourism Organising Plan (RTOP) devised by the Regional Tourism Organisation of Southern Africa (RETOSA) serves as reference (RETOSA, 2008). The key objectives of the 2010 FIFA World Cup™ RTOP were to:

- contribute towards hosting a successful FIFA World Cup™ in 2010;
- maximise tourism value from the event;
- enable African countries, especially Southern African Development Community (SADC) countries, to benefit from the event;
- maximise the opportunity to brand the Southern African region as a preferred tourism destination; and

- kick-start a developmental and social legacy by means of fast-tracking the spirit of tourism competitiveness, so as to support the objectives of creating jobs, growth and equity.

The intent of these objectives reflects the possibility of opportunities linked to the FIFA World Cup™ for the African continent. Maximising such benefits did not manifest them by virtue of location (Southern Africa/Africa), but it also depended on how the different countries positioned themselves in an attempt to assume leverage from the event. Looking at the country's objectives in hosting the 2010 FIFA World Cup™, as were mentioned earlier, there is convincing evidence that the objectives of the RTOP were aligned with the broader objectives of South Africa's hosting of the event. As noted by RETOSA (2008), the plan was also informed by the National Tourism Growth Strategies, and by the global competitiveness of the region's tourism industry in efforts to contribute to the national GDP, job creation and the redistribution of equitable social-economic benefits.

The realisation of the above-mentioned objectives highlights the importance of planning and management, not only from the perspective of a single stakeholder, but across a broad multi-stakeholder approach to planning. The objectives set for the 2010 FIFA World Cup™ underscore the importance of alignment, collaboration, partnerships, coordination and cooperation, which are all linked to the national development priorities. Table 4.6 presents a listing of the distribution of the matches for the 2010 FIFA World Cup™. It was anticipated that South Africa, through its respective host cities, as well as other countries in Southern Africa, and areas close to the host cities, should develop their planning initiatives appropriately.

With the stadiums being situated in the host cities highlighted in Table 4.6, government investment in building and the renovating of the stadiums concerned including utilising such access points as airports, as well as road, rail and other supporting infrastructure so as to facilitate the hosting of a successful event. As shown in Table 4.6, the 2010 FIFA World Cup™ presented an uneven distribution of matches that were hosted in different provinces, and by different host cities. Johannesburg was the host city that was scheduled to host most of the matches (15) concerned, followed by Cape Town and Nelson Mandela Bay with eight matches respectively. Even though Tshwane, Rustenburg and Mangaung hosted six matches respectively during the event, with Nelspruit and Polokwane hosting four matches each, except

for Nelson Mandela Bay, the rest of the areas, including Johannesburg, were in close proximity to one another (Figure 4.1), projecting the northern region as a possible major beneficial region.

Table 4.6: 2010 FIFA World Cup^{TM} match distribution (FIFA, 2009b)

Host city	Name of the stadium/s	Number of matches			
		Stages	Round of 16	Quarter-finals	Third place semi-finals /Final
Cape Town	Cape Town Stadium	5	1	1	1 semi-final
Durban	Moses Mabhida Stadium	5	1	–	1 semi-final
Johannesburg	Soccer City	5	1	1	Final
	Ellis Park	5	1	1	–
Tshwane/Pretoria	Loftus Versveld	5	1	–	–
Rustenburg	Royal Bofokeng	5	1	–	–
Nelspruit	Mbombela Stadium	4	–	–	–
Polokwane	Peter Mokaba Stadium	4	–	–	–
Mangaung/Bloemfontein	Free State Stadium	5	1	–	–
Nelson Mandela Bay/ Port Elizabeth	Nelson Mandela Bay Stadium	5	1	1	Third place
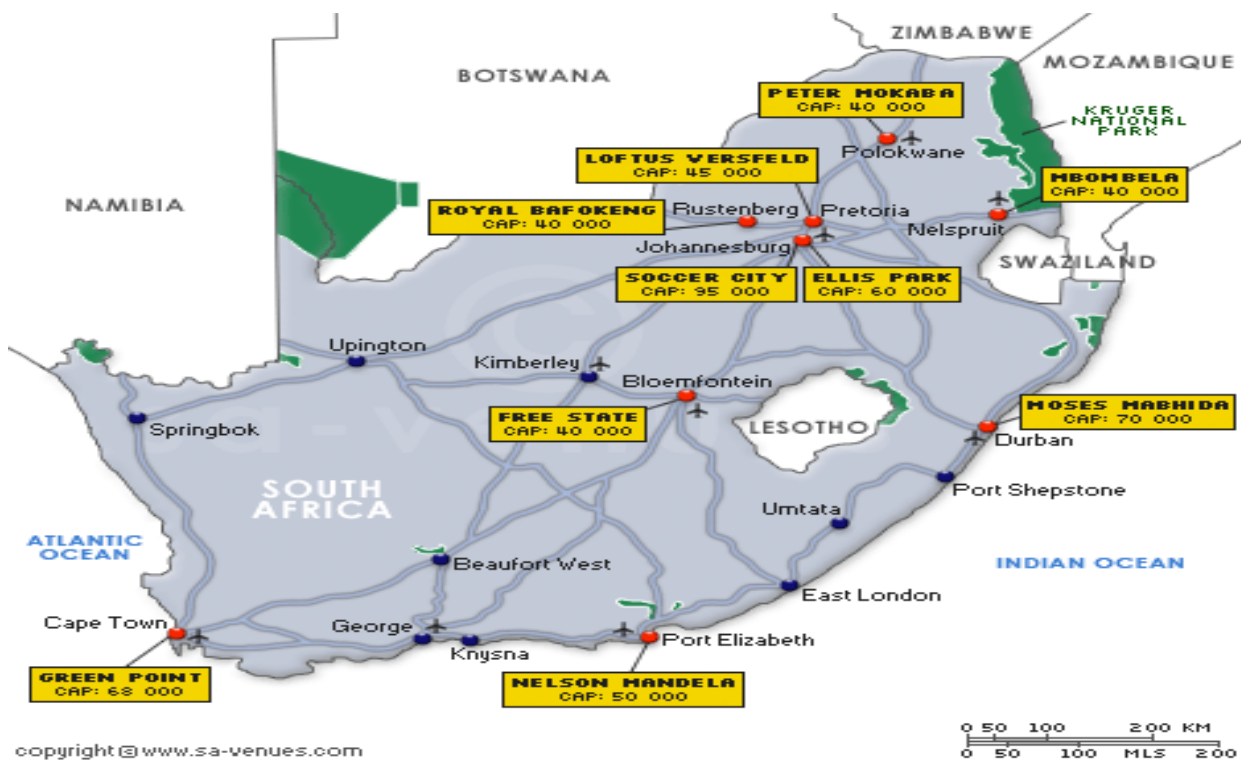
Figure 4.1: South Africa's host cities and stadiums (SA venues.com, 2012)

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For a broader understanding of the entire picture, Figure 4.1 needs to be looked at in conjunction with Table 4.6. Based on Figure 4.1, the scale in terms of expectations and the anticipated impacts linked to the hosting of the 2010 FIFA World Cup™ might not have been the same, as the spread of benefits was uneven for the host cities and regions concerned. The northern region seems to have been the one that would mostly benefit from the event, despite the uneven distribution that applied in the region. It is worth noting that the concentration of the matches was in Johannesburg. The high-profile nature of soccer in Johannesburg is likely to have influenced the bias distribution, with Johannesburg being projected as the 'Soccer Mecca'. For the purposes of the current study, particular focus was lain on the City of Cape Town (CoCT) as a host area. In terms of the eight matches that the CoCT was scheduled to host, including the semi-finals, the success of the CWDM planning initiatives rested on alignment with both the provincial (the Western Cape) and the CoCT objectives. The rationale for such alignment was because of the fact that the CWDM is located in the same province as the host city (Cape Town).

4.5.2   The Western Cape and the CoCT

In this section, particular focus will be lain on Cape Town as the host city in the Western Cape. With this view, it is imperative that the discussion around Cape Town be seen as inclusive of references to the Western Cape.

With hindsight it can be seen that the Western Cape and Cape Town were not high-profile soccer destinations, and that they lacked strong local soccer support. Therefore, planning for the successful hosting of the event suggested that a comprehensive approach be adopted towards the planning involved, building on the city's strong profile as a world-renowned tourist destination that boasted one of the Seven Wonders of the World (Table Mountain). With the Western Cape having a high profile of being a tourist destination, the regions within the province might have considered such a factor as an advantage. According to the CoCT (2007:5), the decision for Cape Town to bid for the position of a host city was centred on the possible benefits that would be derived from the attendant:

- media exposure;
- boosting of the visitors' economy;

- opportunity to access funding for infrastructure and facility developments, so as to facilitate the local benefits that would be likely to accrue for the people/firms/communities involved; and

- contribution made to South Africa's international profile, as well as to the African continent's image as a whole.

Even though the decision that was made for the CoCT to bid for the 2010 FIFA World Cup™ hosting might have been viewed as broad, the assertions made by Ebrahim (2006:2) that the new and upgraded infrastructure and facilities would improve the positioning of the city in the minds of travellers and investors were extremely valid. In addition, the extra economic opportunities that were likely to become available for a wide range of stakeholders in the region, and the assurance made by the CoCT (2006:46) that the realisation of the bidding decision would enable Capetonians to develop an enhanced sense of pride and purpose in their city reflects that, if the decision were positive, it would not only be beneficial for the city as a whole, but that such benefits that would be likely to accrue therefrom promised to filtrate down to the ordinary citizens concerned.

The realisation of the CoCT's bid depended on the successful planning and hosting of the event. If successful, the hosting of the 2010 FIFA World Cup™ stood to yield an improved visibility and image of the city, which was likely to increase visitation numbers and tourism revenue, to raise levels of pride in the city, and to boost the amount of participation in sport and the general growth of local sport (Yuen, 2008:34). In addition, the likelihood of securing long-lasting tourism development benefits that would facilitate the further development of tourism at the destination (Cornelissen, 2009:135) and lasting legacies (Fourie & Santana-Gallego, 2011:1364) was also noted.

The above-mentioned bidding for Cape Town to be a 2010 FIFA World Cup™ host city was not isolated from the strategic vision of the Western Cape and the CoCT. Rather, it served to ensure that:

- Cape Town and the Western Cape become the centre of attraction for the participants, the media and the spectators in relation to the 2010 FIFA World Cup™;

- the related opportunities were maximised; and

- the building of a legacy for the residents of Cape Town / Western Cape that was destined to benefit all involved (CoCT, 2007:5).

As can be deduced from the above, the bid document, which projected good intentions on paper, envisaged ensuring that all stakeholders (i.e. the government, the private sector and the surrounding communities) become beneficiaries of the event. The details of how the realisation of the vision will transcend into reality rested not only on the planning involved, but also on its implementation. The strategic vision presented was an indication that both the Western Cape Government and the CoCT took cognisance of the legacy concept that FIFA promoted in connection with their event. Swart and Lombard (2009b:5) present the provincial legacy areas as being based on:

- the economic legacy;
- the health and safety legacy;
- the infrastructure legacy; and
- the social legacy.

The above-mentioned legacy areas served as the driving force towards the realisation of the strategic vision of the Western Cape and the CoCT. As was presented in Chapter 3, the basis of the plans that are devised by a government depends on the intergovernmental relations concerned, as well as on cooperative governance, prioritisation and stakeholder involvement. In the following section, reference is made to the CWDM, which was the area of study for this research. The background provided on the national, regional and provincial (Western Cape) planning that was undertaken for the 2010 FIFA World Cup™ underscores the argument presented in Chapter 3, namely that no one sphere of government alone can fulfil the mandate of a developmental government in its quest to meet the national priorities.

4.6   The study area - the CWDM

The intent of this section can be seen in the light of the discussion in the previous section, which pertained to the objectives that were devised for the hosting of the 2010 FIFA World Cup™ at national, regional and provincial levels, with the contents of this section revealing how they cascaded down to the CWDM. This section presents an overview of the CWDM. This is done so as convey an understanding of the developmental context in which the objectives of

2010 FIFA World Cup™ planning initiatives for the CWDM were evolved. The arguments concerned are presented through a review of the various literature sources consulted.

4.6.1   An overview of the CWDM

The CWDM is located in close proximity to Cape Town, with the towns of Stellenbosch and Paarl being only 30 minutes' drive away from Cape Town, which has the largest market in the Western Cape, as well as two major export harbours. The CWDM's close proximity to Cape Town makes the Cape Winelands a preferred destination for leisure travellers, as well as for business people and conference delegates alike (CWDM, 2005:2). The District Municipality (DM) is the second largest centre of economic activity in the Western Cape province. The CWDM region, which consists of an extensive area of over 22 000 km^2, contains 91 demarcated wards, with a population well in excess of 600 000 people (CWDM, 2007:3). Figure 4.2 presents a map of the CWDM.

Figure 4.2: Map of the CWDM and its LMs (CWDM, 2012)

As is shown in Figure 4.2, the municipalities that make up the CWDM include Stellenbosch, the Drakenstein, the Witzenberg, the Breede Valley, and the Breede River Winelands. The range of economic activity in the CWDM is relatively broad, with it consisting of agriculture, tourism, manufacturing and a growing financial services sector. However, given the large area of which the region is comprised, its economic performance is not uniform across all municipalities, with

some municipalities lagging behind others (CWDM, 2007:6-12). Notwithstanding the importance of the other industries that contribute to the economy of the district, the CWDM (2005:1) cites the tourism sector as having significant growth potential, with rich wine routes, an historical heritage and a natural beauty, accompanied by a wide range of quality establishments to complement what the farms and the natural environment of the area have to offer.

Despite the economic activities cited above, the region is faced with challenges, foremost among which are social imbalances, the need to improve the growth performance of lagging municipalities, and having to prevent political instability from negatively affecting the region's development drive (CWDM, 2007:3). The drivers of economy in the region seem to be highly influenced by the LED programmes/projects. As noted by the CWDM (2005:6), the LED projects/programmes aim to achieve the following:

- job creation;
- community and individual empowerment;
- increased skill levels;
- the mainstreaming of individuals into the formal economy;
- regional economic growth;
- greater representation than before within the regional economy; and
- community participation.

With Cape Town being the 2010 FIFA World Cup™ host city, the expectations of the CWDM to accelerate the above-mentioned aims surfaced.

4.6.2 The CWDM and objectives around the 2010 FIFA World Cup™ planning initiatives

In relation to the national, regional and provincial levels of government, it is evident that the objectives that were presented earlier on, together with their legacy thrusts that were embedded in the documents on the strategies that were aimed at delivering a successful event, had the potential to arouse interest in, and to promote dialogue among, the different stakeholders at different spheres of the government. In such dialogue and planning, Flyvberg *et al.* (2003:1-10) caution that sport mega-events should not be seen as a panacea for social and economic problems. In the light of this view, it is also evident that the importance of the 2010 FIFA World Cup™ hosting might have been translated into different, but similar, meanings

among the different spheres. The stakeholders who were found in the DMs and LMs were also likely to have had varying interpretations of the hosting. As noted by Atkinson (2009:3), "success of mega-events in both host and non-host areas is greatly dependent on the support that the area receives from its local government".

The planning for the 2010 FIFA World Cup^{TM} by such non-host areas as the CWDM could be seen as requiring a paradigm shift in relation to the hosting of such events. Atkinson (2009) posits the hosting of mega-events in the past as having had little impact on the non-host areas, translating to the limitation of opportunities to benefit from such events. Such a paradigm shift was made all the larger by the CWDM boasting areas that were rural and semi-urban. Ashley and Maxwell (2001:22) define a rural area as:

> a sparsely populated area, including scattered villages and small towns, in which people make use of, or depend on the natural resources occurring in that area, wherein space is characterised by human settlement and infrastructure occupying only small patches of the landscape most of which is dominated by field and pasture, woods and forest, water, mountain and desert.

Drawing a clear distinction between a rural and a semi-urban setting, and with a clear understanding of the interpretation given in terms of tourism space and development, the notion of rural areas has been linked to rural tourism in the past. Cooper *at al.* (2005:780) present rural tourism development as being influenced by improved access, by the attraction of the markets to the rural routes concerned, and by the consideration that is awarded rural economies in government policies. Even though a semi-urban setting contains elements of both a rural and an urban nature, it is likely that the development trends involved follow those of an urban setting, linking them to urban tourism. Page and Connell (2009:649) define urban tourism as "tourism destined for, and undertaken in towns, cities and urban resort areas". As evident in the CoCT (2007), the 2010 FIFA World Cup^{TM} initiative in the Western Cape was geared towards taking a comprehensive approach, which was inclusive of areas in both urban and rural settings.

Considering the number of 2010 FIFA World Cup^{TM} matches (eight) to be played in the Western Cape host city (i.e. Cape Town), as projected in Table 4.6, and the review of existing literature throughout the current study, planning around the 2010 FIFA World Cup^{TM} initiatives by the CWDM was justified, and, in fact, prioritised (Swart & Lombard, 2009a:14). As the importance of integrated and coordinated planning was underscored in the previous chapter, the systematic

integration of the objectives/ strategic thrust of the CWDM in the planning initiatives for the 2010 FIFA World Cup™ are presented in Table 4.7.

Table 4.7: Systematic integration of provincial and CWDM 2010 FIFA World Cup™ legacy areas (Swart & Lombard, 2009b:14)

Provincial	CWDM			
Legacy area	Strategic coordination and budget	Infrastructure	Community mobilisation	Marketing, communication and budget
Economic development	X	X	X	X
Health and safety		X	X	
Infrastructure	X	X	X	X
Social development		X	X	X

The level of alignment of the Western Cape provincial government legacy thrusts with those of the CWDM presented in Table 4.7 attest to the argument presented earlier that the realisation of the Western Cape strategic vision depended on other role players, both within and outside the government. The CWDM 2010 FIFA World Cup™ planning initiatives were supported by the assertions made by Preuss (2006:2) that the four week duration of mega-events justifies the claim made by local authorities in terms of the creation of long-lasting effects.

In planning for the 2010 FIFA World Cup™ initiatives, the CWDM had the advantage of being able to use its branded image of the wine routes scattered throughout the district to gain leverage from the event and its associated activities. As well as route tourism development offering hopeful potential as a catalyst for LED in many small towns and rural areas (Rogerson, 2004), opportunities for product development to enhance visitor demands for new experiences are always in demand (Meyer, 2004:5). In addition, Briedenhann and Wickens (2004) note tourism route development as being regarded as a tool that can promote and increase the capability of marginalised areas, stimulating their revival, as well as being one that can be used to improve rural livelihoods. The government's approach to the 2010 FIFA World Cup™, as was discussed in the previous section, posits the World Cup to have yielded similar expectations.

An overview of the CWDM Wine Route is presented in the following subsection, which aligns the discussion to the context of this study.

4.6.3   The CWDM Wine Route

In reviewing the existing literature on the route concept, particularly in terms of the wine routes, the Western Cape Wine Route is acknowledged as having been established in 1971 (with the Route in question having initially been limited to the Stellenbosch area, where there were just three well-known farms at the time). At the time of the study, it included 300 farms, with up to 500 000 annual visitors (Viljoen & Tlabela, 2006:16). As has already been stated, the Stellenbosch area falls within the CWDM. The above-mentioned authors present the Wine Route as having developed into one of the biggest Western Cape attractions, with it being popular among both domestic and international tourists, and offering wine tourist activities and facilities that are inclusive of restaurants, adventure tourism, and accommodation that is suitable for those visitors who are interested in experiencing the peace and tranquillity of rural areas. As presented in the work of Viljoen and Tlabela (2006:16), it is evident that the CWDM wine routes appeal to both domestic and international markets, making it conducive to tourists visiting the area and exploring what the destination had to offer prior, during and after the 2010 FIFA World Cup^{TM}. Preston-White (2000:103-113) and Bruwer (2003:426-434) refer to the Wine Route of the Western Cape as being a classic example of such a route in South Africa. The CWDM has the advantage of appearing to contain the premier wine route in South Africa, which, on its own, is sufficient to project the destination as being unique, and to lead to it being referred as the Wine Route capital. The planning of the branding and rebranding of destinations served to leverage opportunities linked to the 2010 FIFA World Cup^{TM}, thus serving to reinforce the image of the destination in the minds of existing markets and to create a vibrant force in the new market, which was capable of arousing interest and desire among the public to visit there. As a proud wine tourist, Swanepoel (2007:1) asserts:

> it is possible to access the farms, taste the wines, take a walk around, bring a picnic, dine on site and stay over for a reasonable price for quality experience.

The CWDM Wine Route concept falls within the definition of tourism routes provided by Rogerson (2004:405), which are defined by the author as:

linking tourism resources together to market them as a single tourism product in order to stimulate entrepreneurial opportunities through the development of ancillary products and service such as accommodation, sale of local crafts, food, tour operators, and so on,

The objectives of such tourism routes are to:

- diffuse visitors, and disperse income from tourists;
- bring lesser known attractions to, and features into, tourism business;
- increase the overall appeal of a destination;
- increase length of stay and spending by tourists and repeat visitors; and
- increase the sustainability of tourism products (Meyer, 2004:3).

The success of tourism routes might also be due to the existence of:

- cooperation networks;
- regional thinking and leadership;
- product development;
- infrastructure and access;
- micro-enterprise development and innovation; and
- information and promotion (Meyer, 2004:14-15).

With the above-mentioned envisioning being aligned with the formation of the routes, the planning in regard to 2010 FIFA World Cup^{TM} initiatives might have served to enhance the brand of the Wine Route in the CWDM. Planning to leverage from the event using this strong brand might have provided opportunities for different sectors of the society in the CWDM. However, this depended on the extent and the degree of planning among the stakeholders in the area, and on how the issues relating to the 2010 FIFA World Cup^{TM} planning initiatives were integrated into the LED strategies of CWDM and its LMs. As noted by Donaldson (2007:307-324), for many small South African towns, tourism routes are the vital components of LED, as the country's experience of tourism routes has demonstrated such routes to be a promising vehicle for LED in rural areas and small towns (Briedenhann & Wickens, 2004; Lourens, 2007; Rogerson, 2007). Rogerson (2007:58) asserts the attendant promise to be stimulated by the presence of a spirit of cooperation and partnerships, as well as by entrepreneurial opportunities, leading to a sense of 'collective cooperation' (Vernon, Essex, Pinder & Curry, 2005:325-342). Be this the case, the success of the plans devised does not rest on them being

framed in LED documentation, but it rests on the willingness, ability and competency of stakeholders to implement such plans. The adoption of an LED approach to the 2010 FIFA World Cup™ planning initiatives in the CWDM underscored the integrated planning approach as being pivotal to the success and realisation of any plans centred on the route concept, which could be perceived as the major brand of the CWDM.

Considering the presented view of how the CWDM was associated with the 2010 FIFA World Cup™, if the shortcomings of planning for the event were not understood, the realisation of LED-driven planning might have been challenging. LED is an acceptable course of action that promotes the establishment of partnerships between the local government, the private sector and community-based organisations, so as to stimulate the local economies in a way that enables all stakeholders to benefit (Helmising, 2001:72). According to The South African LED Network (2010:1), 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. Swinburn and Yatta (2007:6) present LED as not being static, as focusing on evidence-based planning, and as prioritising the institutional mechanisms underscoring a public sector–LED partnership within a specific economic space (cross-boundary). This background to LED is in line with the Constitution of the Republic of South Africa Act (South Africa, 1996), which emphasises municipalities' ability to structure and manage their administration and their budgeting and planning processes, so as to prioritise the basic needs of the community, and so as to promote the social and economic development of a community. In delivering this mandate in the context of 2010 FIFA World Cup™ planning initiatives, Swart and Lombard (2009a:3) assert that the key challenge for the CWDM was to ensure that all stakeholder groups focused on the same issues, and created synergetic, focused and coordinated actions to come about in all towns of the DM.

Even though the current study looks at the 2010 FIFA World Cup™ as a mega-event, the hosting of such an event requires the features of both sport and tourism to be successful. Despite Agarwal, Ball, Shaw and Williams (2000:241-262) and the DEAT (South Africa. DEAT, 2009:9) reflecting on tourism as being widely recognised as an instrument for LED, several studies (Baade & Matheson, 2004; Kim & Petrick, 2005; Bohlmann & Van Heerden, 2008) that were conducted on sport tourism events, particularly the FIFA World Cup™, have also demonstrated the importance of hosting such events for LED purposes. With this view in mind, the strategic thrusts and the legacy areas of the 2010 FIFA World Cup™ planning initiatives were prioritised in the IDP (CWDM, 2007-2011). IDPs, which are central to the planning

process, form the pivot around which a full range of municipal functions is coordinated and integrated in terms of provincial and private sector initiatives (South Africa. DEAT, 2009:14). This notion presents the IDP as being an effective tool that can make developmental local government work. Depending on the credibility of the IDP, and on the ability to implement it, an IDP can be used as a tool for accelerating service delivery. As stated by the South African government (South Africa, 2000), an IDP is a 5-year strategic comprehensive plan and process by means of which the spheres of government, through the municipalities, develop a coordinated and integrated implementation approach. The adoption of such a planning approach fosters the participation of a wide range of stakeholders within the municipalities in making sure that the plans concerned promote balanced development across the triple bottom line. Its implementation, which is perceived to promote institutional capacity, is reviewed annually.

The CWDM notes its key role in the 2010 FIFA World Cup^{TM} as facilitating, coordinating, marketing and communicating key strategic actions to other municipalities, in such a way as to enhance the strategic position of the region for its key stakeholders (CWDM, 2007-2011:143). As prioritised in terms of the IDP, the goals and objectives of the planning initiatives in regard to the 2010 FIFA World Cup^{TM}, and in relation to the CWDM, were as follows:

- to enhance the region's position by marketing it as a possible satellite destination;
- to elevate the brand of Cape Winelands both nationally and internationally;
- to increase arrivals in the region, both from domestic and international visitors;
- to focus sport tourism and economic investment within the region; and
- to bring football closer to the rural and poorer communities within the CWDM (CWDM, 2007-2011:143).

The goals indicated above demonstrate that a link existed between the goals and the strategic/legacy thrusts that were made for the 2010 FIFA World Cup^{TM}. The existence of such a link reflected that the good intentions of the DM and robust stakeholder engagement were key to a successful outcome. The manner in which stakeholder engagement took place across the different government levels, which has been discussed in Chapter 3 and in this chapter, suggests it to have been a complex affair. With the country hosting this event for the first time, such engagement might even have implied more for the CWDM, in the light of its role being regarded as central to the general facilitation and coordination.

In line with the above, Tosun and Timothy (2001:352) can be seen to recommend that "tourism planning should relate tourism development to the more equitable distribution of wealth [as] one of the aims of national development planning", with LED being a means of achieving the latter. The adoption of this approach helped to ensure that the businesses and residents who were stakeholders in this study also benefited from such development. Swart and Bob (2007a:123) cite the need to integrate issues at local level as having been at the centre of the development agenda of the 2010 FIFA World Cup™ hosting in South Africa.

In this section, the DM's 2010 FIFA World Cup™ planning initiatives have been presented as goal-oriented, facilitating the ascertainment of the extent of planning and the degree of event impact on the area concerned.

4.7   Linking the CWDM 2010 FIFA World Cup™ planning initiatives with the strategic plan and objectives

The 2010 FIFA World Cup™ strategic document of the Western Cape provincial government and the CoCT (CoCT, 2007) can be viewed as the basis of the influence exerted on the development of different, but similar, objectives by the different spheres of government in the Western Cape. Particular focus was lain on the CWDM, which comprised the area of this study. Based on the strategic document (CoCT, 2007:18-44), the researcher identified the following key areas as having influenced the 2010 FIFA World Cup™ planning initiatives of the CWDM. These areas are, accordingly, viewed as the basis on which the objectives and legacy thrusts that were aimed at leveraging opportunities from the event were formed.

4.7.1   Hospitality and accommodation

The FIFA developed the concept of hospitality, which is an integral part of most mainstream sport events, much further by devising detailed standards for compliance. As MATCH was awarded the FIFA contract to deal with all hospitality and accommodation requirements, the CoCT (2007:31) developed a good working relationship with MATCH in order to maximise the related opportunities that were made available in the Western Cape, and in Cape Town in particular.

In terms of this aspect (hospitality and accommodation), the CoCT strategic document (2007:31) argues that, even though the FIFA family and many long-haul visitors might tend to opt to stay in four- and five-star hotels, there is still sufficient room for those markets that want simple, clean and affordable accommodation. This means that the positioning of accommodation and hospitality establishments in the surrounding regions can still benefit from the hosting of a mega-event.

4.7.2   Fan Parks

The CoCT strategic document argues that the inclusion of the Fan Parks in the strategy adopted was aimed at gaining leverage from the event, in the light of the shortage of tickets that were made available for the 2006 FIFA World Cup^{TM}. For the World Cup in question, FIFA had permitted Fan Parks or Public Viewing Areas (PVAs) to be established in Germany, so that members of the public could watch matches in another part of the city from where the games were played. Planning around Fan Parks would enable those who could not afford to buy tickets, and those who were unable to travel to the match venues, to, nevertheless, become part of the event and the activities associated with it.

In the strategic document, two of the CWDM towns (namely Stellenbosch and Paarl) were identified for the PVAs (CoCT, 2006:47). It is worth noting that the Fan Parks concerned not only provided opportunities for viewing, but also economic opportunities for the local businesses that were in close proximity to them.

4.7.3   The training venue and base camps

Although CoCT (2007:17) acknowledges that the training venues and base camps were team-specific (depending on the coach involved), the strategic document identified three towns of the CWDM (namely Stellenbosch, Paarl and Worcester) as being able to host base camps. This identification might have influenced the district to do more planning around this particular aspect, exploring it from different perspectives, with the various stakeholders in the district having the potential to use this opportunity to gain leverage from the event.

Notwithstanding the two most important criteria (i.e. accommodation and excellent playing fields) involved in opting for the training venues and base camps used, the CoCT (2007:17)

cautions that a clear understanding of team requirements had to be developed and mapped out for such locations in the province, which enabled them to be marketed as such to the team decision-makers. Bijkerk, Ridder and Donaldson (2012:81) support the latter by presenting an understanding of the basic prerequisites for hosting a team in a base camp as being a crucial factor for success.

4.7.4   Social capital legacy

In its strategic document, the CoCT (2007:34-44) envisaged its social capital legacy gains to come from the following areas: the revitalising of the local communities; the building of social and human capital; the developing of critical skills in the workforce; the inspiring of a sense of national pride and unity; the sport legacy; and investment in the area. Each of these areas is discussed below.

4.7.4.1 The revitalising of the local communities

The revitalising of the local communities involved using an upgraded public transport system linking communities across the city, and building on the cultural nodes and corridors to integrate and revitalise the local areas through cultural and economic activity.

4.7.4.2 The building of social and human capital

The building of social and human capital would come about through:

- the building of skills, experience and exposure;
- the improving of environmental understanding;
- the use of 2010 as an opportunity to provide additional educational opportunities in the fields of Geography and Science;
- the introducing/entrenching of values of hard work, discipline, teamwork, fairness and respect for others; and
- the Cape Town Tourism Framework, including the Cape Town Pride Campaign, Come and Play in Cape Town, Fair Play Fair Price, and Explore and Score, which were all originally intended to boost domestic tourism/recreation.

4.7.4.3 The developing of critical skills in the workforce

The developing of critical skills in the workplace was envisaged as entailing the provision of:
- programme management in the fields of engineering, hospitality/tourism, security, and marketing;
- broadcast internships with the South African Broadcasting Corporation (SABC) / film industry, as had been provided in the case of the Atlanta Olympics for college students;
- apprenticeships for women in the construction industry; and
- a percentage of skills programme for the security and hospitality industries, and basic tourism familiarisation in the Western Cape for taxi drivers, volunteers, restaurant workers, airport officials, and car rental staff, among others.

4.7.4.4 The inspiring of a sense of national pride and unity

The inspiring of a sense of national pride and unity depended on:

- the building of racial, ethnic, gender, and class understanding, as well as of a spirit of tolerance and appreciation;
- sufficient media coverage to build a spirit of national pride (and to mitigate any negativity); and
- learning from Germany, which was regarded as the 'land of ideas', and building on the South African potential, with the country being regarded as being 'alive with possibility'.

4.7.4.5 The sport legacy

The sport legacy was seen as including an emphasis on the development of sport in schools and clubs; and building a love for the game among all Western Cape communities.

4.7.4.6 Investment in the area

CoCT's (2007:41) strategic document acknowledges that investment in the area should not only be influenced by the promotion of the beauty of Cape Town and the Western Cape, but it should also consider the highly competent, well-skilled people and excellent services in the area as being crucial to the economy of the destination beyond the 2010 FIFA World Cup^{TM}.

The areas discussed in this section are likely to have given rise to different perceptions and expectations from various stakeholders in the CWDM regarding the 2010 FIFA World Cup™. Despite the current researcher having identified the above-mentioned areas in the strategic document, it is clear that the perceptions and expectations of the stakeholders in the CWDM were not only limited to such. A broad understanding of this phenomenon as a whole is presented in Chapter 6.

The following section provides an overview of CWDM stakeholder perceptions regarding the 2010 FIFA World Cup™.

4.8 CWDM stakeholder perceptions of mega-events, including specifically the 2010 FIFA World Cup™

In view of the CWDM objectives and plans to gain leverage from the event as a non-host area, it was important for the researcher to provide an overview of the stakeholder perspectives concerning the 2010 FIFA World Cup™ in the CWDM. The rationale behind such provision guided the researcher in building an argument that the 2010 FIFA World Cup™ planning initiatives in the CWDM were likely to have aroused interests from the different stakeholders concerned, which were, in this case, the government, the businesses and the residents involved. These perceptions are presented as a point of contention that the failure to plan effectively for the 2010 FIFA World Cup™ planning initiatives by the DM and other stakeholders might have had negative consequences for the event in the area.

In the light of the above, stakeholder perceptions of mega-events can be seen to have been of importance for this study. Different stakeholders are likely to have a range of perceptions of a mega-event, which was, in the case of the present study, the 2010 FIFA World Cup™.

> The hosting of a mega-event is ever anticipated for a positive impact on employment, additional spending in the host community, increased spectators and tourist numbers, as well as large media coverage (Kim *et al.*, 2006:86).

In view of the above, the degree of impacts that are identified by the authors cited can be witnessed by various stakeholders at different levels. Notwithstanding the costs linked to the hosting of a mega-event (see Table 4.8), their manifestations may appear differently in the various sectors of society and among a variety of stakeholders.

Table 4.8: Tangible costs and benefits of events (Hall, 1989; Dweyer *et al.*, 2000)

Impact type	Benefits	Costs
Social and cultural	• Community development • Civic pride • Event production extension • Shared experience • Revitalising of traditions • Building of community pride • Increased community participation • Introduction of new and challenging ideas • Expanding cultural perspectives	• Disruption of resident lifestyles • Traffic congestion • Noise • Crowding • Community alienation • Manipulation of community • Bad behaviour • Substance abuse • Social dislocation • Loss of access to amenities
Economic	• Long-term promotional benefits • Induced development and construction expenditure • Additional trade and business development • Increased property values • Promotion of investment • Increased tourism • Employment creation • Improved image and profile of country	• Exodus of residents • Interruption of normal business • Underutilisation of infrastructure • Misallocation of funds • Lack of accountability • Loss of community ownership and control • Risk of event failure
Physical and environ-mental	• Showcasing of the environment • Providing of models for best practice • Increased environmental awareness • Infrastructure legacy • Improved transport and communications • Urban transformation and renewal	• Vandalism • Damage to property • Pollution • Degradation of the natural environment • Destruction of heritage • Traffic congestion
Political	• International prestige • Improved profile • Social cohesion • Development of administrative skills	• Propagandising • Legitimation of ideology
Tourism	• Destination promotion and an increased number of tourist visits • Extended length of stay • Job creation	• Community resistance to tourism • Loss of authenticity • Damage to reputation • Inflated prices • Opportunity costs

In line with the research questions and the broader objectives of the study, the stakeholders concerned included the government, established businesses and communities. A closer look at

these stakeholders will bring to the fore a clear perspective on, and the reality of how, the CWDM fit into the picture of planning for the 2010 FIFA World Cup™. Even though the particular focus is on the CWDM, it is difficult to discuss the CWDM in isolation from the province (Western Cape) and the host city (Cape Town) involved. The perspective of these stakeholders is presented below.

4.8.1   Businesses

The private sector is recognised by the White Paper on the Development and Promotion of Tourism in South Africa as playing an important role in the development and promotion of tourism in South Africa (South Africa. DEAT, 1996), in the creation of products, and in investing in the tourism infrastructure (Keyser, 2009:156). The hosting of mega-events has been associated with attracting a large number of crowds to the destinations concerned (Ritchie & Adair, 2002; AT Kearney, 2005), with the attendant difficulty that is associated with the predicting of foreign visitor numbers (Wright, 2007:346). The visitors attending the 2010 FIFA World Cup™ required the supply of services beyond the event, such as accommodation, facilities, transport, food and beverages, sightseeing, and more. With such stimulation of the possibilities of business leveraging opportunities to be gained from the 2010 FIFA World Cup™, business perspectives were regarded as also being of importance to the study. In terms of the background provided in the previous sections on the CWDM in relation to the 2010 FIFA World Cup™ planning initiatives, as well as in terms of the conceptualisation of the Wine Route discussed, presentation of the perspective of the established businesses in the area was regarded as crucial for an overall perspective to be gained through the study.

The rationale for taking the approach indicated above was influenced by the fact that established businesses were to be found along the routes mentioned, or otherwise in close proximity to them. Understanding that their success could be attributed to the route concept, there were likely to be greater expectations, different perceptions and attitudes when it came to the 2010 FIFA World Cup™. Even though established business along the Wine Route might have reflected a clustered product, they were likely to have had individual expectations and to have devised individual plans in an attempt to gain maximum leverage from the event, and from the activities associated with it. The assertions made by Meyer (2004:3) highlighting the attractiveness of any tourism route as being perceived in relation to the distance and travel time to be covered, and the amount of money required to cover the distance, as indicators that

tourists use to purchase a tourism route package, certain parts of the CWDM (Stellenbosch and Paarl) can be seen to have been affected by the factors involved.

Recent studies (Bohlmann & Van Heerden, 2008; Darkey & Horn, 2009; Rogerson, 2009; McKenna & Bob, 2010) demonstrate the importance of taking into consideration the business perspectives in the hosting of such an event as the 2010 FIFA World Cup™. That the businesses involved should understand the key or emerging markets attracted by such events in order to be able to provide responsive service(s) suited to their needs, wants and preferences is clearly of great importance. In conjunction with the definition of sport tourism events provided in Chapter 1, Zook (2004:83) defines key tourism markets as:

> an identified, consistent niche target market or a specific group of potential customers which a tourism business, destination or country's products or services can fulfil.

In line with the objectives of the current study, it was important to assess whether the established businesses in the CWDM had geared themselves to meet or provide for different markets that the event was likely to attract, and whether the DM and LMs had created an environment conducive to such business. As noted by Barney, Wenn and Marty (2002:173-175), sport mega-events like the FIFA World Cup™ tend to showcase a host city by putting it in a position to be able to attract noteworthy numbers of both domestic and international tourists, including television and corporate sponsorship. As a result, added business opportunities and investments are likely to boost the economy of the host country still further.

In connection with the 2010 FIFA World Cup™, for the established businesses to position themselves better than they had done before, it was important to take note of the fact that some visitors would arrive before the event, with a possibility of them staying over even after the World Cup had come to a close. In support of this, according to O'Brien and Gardiner (2006:26), the athletes, the media, the coaches and the other support staff arrived weeks before the event so as to familiarise themselves with the local environment. Established businesses that wanted to take advantage of the resulting situation had to take cognisance of this, and to plan effectively. Using the Wine Route to their advantage could have yielded positive results, in line with Rogerson's (2007:49) presentation of tourism route development as being a market-driven approach that is aimed at tourism destination development.

The benefits that could arise out of the 2010 FIFA World Cup™ planning initiatives in the CWDM were likely to filter down to the residents or the communities in the district, hence the residents' perspectives were also equally important. Such an understanding is supported by the assertions made by Briedenhann and Wickens (2004:76) that "development should promote [the] community and private sector, which helps to build community respect and ownership".

4.8.2   Residents

In addition to being a response to the view that all sporting events, to some extent, impact on the community within which they are hosted (Ohmann *et al.*, 2006:129), the inclusion of the residents' perspective in the current study was a result of the calls that were made by Swart and Bob (2009a:128) citing the local residents' voice as having been absent from the 2010 FIFA World Cup™ dialogue. Similarly, several authors (Cornelissen, 2004a; Swart & Bob, 2004; Bull & Lovell, 2007) have echoed concerns regarding how residents perceive such events, the impacts of the events on their communities and the effect of the extension of benefits from which event organisers and the government might be able to claim substantial beneficial outcomes. Adding to this, the perception of local residents is likely to be formed on the basis of expected value (Kim & Petrick, 2005:26), which is likely to qualify consideration of their perspectives as having been of importance to this study.

Ascertaining the residents' involvement in the CWDM 2010 FIFA World Cup™ planning initiatives was also of equal importance to the above. The White Paper on the Development and Promotion of Tourism in South Africa (South Africa. DEAT, 1996:37-38) highlights community participation as being one of the fundamental pillars and drivers of the sustainable growth and development of tourism in South Africa. Meyer (2004:23) refers to such participation as being a people-centred approach that ensures that the voice of the local people is listened to, and that it becomes part of the decision-making process. These assertions are supported by Oviedo-Garcia, Castellanos-Verdugo and Martin-Ruiz (2008:95), who state that any tourism initiative is more likely to be successful if the residents' perceptions are taken into account. In keeping with Viljoen and Tlabela's (2006:6) projection of rural tourism as being perceived as a means of eliminating poverty and of creating employment opportunities, it can be seen that, for most of the areas of the CWDM that are rural, it is likely that the hosting of the event could have raised great expectations.

Different and recent studies conducted on the perceptions of residents in relation to the 2010 FIFA World Cup™ (Bob & Swart, 2009; Bassa & Jaggernath, 2010; Chain & Swart, 2010; Tichaawa & Swart, 2010) reflect the views, perceptions and attitudes of the residents as being of equal importance in hosting such an event. Horne (2004:112-114) posits the excitement of being chosen to host the mega-event as having the potential to infuse additional life directly into the communities. Although the host city was Cape Town, its close proximity to the CWDM might have suggested that the residents of the latter area were likely to have been highly affected by the event and its associated activities. Gursoy and Kendall (2006:603-604) cite the involvement of all stakeholders, and the understanding of all the processes concerned, as being pivotal to the outcome obtained. It, therefore, is important when planning for such events and their related activities to take into consideration the input of the local communities. The support of the local communities in the successful hosting of such an event as the 2010 FIFA World Cup™ is, therefore, critical. This underscores that the success and sustainability of any development depends on the active support of the local population as being crucial for the local government, the policymakers and the businesses concerned (Gursoy & Rutherford, 2004: 495-514). As the local residents might react differently towards the hosting of events, including in terms of their impacts and the basis for such reactions, Ntloko and Swart (2008:88) reflect that the impact of sport tourism events on the host community requires greater consideration than it has had in the past.

Several studies (Nauright, 2004; Weed & Bull, 2004; Bull & Lovell, 2007) present the hosting of mega-events as having both negative and positive impacts on the host community. In their explanation, Twynam and Johnston (2004:242-260) project the reactions of the host community to special sporting events as being capable of change in their own unique ways. These authors indicate that, even though the communities might support the events and developments associated with them, they might also develop negative perceptions as a result of such attendant inconveniences as traffic congestion, crime and overcrowding. Although the concerns over, and the support for, an event might not be limited to such factors, they do suggest that there could be conflicting views within the communities regarding the hosting of an event. The understanding of residents' perceptions of, and attitudes towards, an event should facilitate what Delamere (2001:25) calls the reduction of the unwanted disruption of local community life. This underscores the importance of integrating not only the needs of the wealthy or the middle class in the hosting of mega-events, but also of reflecting on the needs of the poor, and how the events of such magnitude are likely to impact on their livelihoods. Considering the thin line that

exists between tourism and events, several authors (Ashley, Roe & Goodwin, 2001; Torres & Momsen, 2004; Hall, 2007) refer to such an approach as being pro-poor.

In view of the above, pro-poor tourism can be seen as a tourism development approach that ensures that the local people are able to identify and secure the socio-economic benefits that are linked to the type of tourism that has come about through the application of the principles of sustainable management (Ashley, Boyd & Goodwin, 2000; Goodwin, Robson & Higson, 2004). A key underlying principle of pro-poor tourism, according to Chock and Macbeth (2007:147), is that the communities concerned must participate in tourism decision-making if their livelihood priorities are to benefit from the way in which tourism is developed. Although the current study explores the local residents' perceptions of the CWDM 2010 FIFA World Cup™ planning initiatives beyond this principle, it also attempts to ascertain whether the residents concerned found any value in the Western Cape and Cape Town hosting the event.

4.9   Summary

The literature reviewed in this chapter discussed the nature and the magnitude of such sport tourism events as the FIFA 2010 World Cup™ as being the reason for planning in connection therewith. In the arguments presented in this chapter, the adoption of a multi-stakeholder approach to planning for such events was underscored through the relevant literature reviewed and through a discussion of the conceptual and theoretical framework deployed in the study. The discussions of the impacts related to the 2010 FIFA World Cup™ signalled the significance of having indicators as means of assessing the degree of impact that the event was likely to have on the host destination, as well as on all the stakeholders involved. Even though South Africa was not a newcomer to the hosting of sport tourism events at the time, in the midst of much scepticism and optimism, the historical significance of the 2010 FIFA World Cup™ and the stature built in with the hosting of the world football event have reinforced the notion that better planning should go towards the hosting of such events.

The attempt to ascertain the level of alignment, integration and coordination of the plans linked to the 2010 FIFA World Cup™ in this chapter have reflected the realities of a planning government, as was presented in Chapter 3. The realities of such a government underscore cooperative governance as being key to government delivery on its mandate. In terms of the same view, the objective approach that was taken to the hosting of the 2010 FIFA World Cup™ not only presented an opportunity for the country to host, but for it to also strengthen the degree

of cooperation experienced across the different spheres of the government (at the national, provincial and district/local levels). The objective approach assumed to the 2010 FIFA World Cup^TM hosting by the national and provincial government (Western Cape) and by the host city (Cape Town) motivated such non-host areas as the CWDM to recognise the need for, and the importance of, having planning initiatives centred on the event, in order to gain leverage from the event. The next chapter discusses the research methodology that was applied to achieve the broader objectives of the current study.

CHAPTER 5

RESEARCH METHODOLOGY

5.1 Introduction

This chapter discusses in detail the research design and the research methods and procedures followed in conducting the study. Several authors (Dawson, 2009; Leedy & Ormrod, 2010a) caution researchers not to confuse a research methodology with research methods. On the one hand, it has been noted that research methodology "specifies the scientific method the researcher will use to gather and analyse information in order to arrive at a solution to the problem" (Struwig & Stead, 2001:44). On the other hand, Dawson (2009:16) describes research methods as being tools, such as questionnaires or interviews, that are used to gather or interpret data. The research methods and techniques that were selected for this study were chosen with caution, taking into cognisance the relatively broad objectives of the study. As noted by Rule and John (2011:96), if a researcher decides to use a specific method to gather data, it is important to understand, and to be able to justify, why the researcher has chosen a particular method, and how it is going to be used. The assertions made by Rule and John (2011) have, in a way, tested the reliability and the validity of the selected research methods for this study, as care was taken before arriving at the decision to use them. A detailed discussion of the research methods that were applied in this study forms the central part of this chapter.

In view of the above, this chapter also details the processes and the procedure/s that were followed prior, during and after the fieldwork, in relation to the collecting and analysing of data. The rationale as to how the selected sample was arrived at is also explored. A description of the study area, including the fieldwork specifics and ethical considerations is also presented.

The research methods selected for this study were employed taking into cognisance the importance of the research design, so as to fulfil the objectives of the study. According to Kumar (2008:30), a research design is:

> a written plan for a study [and] . . . a framework that specifies the type of information to be collected, the sources of data, and the collection procedure.

Welman and Kruger (2001:46) state that a research design is a plan according to which research participants are identified, as well as according to which the required information is collected from them, in order to investigate the research question (De Vos, 1998:132). It is noted by several aurthors (Khosrow-Pour, 2006; Leedy and Ormrod, 2010a; Rule & John, 2011) that the investigation is done in the most economical manner possible, with it involving the making of a number of decisions concerning the research topic, the research population and the research methods (Babbie, Mouton, Vorster & Prozesky, 2001:72-79). In respect of the examination of the research methods and design projected above, it is acknowledged in this chapter that both the research design and the research methods are two sides of the same coin, as they co-exist.

The investigative nature (in terms of the data collection and the analysis) of the study included the adoption of both qualitative and quantitative approaches. The approach taken was used in order to meet the set research objectives. Although they support the combination of both qualitative and quantitative methods, Leedy and Ormrod (2010a:3) recommend that the selected choice should be based on the research problem to be addressed, and on the skills of the researcher concerned, rather than on the basis of what task the researcher wants to avoid.

The focus of the qualitative approach has been noted as being primarily focused on the depth and richness of the data involved (Struwig & Stead, 2001; Leedy & Ormrod, 2010b; Marshall & Rossman, 2010; Rule & John, 2011), with an aim to develop an understanding of the meanings concerned (Burnett, 2009:29), through the asking of such questions as what, why and how, rather than how many (Keegan, 2009:15). In contrast, quantitative approach research relies on the numerical evidence available, and it involves conducting a statistical analysis from which conclusions can be drawn (Veal, 2006:34). Dawson (2009:21) simplifies the complexities of the methods involved by citing quantitative research as the generation of statistics through the use of large-scale research, whereas qualitative research explores attitudes, behaviour and experiences. The latter contention is supported by Kothari (2004:3), who agrees that quantitative research is based on the measurement of quality or amount.

The debate on the best, or the preferred, method of obtaining data is an open one. Veal (1992:25) explains these methods as complementing each other, and argues that the basis of quantitative research lies in the initial qualitative work. Several authors (Erwee, n.d.; Bailey, 1987; Veal, 1992; Goddard & Stuart, 2001; Welman & Kruger, 2001; Gratton & Jones, 2004)

provide a comprehensive understanding of the way in which these methods complement each other.

The methods that were deployed in this study have contributed greatly to the understanding of a multi-stakeholder approach to planning for the 2010 FIFA World Cup™ initiatives in the CWDM, which is the non-host area that was at the core of the investigation.

A background to the study area used is provided in the following section.

5.2   Background of the CWDM as a study area

The CWDM is located in close proximity to Cape Town (the host area), being within less than 45 minutes from Cape Town by car, and less than 30 minutes from Cape Town International Airport. Its LMs (Figure 5.1) consist of Stellenbosch (Stellenbosch, Pniel and Franschhoek), Drakenstein (Paarl, Wellington, Hermon, Gouda and Saron), the Witzenberg (Ceres, Tulbagh, Wolseley, Op-die-Berg and Prince Alfred's Hamlet), the Breede Valley (Worcester, De Doorns, Rawsonville, Touws River and the Matroosberg) and the Breede River Winelands (McGregor, Ashton, Bonnievale, Montagu and Robertson). Its close proximity to Cape Town makes the Cape Winelands District a preferred destination. The CWDM is classified as a medium-capacity municipality that pursues the goals of a high-capacity municipality, and it is a destination with the potential to lure tourists, and to attract business people and conference delegates alike (CWDM, 2009:2).

The Cape Winelands District is popularly known for its wine routes. Other attractions in the area include its mountainous regions, its rolling farmlands, its peaceful vineyards, its Cape Dutch architecture, its extensive wine estates, and its oak-lined streets (CWDM, 2005:2). Even though the Cape Winelands District is comprised of semi-urban and rural areas, it is argued that tourism development in the area might yield a wide range of opportunities and benefits for the rural communities concerned (Viljoen & Tlabela, 2006:2), provided that the rural tourism involved is promoted as regional tourism (Atkinson, 2009:153). In view of the assertions made in regard to the opportunities and benefits linked to tourism development for the rural communities and the issue of regional tourism, the government should do more to prioritise the growth and development of rural tourism than it has done in the past.

As indicated in Figure 5.1, the CWDM is made up of five LMs (Stellenbosch, Drakenstein, the Witzenberg, the Breede Valley and the Breede River Winelands) and a District Management Area, with an estimated population of 622 993 (Stats SA, 2001). Drakenstein is an area with a relatively high level of population, which is estimated to be close to 200 000 (CWDM, 2009:4). The District is characterised by a diverse population, who tend to experience the challenge of having to cope with insufficient and insecure jobs, with many of the local people being employed seasonally, predominantly in agriculture and in the agro-processing industries (Johnson, 2005:iii). In terms of the labour market scale, about 52% of those living in the District are employable, with 36% of the locals not being economically active, and 12% being unemployed (CWDM, 2005:7). The low level of employment could largely be due to the low levels of education possessed by the locals, with relatively few having attained their matriculation certificates (19%), and only 9% having post-matriculation qualifications (CWDM, 2005:5).

The Cape Winelands District is famous for its established, as well as for its developing, routes, ranging from thematic routes (focusing on wine, fruit, brandy, historical issues, arts and crafts, and the spirit of freedom), through specific routes (focusing on language, mission stations and architecture) to such spatial routes as Route 62 (CWDM, 2005:16). With the hosting of the 2010 FIFA World Cup^{TM}, the routes and themes concerned provided an opportunity from which the CWDM could leverage benefits. Cornelissen (2005:687) highlights that more tourists than at present might be attracted to the hinterland, where the tourism impact is much lower.

The background provided above justified the relevance of the study area for the research topic at hand, offering, as it does, strong tourism potential and proximity to the event location. The next section discusses the research methods and instruments that were employed in the current study.

5.3   Research methods and instruments

This section outlines the process that was undertaken towards the relevant investigation prior, during and after the fieldwork implementation. Both primary and secondary data methods were used in the development, as well as during the investigation stages, of the study.

5.3.1 Secondary data

Of note, secondary data influenced or guided the activities cited below under primary data, as well as the broader investigation of the study.

The secondary data for the study were primarily obtained through a desktop study, and contributed immensely to the literature base, as well as to the build-up of the study. The desktop study also informed the background of the study, and provided references for the study, while simultaneously placing in context what the study sought to achieve. As noted by Hart (2005:73-85), undertaking a review of the relevant literature was important for obtaining an understanding of the research topic, of the work that had been done on the topic, of how it had been researched by the various authors, and of the critical issues emanating from such research. The literature reviewed portrayed a clear picture of the potential of this study to contribute to the development of scientific knowledge. In doing so, reference had to be made to the existing literature, so as to identify the gaps in the literature.

The secondary data sources consulted in this study, as a means of learning of current issues in the field of study, included the following:

- books;
- scholarly journals;
- government documents;
- reports; and
- Internet technology.

Several authors (Sharma, 2005; Burnett, 2009; Gomez & Jones, 2010) refer to secondary data as the use or reuse of data collected by other people. Vigilance was exercised when relating to these data, as secondary data are, or might not be, the absolute reality of the situation studied (Leedy & Ormrod, 2010b:79). The data were used with an eye to the following principles:

- academic standard;
- academic integrity;
- independent thinking; and
- originality.

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The study identified gaps in the existing literature, such as the lack of literature on the impacts of events/mega-events on non-host areas. This resulted in the need for the researcher to gather the primary data that formed the base of this study.

The importance of upholding the above-mentioned principles guided the research process.

5.3.2   Primary data

As noted by Dawson (2009:40), "primary research involves the study of a subject through first-hand observation and investigation". Comparing primary data against secondary data, Leedy and Ormrod (2010a:89-90) sensitise researchers by asserting that primary data are often the more valid data. In the light of what has been cited by the above-mentioned authors, the researcher took care to ensure that the right questions were asked in the proper manner, so that the data collected was of quality. In collating the primary data for this study, two primary data sources were used, namely survey questionnaires and observations.

The primary data sources highlighted above are explained below with justification as to why the particular data sources were selected. It is important to note that the rationale as to how they were used is provided in the following section, with it being presented in twofold, as the discussion of the initial approach is followed by a discussion of the actual approach taken.

5.3.2.1 Questionnaire-based survey

For the attainment of the set study objectives, questionnaires were used as research instruments to obtain responses from the participants. The questionnaires included both open-ended and close-ended questions. The close-ended questions are known to be useful for obtaining information that can be easily quantified (De Vos & Fouche, 2001:89), whereas open-ended questions neither provide nor suggest possible answers to the questions, as the respondents answer the questions in their own words (Brace, 2008:46). With this view in mind, it is evident that open-ended questions provide an opportunity for the participants to express themselves, with them thus providing meaningful input to the study. As noted by Struwig and Stead (2001:86), the asking of questions is a basic data collection method. However, the authors underpin the importance of devising a procedure for standardising the collection process. In responding to the concern raised by the authors, in the case of the present study,

questionnaires were developed as a means of guiding the process of collecting the required data and of standardising the data collected. The selection of the analysis software (SPSS) to be used during the data analysis phase was also taken into consideration. The construction of the questions for the study was done with caution, as the questions that were set were specifically aimed at answering the research questions. The questions were devised in conjunction with the supervisor, as approval was necessary for them to be used.

Several authors (Bailey, 1987; Babbie *et al.*, 2001; Mouton, 2001; Wilkinson & Birmingham, 2003; Rugg & Petre, 2007) identify the use of the questionnaire-based survey as being common in leisure and tourism research. Questionnaire-based surveys are used when:

> quantified information is required concerning a specific population and when the individual's own account of behaviour and/or attitudes is acceptable as a source of information (Veal, 1992:52).

The key informants of the study in the CWDM precinct to whom survey questionnaires were administered included:

- the local communities (residents);
- established businesses; and
- officials from the CWDM and from the LMs.

In order to obtain the primary data required, in addition to the surveys, observations were also made.

5.3.2.2 Observations

Observations were identified as a primary data source that could complement the other primary data source (i.e. the questionnaire survey) deployed in the study. Veal (1992:92) promotes the use of observation by arguing that the careful observation of what is happening can sometimes be a more appropriate form of research than the use of questionnaires, or even informal interviews.

The observations, which were carried out to gather the information that the surveys and interviews could not cover, were carried out prior to the undertaking of the fieldwork, as well as throughout it. Observations, which can be used to obtain the 'taken-for-granted knowledge'

(Rugg & Petre, 2007:12), are unstructured and free-flowing (Leedy & Ormrod, 2010b:154). The observations that were carried in this study were performed with caution, as their outcomes were perceived to contribute to the body of knowledge that was already in existence about the subject studied. As noted by Burnett (2009:63), the knowledge that is gained from observations should be distilled and robust enough to withstand close examination and any attempts at refutation.

In view of the above, the observation method was selected for use in the present study on the basis that it complemented the other research methods deployed herein.

5.4 The data collection, entailing the method of diversion and the rationale behind the use of the data sources consulted

As projected by Rule and John (2011:96), if a researcher decides to use a specific method for gathering data, it is important to understand and to be able to justify why the researcher has chosen a particular method, and how it will be used.

Noting the justification that has been indicated in the previous section on why the primary data sources were selected, this section focuses on how the research methods selected were used. It is important to note that the reflection is made based on both the intended and the actual approach. Firstly, a justification is provided of how the fieldwork implementation dynamics resulted in the diversion of how the data collection sources were planned to be used, and at whom they were targeted. Secondly, justification is also provided of how the data collection sources were used in such a way as to reflect the dynamic nature of fieldwork implementation.

Table 5.1 is a reflection of the original data collection method, highlighting diversion from the original targeted respondents to the actual respondents concerned.

Table 5.1: Primary data sources – diversion from targeted respondents to actual respondents

Primary data source(s)	Original targeted respondent(s)	Actual respondents
Questionnaires		
	Residents of the CWDM	Residents of the CWDM
	Owners/Managers of established businesses in the CWDM	Owners/Managers of established businesses in the CWDM
	Officials of the CWDM and of the LMs	Officials of the CWDM and of the LMs
	Established businesses in the CWDM as individuals	Established businesses in the CWDM as individuals
Interviews		
	Established businesses in the CWDM respective business forums (committee members)	No respondents, as no interviews were conducted
	Officials of the CWDM and the LMs	No respondents, as no interviews were conducted
Observations		
	Targeted at the entire process, rather than at individuals	Targeted at the entire process, rather than at individuals

As can be seen in Table 5.1 above, there was diversion in terms of the original targeted respondents as compared to the actual respondents. The former respondents were identified during the research design process, and prior to the fieldwork implementation. The selection of the actual respondents resulted from the adjustments that were made due to the dynamics encountered prior to and during the fieldwork implementation. The explanation of the scenario between the original targeted respondents and the actual ones used is given below.

In the original investigative approach to the study, established businesses were targeted to be interviewed in their own forums (through their committee forums) in their respective categories (accommodation, restaurants, tour operators, etc.). After assessing the environment, and due to a number of factors such as the non-affiliation of certain businesses with business forums, the limited amount of time available, and the unavailability of the platform to engage with businesses at a representative level, a rule was set before adjustments to the research design were made. A representative business platform would not accurately present the views of individual businesses rather than the voice of the collective, which might not necessarily be what was happening with every business in the area. This was considered as having the potential to compromise the reliability and the validity of the findings, as well as the conclusions

and the recommendations, as not all businesses belonged to a collective forum. In addition, the possible impacts of planning initiatives on the 2010 FIFA World Cup[TM] for the CWDM was likely to affect businesses as individuals, hence the obtaining of independent responses from businesses was considered eminent.

Even though interviews were not conducted with the 2010 FIFA World Cup[TM] coordinator for the CWDM, and with the LMs, due to their lack of availability, the information that was contained in the questionnaires was sufficient to contribute to the relatively broad objectives of the study. In addition, the telephonic follow-ups that were done with 2010 FIFA World Cup[TM] coordinators for respectives LMs of the CWDM provided insight into aspects relating to the study. Despite this outcome, the value of conducting interviews in this research study was not undermined.

Summarising Table 5.1, the researcher contends that the research design for the study was not rigid, as the fieldwork implementation could have forced adjustments. Table 5.2 explains how the data sources were used.

Table 5.2: Primary data source, indicating the diversion of usage (intended use vs. actual use)

Primary data sources	Respondents	Intended use	Actual use
Questionnaires			
	Residents in the CWDM	Administered face-to-face by the fieldworker(s)	Administered face-to-face by the fieldworker/s
	Owners/Managers of established businesses in the CWDM	Administered face-to-face by the fieldworker(s)	Administered face-to-face by the fieldworkers; self-administered by the managers/owners; e-mail responses and follow-ups conducted by the researcher
	Officials from the CWDM and the LMs	Administered face-to-face by the researcher	Electronic (e-mailed) questionnaires sent by the researcher and telephonic follow-ups
Observations			
	Targeted at the entire process, rather than at individuals	Continuous observations by the researcher	Continuous observations by the researcher

In Table 5.2, the gap between how the primary data sources were intended to be used and the manner in which they were actually used to collect the data is clearly apparent. The intended use was planned before the implementation of the fieldwork, whereas the actual use was how the data sources were used in reality. In terms of the questionnaire used, noticeable gaps were found in it when it was administered to the established businesses and to officials from the LMs in the CWDM. The intention of administering the questionnaire face-to-face to LM officials resulted in the questionnaire being sent to the municipal officials concerned by electronic means (e-mail). The same tool (e-mail) was used by the respondents to submit their feedback. However, in the process of completing the questionnaire, constant telephonic contact was established between the researcher and the respondents, so as to ensure that there was common understanding of the interpretation of the questions, leading to accurate responses. The telephonic follow-ups also provided the researcher with an opportunity to clarify responses that were vague or unclear.

Concerning the administration of the questionnaire to the established businesses, which was meant to be administered face-to-face, it is equally important to highlight that, although a large percentage of the surveys were conducted face-to-face, some businesses opted to e-mail their responses when it was convenient for them to do so, as they were busy at the time of the fieldworker's visit. Even though the supervisors or managers were available to complete the surveys, so as to maintain the originality of the selected sample, a rule was set that the completion of the survey by the business owners concerned was crucial for obtaining a relatively broad understanding of the 2010 FIFA World Cup™ planning initiatives that were undertaken in the CWDM. As a result, follow-ups had to be made with some businesses.

Based on Table 5.2, the options of e-mail and follow-ups had certain implications. As was anticipated, not all the established businesses that promised to e-mail their surveys did in fact do so, as the researcher did not have control over the respondents. In some instances, where follow-ups had to be made, no responses were provided. Such situations arose due to the dynamics of fieldwork planning versus its implementation.

The dynamics of fieldwork implementation and the various research methods and techniques deployed in this study did not compromise its degree of reliability and validity. Babbie *et al.* (2001:119-125) describe reliability as being a matter of whether a particular technique, which is applied repeatedly to the same object, is capable of yielding the same results each time it is

used. They further describe validity as the extent to which a specific measurement provides data that relate to the commonly accepted meanings of a particular concept. When adjustments were made to the research instruments used, the aspects of validity and reliability were taken into consideration. As noted by Mouton (2001), the relevancy of the research instrument is important for both such criteria.

Despite the implication of the fieldwork implementation, the respondents who were selected for the study were relevant to attaining the outcomes of the study.

5.5   Relevancy of the respondents

In selecting the respondents cited in Table 5.2, their relevancy was of importance. The respondents identified and selected for this study included municipal officials from the CWDM and its LMs, as well as established businesses and the residents of the CWDM.

The CWDM was identified and selected on the basis that it represented the government in the district, and also due to the government having been central to the implementation of the 2010 FIFA World Cup™ plans. The CWDM developed plans around the 2010 FIFA World Cup™ (Swart & Lombard, 2009a:4) that were in line with the Western Cape provincial plans (Swart & Lombard, 2009b:14), with the success or realisation of the plans resting on their implementation. For the government to implement the plans, such stakeholders as businesses and residents were regarded as being of equal importance. As the plans became public knowledge, the expectations of the businesses and residents concerned might have been sparked.

In the context of the study, the investigation was centred around initiatives in relation to the 2010 FIFA World Cup™, including their planning, management and implementation, hence the government (CWDM) was perceived as being central to the planning that was undertaken for the event initiatives concerned.

5.6 Sampling method

Several authors (Babbie *et al.*, 2001; Preece & Chelisa, 2005; Trochim, 2006; Pellisier, 2007; Anderson, Sweeney & Williams, 2008; Gravetter & Forzano, 2009; Smith, 2009; Benedetti, Piersimoni, Bee & Espa, 2010) posit sampling as a method of choosing units from a population of interest. Trochim (2006:1) further argues that the outcome of the results from a sample might be reasonably generalised back to the population from which it was selected. Hulley, Cummings, Browner, Grady and Newman (2007:27) promote the goal of sample size planning as contributing to an understanding of the estimates of what might comprise a suitable number of subjects for a study design.

Veal (2006:362) argues that a sample size can be determined using three basic criteria:

- the level of accuracy in the results;
- the extensiveness of the proposed analysis; and
- the availability of the budget.

In view of the perspective projected by Veal (1996) above, there was a strong correlation between the areas mentioned and the sample size selection process that was undertaken in this study.

The present study employed different sampling methods/techniques in order to achieve the set research objectives. The sampling methods selected for the various stakeholders in the study included those discussed in the following subsections.

5.6.1   Sampling for the residents

The surveys that were used to collect the required data in the current study deployed stratified random sampling. The use of such a sampling approach ensures that each group of a population is selected (Burns & Burns, 2008) by means of splitting up the population into strata, based on certain criteria or characteristics (Veal, 2006, Pellisier, 2007). Stratified sampling was used, taking cognisance of both the semi-urban and rural areas, in order to provide a broad representation of the respondents.

The data were collected according to the subpopulations (i.e. the municipal areas) constituting the CWDM. The areas concerned included those falling within the following municipalities:

- Breede River;
- Breede Valley;
- Witzenberg;
- Drakenstein; and
- Stellenbosch.

In determining the necessary size of a sample taken from a given finite population, it is important to highlight that the initial targeted sample was (n=380) in each municipality, as informed by Isaac and Michael (1981:193) and Uys (2009). The rationale behind following Isaac and Michael's (1981) sample guidelines was complemented by the reflection evident in Figure 5.1 below.
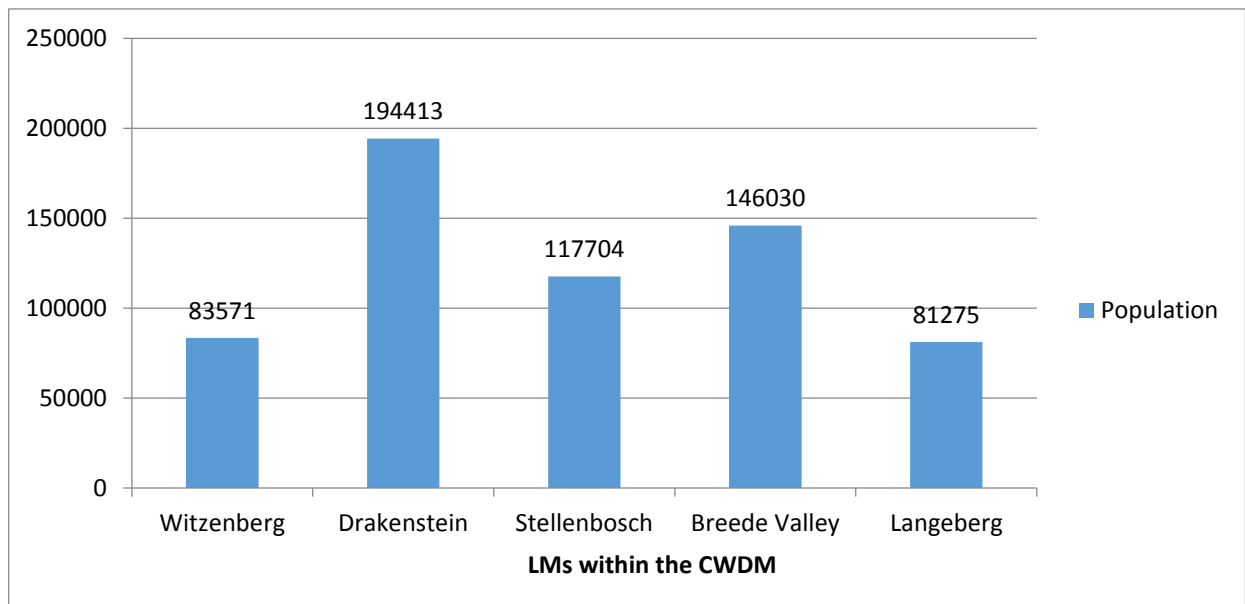
Figure 5.1: Residents' population (Stats SA, 2001)

Having noted the nature of the study (pre-event), and after consultation with the supervisor and the CPUT statistician regarding the time and budgetary constraints linked to this study, a rule was set that 250 respondents across the municipalities concerned would be sufficient. In view of the above, a total of 1 250 residents served as respondents, with 250 respondents being

interviewed across each municipality. Babbie *et al.* (2001) refer to the adjustment made as being an example of sample modification.

The residents' questionnaire survey highlighted the following key areas:

- their event awareness and interest;
- their involvement in the event, particularly in relation to planning; and
- their attitudes and perceptions regarding the potential impacts associated with the event in their communities.

The residents' survey is attached (see Appendix A). The residents' surveys were conducted a month prior to the event, and up until 30 May 2010. Late approval of the project delayed the implementation of the study.

5.6.2   Sampling for established businesses

A convenient sampling approach was used to administer the surveys to the established businesses in the CWDM area. Convenient sampling, which is also known as accidental sampling (Leedy & Ormrod, 2010a:212), because the respondents were available, easy to find and cooperative (Burnett, 2009:147).

In the initial planning of the project, a district-wide survey of the established businesses in the area was anticipated. However, the negative attitude of some of the established businesses, as well as budgetary and time constraints arising from the residents' surveys being completed 11 days before the event, allowed little time for the survey of established businesses to be completed. In view of the above, a rule was set that the focus, in this respect, would be on the areas that were closest to Cape Town, being the host area. This approach resulted in the inclusion of the established businesses in the town(s) of Wellington, Paarl (falling within the Drakenstein Municipality), Stellenbosch and Franschhoek (falling within the Stellenbosch Municipality).

The total of 108 surveys that were collected during the investigation process was spread unevenly across the towns concerned, as the sampling was convenient. As illustrated in Figure 6.18 and Table 6.27 in the next chapter, the sampled businesses included accommodation,

food and beverages, retail, attractions, entertainment, sports shops, service stations, and travel agencies. Despite the convenient sampling approach being deployed in this study, the justification for the inclusion of the different types of businesses surveyed is provided below.

- Accommodation

Bhatia (2006:175) cites accommodation facilities as constituting a vital and fundamental part of tourist supply, and an important feature of the total tourism image of a country. Before, during and after the 2010 FIFA World Cup™ there was a need for the accommodation of different categories of people (including visitors and playing teams) visiting the country. As the Western Cape was a host, the possibility of visitors travelling beyond the boundaries of Cape Town (the host area) to explore the surrounding region put the established businesses of the CWDM in a suitable position to exploit such possibilities. Depending on the number of visitors in the host area, if the accommodation concerned had been under extreme pressure, they might have been forced to book accommodation outside the host area. Furthermore, the net for accommodation was wider than merely the host city itself, and of historical interest, as Phaliso and Burnett (2007:12) present that "for the first time, FIFA . . . decided not to restrict its recommendation to hotels only". The availability and readiness of accommodation establishments to host visitors was one of the elements that defined South Africa's readiness to host the 2010 FIFA World Cup™.

- Food and beverages and entertainment

As part of the celebrations associated with the event, food and beverage businesses were crucial in the 2010 FIFA World Cup™ experience. Although spending on accommodation might sometimes be associated with spending on food and beverages, for the purpose of the current study, the latter businesses were not linked to the accommodation sector, as some such businesses did not offer accommodation. Including this category of businesses in the sample underscored the importance of the food and beverages experience as being key to the hosting of such events, as much spending tends to be associated with it. Bob (2010:215) cites food and beverages and entertainment as among the main expenditure items in terms of events of this nature.

- Retail

Retail provided a support service function to the locals and the visitors in terms of the 2010 FIFA World Cup™. The hosting of the mega-event also provided the local retailers with a platform from which to showcase their work to a broad tourism market (both domestic and international).

- Attractions

The hosting of the 2010 FIFA World Cup™ provided South Africa with an opportunity for it to showcase its broad tourism product to the rest of the world. Activities during the hosting of the 2010 FIFA World Cup™ were not only limited to the field of play, as many of the tourists involved wanted to explore the beauty of the Western Cape province at large, hence attractions formed part of the sample of places where they wanted to go.

- Sports shops

Even though many street traders sold the 2010 FIFA World Cup™ supporters' gear for the different countries that took part in the event, it was anticipated that the sports shops were likely to benefit from the event, as they sold a great deal of sport merchandise. Although the impact of the merchandise sold in the sports shops within the CWDM would not have been the same as that of the merchandise which the sports shops that were in close proximity to the event location sold, the level of enthusiasm and support for the event might have projected the residents identifying and demonstrating their interest in soccer as spectators. Added to this, the residents' level of enthusiasm for watching the event in PVAs could have encouraged the spectators to identify with the team(s) they supported by wearing team gear, thus promoting the merchandise that was sold in the shops concerned. With the 2010 FIFA World Cup™ being an African World Cup, the display that was demonstrated by the soccer fanatics in their 2009 FIFA CONFEDS Cup support gear that publicly vaunted their support of their teams indicated that sports shops could derive benefits from such expenditure patterns. In addition, Football Friday gave people an opportunity to dress in soccer gear demonstrating support of their team(s). The level of enthusiasm and excitement that was linked to this initiative is perceived in this study as having had the potential to boost the sales of sports shops. In hindsight on the rationale presented of including such shops in the representative sample, it was important to assess

what their involvement, participation and perceptions concerning the 2010 FIFA World Cup™ were.

- Service stations

Service stations are stopover points that tourists or visitors use in between their point of departure and their destinations. The role of the service station goes beyond filling up a tank with fuel to that of being a refreshment station. Service station personnel might be required to provide assistance in terms of giving directions to tourists, translating to the playing of an interactive role between the hosts and the guests, thus contributing to a better tourist experience than they might otherwise have.

- Travel agencies

Travel agencies were included in the sample on the assumption that they were likely to facilitate travel for tourists visiting the country for the 2010 FIFA World Cup™. Their involvement might even have gone beyond the 2010 FIFA World Cup™, especially with the successful hosting of the event and the exceptional visitor experience that was enjoyed by many. Furthermore, their inclusion in the study took cognisance of the importance that they played in the tourism industry in this regard.

Important elements of the established businesses survey included finding out more than had previously been known about:

- the raising of event awareness;
- the involvement of businesses in the 2010 FIFA World Cup™ and related activities;
- the integration and coordination of planning initiatives between the businesses and the CWDM, including its respective municipalities;
- the integration and coordination of planning activities among businesses;
- the placing of value in the plans initiated by the CWDM;
- the increasing of stakeholder engagement, participation and involvement;
- the adding of value to the engagement, participation and involvement process; and

- the enhancement of attitudes and perceptions regarding the potential impacts that were associated with the event on their businesses, as well as on the communities concerned.

Refer to Appendix B for the established businesses questionnaire. The surveys that were administered face-to-face were conducted a week before the event, and up until 06 June 2010, excluding any follow-ups that were made, as well as any e-mail responses that were submitted.

5.6.3   Sampling for CWDM officials

The purposive sampling approach was used to administer the survey to the CWDM officials, both in the district, as well as in their respective municipalities. Rule and John (2011:64) argue that, when using purposive sampling, the researcher had to choose respondents who could shed most light on a case. They further assert that research participants are deliberately chosen because of their suitability to advancing the purpose of the research. The respondents' relevant knowledge, interest and experience on the subject of the research case is likely to allow for a full, in-depth and trustworthy account of the case concerned. In the present study, the CWDM officials served as the custodians of the 2010 FIFA World Cup^{TM} planning initiatives in the district, hence the use of the sampling method selected.

In the initial planning, six surveys were targeted, with one being directed at the 2010 FIFA World Cup^{TM} CWDM coordinator and five at the LM officials concerned, as per their respective municipalities. After failing to secure the face-to-face administration of the surveys and interviews with the CWDM officials, the survey was administered electronically (by e-mail), prior to the 2010 FIFA World Cup^{TM}.

In a process that required constant telephonic and e-mail contact with the respondents, only five of the survey forms were returned.

The CWDM officials' survey focused on the following key areas:

- planning initiatives in respect of the event in the CWDM;
- the value of the plans initiated by the CWDM;

- the integration and coordination of planning activities between the CWDM and the LMs, and/or between the LMs; and

- the stakeholder engagement, participation and involvement.

The questionnaire for the CWDM officials is contained in Appendix C. The total number of surveys administered in this study was 1 363, translating to the use of 1 363 respondents. The reflection on the sampling methods/techniques provides a clear indication that the targeted sample might not have been achievable, as the conditions of the fieldwork implementation sometimes did not favour the realisation of the full targeted sample.

5.7   Data analysis

Unlike with numerical data, textual data are posited by Mouton (2001:108) as being rich in meaning and difficult to capture in a short and structured way. To curb the concern raised by the author in this respect, SPSS was used as an instrument for analysing the data collected. Before the analysis, the questionnaire was coded for standard inputting, and for the interpretation of the data. Once the data had been inputted, it was sent to the CPUT statistician for processing. Following this, data editing was conducted through the checking of errors. Engaging the statistician in the process was directed at ensuring that the quality of the surveys was not compromised. Maree and Van der Westhuizen (2009:28) indicate that quality assurance and data verification are essential, as research results need to be consistent, even if they are obtained at different times, or by means of different applications of the same assessment/measurement, so as to ensure the validity and reliability of the study concerned.

The reflection on the analysis is provided as evidence for the study, with the data analysis having been undertaken by means of the application of different statistical tests that generated tables, bar charts, histograms and correlations, thus providing meaningful interpretation of the data inputted. The analysis justified the reliability and validity of the findings and recommendations made**.**

5.8   Fieldwork and fieldworkers

Prior to the actual fieldwork, the researcher established contact with the relevant authorities and travelled to the research area. This was done to familiarise the researcher with the area, and to enable him to assess the feasibility of the study, in line with the research objectives devised.

All the fieldworkers who assisted during the data collection were familiarised with the questionnaire. Subsequent to this, they were given training on how to administer the tool (i.e. the questionnaires) used. Piloting the survey formed part of the fieldworker training and familiarisation process. Pilot surveys are small trial runs of a larger survey (Veal, 2006; Shutterworth, 2008) that are carried out before the final survey (McNabb, 2010). This is done to check for any possible problem in the way in which a questionnaire is designed (Browne, 2011). Such surveys can be used to test out such aspects of the survey as wording, question sequence, questionnaire layout, fieldwork arrangement, the training and testing of fieldworkers, and possible glitches in the procedure, possibly leading to the modification of the study design and procedure used (McBurney & White, 2009). Simultaneously, potential problems can be identified that might otherwise negatively affect the quality and validity of the results obtained.

The importance of collecting data accurately was strongly emphasised, as it contributed to the validity and reliability of the data collected. The fieldworkers were also enlightened regarding the dynamics of the fieldwork. A multilingual and diverse fieldwork team was selected, taking into cognisance the diverse nature of the CWDM population, with the majority of the population being Afrikaans-speaking. Care was taken to ensure the diversity of the fieldwork team chosen, so as to ensure that the questions posed in the questionnaire were interpreted as accurately as was possible.

The process of engaging students as fieldworkers can be regarded as a 'value-adding' exercise in terms of the research process, as well as for themselves. The students concerned benefited from participating in the fieldwork in terms of gaining exposure to research (skills), as well as in terms of it being a learning experience for them that might have motivated them to do their own research.

5.9   Ethical considerations

As noted by Vithal and Jansen (2010:26), several ethical issues have to be considered when undertaking data collection, including the

> confidentiality of persons interviewed or documents reviewed, reporting on sensitive or controversial issues, ownership of the data generated through research, power relationships between the researcher and the researched and consent of subject.

Several authors (Salkind, 2010; McAreavey & Muir, 2011) underscore the importance of upholding values when conducting research. According to Hammersley and Traianou (2011:369), such values involve forms of moralism or ethicism. The two authors concerned argue further that, even though such values might be perceived as being external to the actual task of research, they are, in fact, central to it. Their notion emphasises the importance of the researcher observing the highest ethical standards when conducting research. Rugg and Petre (2007:56-58) promote ethical considerations beyond those that relate to the data collection process to those that are involved in the projecting of researcher(s) as behaving responsibly towards other members of society.

Prior to the formalisation of the current study, interaction that was tantamount to consultation with the CWMD 2010 FIFA World Cup™ coordinator, including that which was undertaken with the senior municipal officials, was entered into so as to:

- introduce and provide a background to the research study, with the intention of gaining acknowledgement and approval;
- highlight the importance of the study, with the same intention as above;
- ensure continuous engagement with the CWDM 2010 FIFA World Cup™ coordinator and other LM officials towards the implementation of the project. This was crucial for guiding the process in ensuring that the right protocol was applied in gaining access to the targeted respondents (i.e. the municipal officials, business groups and communities).

A letter of request to conduct the study, and the approval letter obtained in response from the CWDM, are included in Appendix D.

In addition to the above, the anonymity of the respondents was guaranteed, with the nature of the guarantee having been explained to the respondents before they completed the survey. Verbal consent was requested before the respondents completed the questionnaire. Children under the age of 18 were not asked to complete the residents' surveys.

A declaration of originality that was signed in connection with this study appears on the first page of this thesis.

5.10   Summary

In line with the current chapter providing insight into the research methodologies and techniques that were deployed throughout the investigation that was undertaken in terms of the present study, it is evident that there should be careful selection of data collection methods and techniques. Accordingly, care was taken with ensuring that the right tools were used to obtain the necessary information so as to be able to address the research question set. The selection of the choice of data collection methods and techniques has been justified.

The fieldwork implementation projected that the research process was not rigid, as it required the researcher to adjust the original, and intended, research plan that was aimed at obtaining data from the subjects. The adjustments that were made in this study are an indication that different research methodologies and techniques have their advantages and disadvantages. The adjustments were made with caution, with the principles of validity and reliability being underscored. The success of the data collection process, and that of the research study as a whole, has been built on a strong foundation of ethical considerations, which were continuously at the forefront of the study.

The next chapter demonstrates the effectiveness and the outcome obtained from using the various research methods and techniques that were employed in this study.

CHAPTER 6

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

6.1   Introduction

This chapter provides a reflection on the investigations conducted in this study. The different methods (as presented in Chapter 5) that were applied in this study for purposes of investigation are discussed in terms of the way in which they were used to address the research problem, the questions and the objectives of the study, as cited in the first chapter. The data collected during the fieldwork were processed by means of the SPSS, which facilitated their change from their raw form to where they could be clearly presented, analysed and interpreted. As a result of using the SPSS, the different statistical tests performed generated frequency tables, charts and histograms, thus providing meaningful interpretation of the data inputted. The data presented and analysed in this chapter came about as the result of the participation from various stakeholders who were key to the study. The key stakeholders who provided responses included:

- residents;
- established businesses; and
- municipal officials (i.e. 2010 FIFA World Cup^{TM} coordinators) from the various municipalities within the CWDM.

In analysing the data that was collected from the stakeholders identified above, critical thinking, analysis and the synthesis of information was applied to provide more meaning to the results, and so as to bridge the knowledge gap between existing knowledge and new knowledge. In doing so, the theoretical grounding provided by the literature review was also taken into cognisance. The analysis provided in this chapter justifies the reliability and validity of the findings, the conclusion and the recommendations of the current study. Despite the fieldwork dynamics and the limitations presented in Chapter 5 and Chapter 7, the data collected provide a clear reflection of the multi-stakeholder approach taken in regard to the planning of the 2010 FIFA World Cup^{TM} initiatives in the CWDM. The presentation and analysis of the data provided in this chapter also provides groundbreaking knowledge and lessons that can be learned from

in regards to the future hosting of events and mega-events beyond the limitations of the 2010 FIFA World Cup[TM] and in respect of the non-host areas.

6.2   The residents

In line with the research questions, and as informed by the objectives of the study, the residents were identified as important stakeholders in the planning initiatives around the 2010 FIFA World Cup[TM] in the CWDM. Their involvement, engagement and participation in, as well as their perceptions of, the multi-stakeholder approach to planning relating to the World Cup were of paramount importance. Added to the above, their general perceptions of, and attitudes towards, the event were also assessed. The key questions that were posed to the residents not only give a picture of what transpired during the planning process, but also contribute to a better understanding of the planning that was undertaken to gain leverage from the mega-events for the non-host areas. Even though Gursoy and Kendall (2006:603) argue that the community backing of mega-events is affected directly and/or indirectly by five determinants of support (i.e. the level of community concern, ecocentric values, community attachment, perceived benefits, and perceived cost), the provisions that were made by South Africa through its democratic processes took the issue of community involvement and participation to the level of legitimate governance (South Africa, 1998:14; South Africa, 2000:16-18). The current study acknowledges that, even though the residents were not located in the host area, they likely witnessed the impacts of the event, positively or negatively, due to their close proximity to the host area. The questionnaire for the residents was subdivided into a number of subquestions representing the subthemes regarding the residents' perceptions. The subthemes included:

- the residents' profile;
- their event awareness;
- their identification with, and interest in, soccer;
- their involvement in the 2010 FIFA World Cup[TM]; and
- their perception of, and attitudes towards, the 2010 FIFA World Cup[TM].

6.2.1 Residents' profile

The importance of incorporating the residents' profile as an integral part of the study cannot be overemphasised. Collating this information contributed to the broader understanding gained through the study, as the demographic profile of the respondents differed among the individuals concerned. Added to this, the manner in which the 2010 FIFA World Cup™ planning initiatives for CDWM unfolded, and how the respondents perceived the event, could have been influenced by their demographic profile.

6.2.1.1 Location

The data that are presented, analysed and interpreted in this section were obtained from 1 250 residents residing in five different municipal areas within the CWDM. Based on the different municipal areas that are listed in Figure 4.2, the even representation of the respondents (n=250) from all the municipal areas equated to 20% representativeness of the sample from each area concerned. The even representation enabled a district-wide perspective to be gained without any of the municipal areas involved having more respondents than another, thus helping to prevent bias in the presentation, analysis and interpretation of the results. The closest municipalities to the event location were those of the Drakenstein (centred in Paarl) and Stellenbosch (centred in Stellenbosch) with both towns (i.e. Paarl and Stellenbosch) being less than 30 minutes' drive away from Cape Town.

6.2.1.2 Gender

As shown in Table 6.1, district-wide, the results indicate that the majority of the respondents were men (62.9%), with a much smaller percentage of women (37.1%). Even at the LM level, men were the dominant respondents over women in all the municipalities. Participation in the study was driven by interest in the topic, as the respondents could choose whether or not they wished to participate in it. Even though the respondents were selected randomly, the results reflecting the men as being the majority of the respondents were not surprising, as the majority of soccer followers and spectators tend to be men. Despite the results given in Table 6.1, women are making inroads in South African soccer both as spectators and as participants.

Table 6.1: Name of the municipality and gender cross-tabulation, district-wide and in the LMs (in %, *n*=1 250)

Name of the municipality		Gender	
		Male	**Female**
Drakenstein		11.1	8.9
Witzenberg		13	7
Stellenbosch		12.8	7.2
Breede Valley		12.6	7.4
Langeberg		13.3	6.7
Total		62.9	37.1

6.2.1.3 Age

In terms of age, all the respondents who took part in the study were between the ages of 18 and 74 years old. The age of the respondents was grouped into seven categories (see Table 6.2), reflecting a district-wide and LM perspective. Of the sample (*n*=1 250), the majority of the respondents (47.6%) were relatively young (<20 years, and between 21 and 30 years, old) with the group consisting of middle-aged respondents who were between 31 and 40 years old (28.3%) representing 75.9% of the respondents. Very few of the respondents (0.7%) were over 70 years of age. Table 6.2 reflects that, at LM level, respondents from the dominant age category (21–30 years) came from Stellenbosch, the Breede Valley and the Langeberg, with 8.3%, 8.2% and 8.1%, respectively.

Table 6.2: Name of the municipality and age cross-tabulation, district-wide and in the LMs (in %, *n*=1 250)

Name of the municipality	Age of the respondents						
	<20	**21–30**	**31–40**	**41–50**	**51–60**	**61–70**	**>70 (specify)**
Drakenstein	1.8	6.2	4.1	3.8	3	0.9	0.3
Witzenberg	1	7.8	6.4	3.2	1.3	0.1	0.2
Stellenbosch	2.8	8.3	5	2.1	1	0.7	0.1
Breede Valley	2	8.2	5.8	2.2	1.3	0.5	0
Langeberg	1.4	8.1	7	2.3	0.6	0.4	0.1
Total	9	38.6	28.3	13.6	7.2	2.6	0.7

6.2.1.4 Historical and race category

As it can be noted in Figure 6.1, district-wide, the majority of the respondents (60.8%) were Coloured people, followed by African people (30.5%), and then by White and Indian people with 6.8% and 0.5%, respectively. A distribution of the respondents' race across the LMs is presented in Table 6.3. The racial classification results of the respondents reflect the demographic profile of the respondents in the CWDM as fairly similar to that of the Stats SA (2001) and Community Survey (2007) (Figure 6.1), as Coloured people are the most dominant race category in the area with Whites and Indians representing a smaller percentage of the actual population. The increase in percentage of African respondents compared to that of white people in the surveys statistics reflect a decrease, portrays a picture of respondents' willingness to participate in the survey. Even the 2011 census report attests to the figures projected in Figure 6.1, as Coloured people are still reflected as the majority (62.1%) followed by African people (23.7%), then White people with 12.9% and Indian/Asian people with the least of the percentage (0.9%). Table 6.3 presents more Coloured people as coming from Drakenstein (13.2%), followed by Black people (7.3%) from Langeberg and White people with 1.9% from Stellenbosch.

A degree of discomfort seemed apparent among a few respondents when they were required to disclose their (historical) race categories (1.4%). The cause of discomfort remains unknown. It could be that the respondents no longer wished to be racially classified, as racial classification in South Africa has had a bad historical past, with White people having been granted dominance over the other racial categories by the apartheid government of the day. The same reluctance to disclose their status could also be identified in some respondents in relation to them being asked as to their highest education level obtained (0.8%), the details of which are presented in the next section (Table 6.4), and in relation to them being asked about their monthly income (2.4%), as can be seen in Table 6.20.
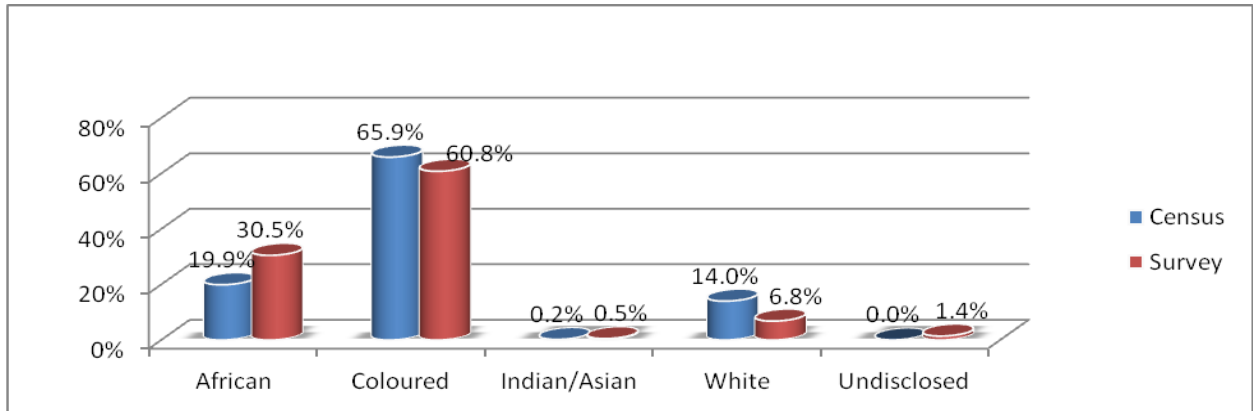
Figure 6.1: Comparison of race classification between Stats SA population figures for 2001 and research study survey population figures (in %, *n*=1 250) (Stats SA, 2001; Community Survey, 2007)

Table 6.3: **Name of the municipality and race cross-tabulation, district-wide and in the LMs (in %, *n*=1 250)**

Name of the municipality		Race				
		African	Indian	Coloured	White	Not applicable / No response
Drakenstein		3.9	0.1	13.2	2.2	0.6
Witzenberg		6.3	0.1	12.4	0.8	0.4
Stellenbosch		6.4	0.1	11.6	1.9	0
Breede Valley		6.6	0.1	12	1.1	0.2
Langeberg		7.3	0.1	11.6	0.8	0.2
Total		30.5	0.5	60.8	6.8	1.4

6.2.1.5 Highest education level, employment and income

Table 6.4: Highest education levels, district-wide and in the LMs (in %, *n*=1 250)

	Name of the municipality					
	Drakenstein	Witzenberg	Stellenbosch	Breede Valley	Langeberg	Total
No formal education	0.8	0.16	0.08	0.16	0.48	1.7
Partial primary	0.72	0.48	0.24	0.16	0.48	2.1
Primary completed	3.2	9.4	5.04	5.2	5.52	28.4
Secondary completed	9.28	7.9	10.56	8.44	9.04	45.2
Certificate/Diploma	4.4	1.28	2.88	3.92	2.96	15.4
Undergraduate degree	0.48	0.4	0.08	1.2	0.88	3
Postgraduate degree	0.64	0.08	1.12	0.88	0.64	3.4
Undisclosed	0.08	0.32	0.16	0.08	0.16	0.8

In terms of the highest education level obtained (see Table 6.4), the results revealed that the majority of the respondents (78%) lacked post-matriculation qualifications. Of the latter, most of the respondents (45.2%) had completed their secondary schooling, with a few having only completed their primary schooling (28.4%), with the highest number of respondents who had completed their secondary schooling coming from Stellenbosch (10.56%) and who had completed only their primary schooling from the Langeberg (5.52%). Only 28.4% of the respondents had a post-matriculation qualification, ranging from a certificate/diploma, through an undergraduate degree to a postgraduate degree, with 15.4%, 3% and 3.4% respectively, representing nearly one-quarter of all respondents (21.8%). As is evident from Table 6.4, the Drakenstein respondents dominated those who had a certificate/diploma by 4.4%, followed by those who held an undergraduate degree in the Breede Valley (1.2%), and then by those who held a postgraduate degree in Stellenbosch (1.12%). The percentages reflecting partial primary schooling completed and no formal education were very low (2.1% and 1.7%, respectively). The low levels of education can be linked to the rural nature of most parts of the CWDM.

In terms of the levels of education indicated in Table 6.4, most of the respondents (58.5%) earned approximately R10 000 per month, which was followed by 31% of the respondents, with no income. Only a few of the respondents (8.1%) indicated earning more than R10 000 per month, with 2.4% being unwilling to disclose their status. In addition, it became evident that almost a quarter of the respondents (24.2%) were unemployed, with 22.4% being employed as labour/ unskilled workers.

As it can be deduced from the discussion presented in this section, the hosting of the event by South Africa and by the Western Cape province had the potential to have raised high expectations among the respondents, as the levels of unemployment in the area were generally high.

6.2.2   Event awareness

Event awareness forms the core of gaining a broad understanding of the thematic areas that were identified earlier in this chapter.

6.2.2.1 Residents' perspective regarding event awareness

The respondents' awareness of the event determined whether or not they could relate to it. The event awareness of the local residents should not only be seen as the basis of informing communities about the event. Jago, Chalip, Brown, Mules and Ali (2003:3) note that the success of many events is heavily dependent upon the local communities, with them highlighting event patronage as being an important part of such success. Tables 6.5 and 6.6 summarise the awareness of residents regarding the major sport event to be held in South Africa in 2010, with Table 6.5 providing a district-wide perspective, and Table 6.6 providing a reflection of the situation in this regard across the LMs.

Table 6.5: District-wide awareness of a major sport event to be held in 2010 (in %, *n*=1 250)

Major sport event to be held in 2010	Gender	
	Male	**Female**
Rugby World Cup	0.4	0
Cricket World Cup	0.2	0
FIFA (Soccer) World Cup™	60.5	35.3

Table 6.6: Awareness of a major sport event held in 2010 across the district and in the LMs (in %, *n*=1 250)

Major sport event held in 2010	Name of the municipality					
	Drakenstein	**Witzenberg**	**Stellenbosch**	**Breede Valley**	**Langeberg**	**Total**
Rugby World Cup	0.16	0.08	–	–	0.2	0.4
Cricket World Cup	0.16	–	–	–	0.08	0.2
FIFA (Soccer) World Cup	19.2	18.8	19.52	19.2	19.12	95.8

High levels of event awareness were shown by the vast majority of the respondents (96.5%) indicating that they were aware of the major sport event to be held in South Africa at the time. Of the 96.5% stated above, an overwhelming majority of the respondents (95.8%) were able to correctly identify the event in question as being the FIFA World Cup™. Stellenbosch had the highest percentage of respondents who were able to correctly identify the event (19.52%), followed by the Drakenstein and the Breede Valley, with 19.2% in both cases, and then by Langeberg (19.12%). Only a few of the respondents (0.4%) identified the event as the RWC (Drakenstein and the Langeberg, with 0.2% in both cases, and Witzenberg with 0.16%), with

0.2% identifying it as the CWC (Drakenstein 0.16% and the Langeberg 0.08%) (see Table 6.6). However, no female respondent incorrectly identified the event (see Table 6.5). The respondents might have been confused by the fact that, at the time of the conducting of the surveys, the Super 14 rugby series was being held.

A follow-up question to the above anticipated that the respondents were informed by different sources, hence their high level of awareness about the 2010 FIFA World Cup^{TM} hosting. In an attempt to confirm such awareness, the major sources of information regarding the mega-event, as revealed by the respondents, are named below in their order of effectiveness:

- the television (94.7%);
- the radio (49.3%);
- the newspaper (45.2%);
- friends (12%);
- posters (11.9%);
- the Internet (8.4%);
- short message service (SMS) (1.7%);
- e-mail (1.6%); and
- community meetings (0.8%).

Putting the above-mentioned results into context, they revealed that the awareness of the respondents was raised by means of a range of media stretching from the electronic to the printed, and including word of mouth, with minimal engagement taking place at community level. Television (94.7%) proved to be the most effective form of media in creating event awareness among the respondents. This medium might have largely been able to increase the prevailing levels of support for the event in terms of viewing, as awareness of the event might have prompted an interest to watch and/or to participate in the event, and the activities associated with it. The above assertions project television as being a useful form of media not only for creating awareness, but also with the potential for reaching a wide audience. Television was also a dominant media source in creating event awareness for the majority of the residents (94.6%) in the host city (Bama, 2011:74). The role that is played by the broadcasting of pre-event news or information in the creating of awareness through the presentation of visuals was bound to influence millions of viewers as to whether or not to attend/ participate in the event, depending on what provoked their attention when they viewed the information source. The

nature of the information provided, as well as its particular bias, might have encouraged the viewers to watch, or it might have discouraged them from watching, the event. Other forms of media that seemed to have contributed immensely to creating event awareness included the radio (49.3%) and newspapers (45.2%).

As much as television was presented by the respondents (94.7%) as being a major tool that had improved their awareness of the event, it is of great concern to note that the majority of the respondents (99.2%) highlighted the lack of a physical platform from which to engage the communities concerned as far as informing them about the event went. This strengthens the point that there had been a need to deal with local issues via community meetings, as the event might have impacted differently on one community than it did on another. These results also raise concerns regarding the mobilisation of the communities concerned in respect of gaining their support for the event. Effective mobilisation efforts went beyond publicity to actively engaging the communities in identifying social and economic programmes that would have the biggest impact at local level (AT Kearney, 2012:2). The importance of informing communities about the event through community meetings should have formed an integral part of the planning process. Zhao and Stasko (2002:69) emphasise the importance of community awareness by arguing that it often refers to:

> the degree that people generally know about each other, about social norms and people's different roles within the community and about issues that affect community.

The above-mentioned authors further assert that maintaining an awareness of the ongoing changes in the environment and of the attributes of people, as characterised by their interpersonal interactions, helps to build and sustain social networks and to facilitate the collaboration that goes into creative work, as well as contributing to bridging the gap in achieving the desired state of readiness for such collaboration to occur. With the above results revealing the disengagement of the communities at the information level due to the lack of community-based interventions, concerns might have been raised as to their level of involvement/non-involvement in planning initiatives around the event, in the light of communities being important stakeholders in the entire enterprise.

6.2.2.2 Residents' awareness of legacy projects related to the 2010 FIFA World Cup™

Having been informed by the results on the extent of event awareness, the researcher/fieldworkers then asked the respondents whether they were aware of any legacy projects that were related to the 2010 FIFA World Cup™ (see Table 6.7 below). District-wide, the high percentage of respondents (80.2%) who were unaware of such projects suggests that most of them lacked information about them. These results are very different from those that were obtained for the residents located in the host city (i.e. Cape Town), as almost half of the latter respondents (50.5%) were aware of the event (Bama, 2011:77).

Table 6.7: Name of the municipality and awareness of any 2010-related legacy projects cross-tabulation, district-wide and in the LMs (in %, *n*=1 250)

Name of the municipality		Awareness of any 2010-related legacy projects in your area	
		Aware	Unaware
Drakenstein		4.6	15.4
Witzenberg		2.6	17.4
Stellenbosch		8	12
Breede Valley		2.4	17.6
Langeberg		2.2	17.8
Total		19.8	80.2

As can be deduced from Table 6.7 above, most of the respondents who were aware of the legacy projects that were related to the 2010 FIFA World Cup™ were from Stellenbosch (8%), followed by the percentage from the Drakenstein (4.6%). This finding was not surprising, as the two municipalities concerned were the most active non-host areas that positioned themselves as base camps. Out of the 19.8% of the respondents who were aware of the legacy projects, only 17.1% identified the projects described below.

- Infrastructural development (15.2%)

Under infrastructural developments, the respondents cited the development of tourism centres and sports facilities and the upgrading of roads and stadiums, including the latter's development. In addition, they referred to the development of the bus rapid transport (BRT)

system, and to the upgrading and development of multipurpose centres, along with improvements in the electricity supply.

- Soccer development (1.9%)

In relation to soccer development, the respondents cited the hosting of street football and school soccer events, the holding of soccer competitions, the promotion of the use of the vuvuzela, the attendant soccer fever, the engagement with soccer forums, the implementation of a soccer life skills project at schools, the hosting of the mini World Cup, the related diski dance competition, Fan Parks /'fanjolle' and the hosting of the 2010 FIFA World Cup™ itself.

The legacy areas that were identified by the respondents can be linked to the main themes of the Western Cape provincial legacy that were noted by Swart and Lombard (2009b:7) as entailing the economic legacy, the health and safety legacy, the infrastructure, and the social legacy. As can be deduced from the responses provided by the respondents in relation to the legacy projects/programmes, it is evident that the notion of sustainability, in the context of creating a lasting legacy, rests on the local communities taking some of the programmes forward. Hence, ongoing engagement by the CWDM with the communities in respect of the hosting of mega-events is underscored. To realise what the respondents perceived to be legacy projects/programmes required government and community commitment beyond the period of the hosting of the 2010 FIFA World Cup™. As supported by Bob and Kassen-Noor (2012:12), assessing legacy impacts requires the critical monitoring and evaluation of whether the projected and anticipated impacts have been realised. The assessing of legacy has been noted by Bob and Swart (2010:17) as being likely to contribute to the creation of knowledge management and to the informing of the planning that is undertaken for future events, so as to leverage the positive benefits and minimise the negative impacts involved.

6.2.3   Residents' identification with, and interest in the game of soccer

This subsection highlights how the residents identified with the game of soccer. In doing so, a closer look is given to the following areas:

- the residents' interest in soccer as spectators, and in the game as a recreational activity;
- their attendance of the Premier Soccer League (PSL) matches in Cape Town; and
- their 2010 FIFA World Cup™ attendance.

A detailed analysis and interpretation of the findings on the areas cited above is discussed.

6.2.3.1 Residents' interest in soccer as spectators, and in the game as a recreational activity

In order to assess the residents' identification of, and interest in, the game of soccer, the respondents were next asked to select a statement summarising their interest in soccer as a spectator, and in the game as a recreational activity. The summary of the findings is presented in Tables 6.8 and 6.9, respectively.

Table 6.8: Name of the municipality and interest in soccer spectator statement cross-tabulation, district-wide and in the LMs (in %, *n*=1 250)

Name of the municipality	The statement best summarising interest in soccer as a spectator			
	I am an avid fan of the sport, and I always try to attend matches or to watch them on TV.	I am interested in the sport, and I watch it when I can.	I am not interested in the sport, but I sometimes attend or watch matches because family or friends are interested in it.	I have no interest in this sport, or in the associated festivities, even when matches are held in our area.
Drakenstein	8.4	3.7	3.8	4.1
Witzenberg	8.6	5.2	2.5	3.7
Stellenbosch	8.3	6.4	3.1	2.2
Breede Valley	9.2	5.1	3.4	2.3
Langeberg	10.5	3.5	2.6	3.4
Total	45	23.9	15.4	15.7

As can be noted in Table 6.8 above, district-wide, most of the respondents (45.0%) indicated that they were avid fans of the sport, and that they always tried to attend or watch it on television, with 23.9% expressing an interest in the sport and watching it when they could. A small percentage of the respondents (15.4%) indicated that soccer was not an interest of theirs, but that they sometimes attended or watched it because other family members or friends were interested in doing so. It might be seen that the latter influenced respondents were likely to turn into full spectators of the sport over time, thus increasing the viewership of this sport. Only 15.7% of the respondents stated that they had no interest in soccer or in the associated festivities, even when matches were held in their area.

As can be deduced from Table 6.8, at LM level, most of the respondents who identified themselves as avid fans of the sport, and who always tried to attend or watch the sport on television were from the Langeberg (10.5%), followed by those who were from Stellenbosch (6.4%), with the respondents who indicated an interest in the sport, and who watched it when they could, being 3.7% from the Drakenstein. Of the Drakenstein respondents, 4.1% indicated that they had no interest in the sport or in the associated festivities, even when matches were held in their area, with 3.8% indicating that they had no interest in the sport, but that they sometimes attended or watched it because of the interest that was expressed by their other family members or friends in doing so.

The combined reflection of the respondents' level of interest in the sport revealed that most of the respondents (84.3%) identified with it, and were interested in it as spectators. As a consequence, the 2010 FIFA World Cup™ was likely to receive high numbers of viewers from within the CWDM region. Even though Valcke (2011:1) posits the media environment as being fragmented in nature, and as being an environment in which people face many different choices in terms of the platform, place and time of their viewing/listening selection, he argues that the "FIFA World Cup remains a compelling spectacle for viewers around the world". These results can also be seen in terms of the boost that was given in terms of the CWDM planning to the offering of good spectator facilities that would give their communities an unforgettable experience. In the light of the above-mentioned results, the spectator-orientated plans of the CWDM municipality around the event can be seen to have been likely to gain a good response from the communities concerned. Despite the latter, involving the communities and engaging with them as stakeholders in the planning activities for 2010 FIFA World Cup™ could be seen to have been important.

In terms of its district-wide content, Table 6.9 shows a lack of interest in soccer as a recreational activity, as most of the respondents (42.6%) indicated that they had absolutely no interest in participating recreationally in soccer. Drawing from the LM perspective, as illustrated in the table concerned, most of the respondents can be seen to have been from the Drakenstein (12.4%), the Witzenberg (9.6) and Stellenbosch (7.4%), representing 29.4% of the 42.6% mentioned. Nevertheless, a few of the respondents (19%) were such keen participants in the sport that they were regularly involved in club competitions, with most of the respondents involved (6.3%) coming from the Langeberg. The few respondents (13.7%) who cited their past participation in the sport, but who had not taken part in it in recent years were mostly from

Stellenbosch (3.5%), the Breede Valley (3.2%) and the Witzenberg (2.8%). The results also revealed that 17.4% of the respondents occasionally participated in soccer socially, and were regularly involved with it, but not in relation to any formal competition (7.3%). As shown in Table 6.9 below, occasional participation in soccer (17.4%) was mostly evident in Stellenbosch, the Breede Valley and Stellenbosch (4.5%, 4.2% and 3.3%, respectively). Across the district, the results that are presented in Table 6.9 below project that the majority of the respondents (57.4%) identified with, and had an interest in, soccer as a recreational activity.

Table 6.9: Name of the municipality and interest in soccer as a recreational activity cross-tabulation, district-wide and in the LMs (in %, *n*=1 250)

	Name of the municipality					
	Drakenstein	Witzenberg	Stellenbosch	Breede Valley	Langeberg	Total
I am a keen participant in this sport, who is regularly involved in club competitions.	1.5	3.1	3.3	4.8	6.3	19
I am a keen participant in this sport, who is regularly involved in it, but not in any formal competition.	1.8	1.2	1.4	1.4	1.5	7.3
I occasionally participate in this sport socially.	2.4	3.3	4.5	4.2	3	17.4
I used to participate in the sport, but I have not done so in recent years.	1.9	2.8	3.5	3.2	2.3	13.7
I have absolutely no interest in participating recreationally in this sport.	12.4	9.6	7.4	6.3	6.9	42.6

The results given in Tables 6.8 and 6.9 above illustrate the clear gap that existed between spectatorship in soccer and an interest in participating in the sport. The results revealed that there were many soccer supporters in the region at the level of spectatorship, as compared to those who were interested in participating in sport as a recreational activity. This finding might point in the direction of the growth and development of the sport in the region as a recreational activity. The responses presented in the aforementioned tables can be seen as reflecting how the respondents perceived the 2010 FIFA World Cup™ and to what extent they wished to participate in activities associated with the event. Dawson and Downward (2009:2) note that there is robust evidence that participation and spectatorship are symbolically linked.

6.2.3.2 Attendance of PSL matches in Cape Town

Despite the positive identification of the respondents, and the amount of interest that they showed in soccer as spectators (Table 6.8), it is cause for great concern that only a few (18.6%) of the respondents indicated that they, at the time of the study, attended PSL matches in Cape Town (see Table 6.10). Of the 18.6% who indicated that they attended such matches, most were from Stellenbosch, the Langeberg and the Drakenstein, with a proportion of 5.4%, 3.7% and 3.5% respectively, as is illustrated in Table 6.10. It was not surprising to find that respondents from Stellenbosch and the Drakenstein attended such matches, as they lived closer to Cape Town than did the respondents from the other areas.

Clearly, the use of technology (in the form of television) has contributed immensely to the following of this sport in the region. The lack of support for local soccer in the Western Cape can, however, still be seen to be a challenge, unless big teams, such as the Kaizer Chiefs and the Orlando Pirates, visit the area to play there. Such a possibility might be attributed to an increase in the amount of television coverage of soccer that has occurred over the years.

Most of the respondents who stated that they attended soccer matches in Cape Town gave as their reasons for doing so because they:

- had an interest in the sport;
- wanted to support the development of sport;
- perceived soccer as being a way in which they could relax;
- had complimentary tickets for the game;
- were sponsored by the company to attend the game; and
- linked attending soccer with the ability to meet new friends.

Table 6.10: Residents' current attendance/non-attendance of PSL matches playing in Cape Town, district-wide and in the LMs (in %, *n*=1 250)

	Name of the municipality					
	Drakenstein	**Witzenberg**	**Stellenbosch**	**Breede Valley**	**Langeberg**	**Total**
Not attending	16.5	17.1	14.6	16.9	16.3	81.4
Attending	3.5	2.9	5.4	3.1	3.7	18.6

The results that are given in Table 6.10 further revealed that the nonattendance of PSL matches in Cape Town by the majority of respondents (81.4%) could be attributed to a number of different issues (see Table 6.11 below). Since this was an open-ended question, the responses were coded, enabling those with similar meaning to be grouped together. Table 6.11 provides a district-wide summary of the issues concerned, as well as a view across the LMs involved.

Table 6.11: Residents' reasons for their non-attendance of PSL matches playing in Cape Town, district-wide and in the LMs (in %, _n_=1 018)

Statement	Name of the municipality					
	Drakenstein	Witzenberg	Stellenbosch	Breede Valley	Langeberg	Total
Not interested in soccer	7.6	5.5	5.1	4	6.3	28.5
Transport is a problem	3.63	6	3.83	4.4	4.9	22.8
No money	2	4.2	3.1	3.1	2.65	15.1
Distance	2.8	2.3	1.7	4.6	2.5	13.9
Lack of sufficient time	2.16	1.57	2.65	1.57	0.78	8.7
Prefer to watch matches on TV	0.78	0.2	0.78	2	1.17	4.9
Not interested in local soccer	0.59	0.78	0.68	0.78	0.29	3.1
Not aware of the matches	0.09	0.29	0.2	0	0.09	0.7
Too old	0.39	0	0.09	0.09	0.09	0.7
Lack knowledge of Cape Town	0.2	0	0	0	0.09	0.3
Not a sports person	0	0	0.09	0	0.09	0.2
Scared of crime	0	0	0	0.09	0.09	0.2
Other	0	0.09	0.39	0.09	0.29	0.9

Contextualising the responses in Table 6.11, overall 28.5% of the respondents linked their non-attendance of PSL matches playing in Cape Town to them having no interest in soccer, particularly local soccer (3.1%). The results translated to local football standards not being regarded sufficiently highly enough to draw large crowds of people from different regions of the Western Cape, including the CWDM. This is a concern for a soccer-developing nation, as spectators want value for their money.

The additional reasons that were stated by the respondents, including lack of transport (22.8%) and finances (15.1%) and being too distant from Cape Town (13.9%), can be seen as contributory factors that discouraged the residents from attending PSL matches in Cape Town. The results reflect the existence of a degree of dependency between the amount of interest shown in attending the soccer matches on the amount of money available, the type of transport used and close proximity to the stadium.

Other respondents who did not attend the matches indicated their reasons for not doing so as being the lack of sufficient time (8.7%), with a few (4.9%) preferring to watch the PSL matches on television. Prior to the 2010 FIFA World Cup^{TM}, the poor attendance of PSL soccer matches had not only been a concern for Cape Town fans, but it had been identified as a challenge facing SAFA. Hence, more calls were made than in the past to arouse interest in the sport and in the building of soccer spectatorship (SAFA, 2007-2008).

Other reasons that were stated by the respondents as being reasons for not attending the PSL matches in Cape Town included: accommodation difficulties; the lack of an understanding of the sport of soccer; the non-advertising of games; the lack of opportunities and exposure; their introversion; ill-health and old age; the high cost of fuel; and overcrowding.

- Accommodation difficulties

As the transport system, at the time of the residents' survey, did not accommodate all the spectators in the region (i.e. the CWDM), it had a negative effect on the total number of spectators coming from the CWDM to attend matches in Cape Town, hence the non-attendance of many of the respondents. The concern regarding accessibility is noted in Table 6.11, with most of the PSL matches being played over the weekend and in the evening, and considering that certain parts of the region are far from Cape Town, the provision of a user-friendly and cost-effective transport system in the region could have eased the transport situation in the region for the 2010 FIFA World Cup^{TM}. Accommodation might have been required in Cape Town for the spectators from the region to be able to stay overnight closer to the venue.

The concern for the 2010 FIFA World Cup^{TM} in this respect might have been exacerbated by most of the matches that were played in Cape Town having been scheduled for the evening.

- The lack of an understanding of the sport of soccer

Some of the respondents were not interested in soccer, with their dislike being extended to their nonattendance of the PSL matches played in Cape Town.

- The non-advertising of games

The respondents claimed that the PSL matches that were played in Cape Town should be advertised extensively to the broader public in the region. Such promotion could result in the locals, in their respective communities, forming transport clubs to attend matches, making the attendance of matches held in Cape Town affordable and easily accessible, as interest would have been aroused through their advertising and marketing.

The approach of forming transport clubs to attend matches could also have been useful during the 2010 FIFA World Cup[TM].

- The lack of opportunities and exposure

The respondents further argued that no opportunities had been presented to them in terms of attending PSL matches in Cape Town. These views were perceived to come from those who could not afford to attend such matches, as the same respondents also claimed that they had never before been exposed to professional playing.

Despite the calls that were made by the Western Cape Minister of Cultural Affairs, Sport and Recreation to all Capetonians to support local soccer (Jenner, 2010:1), the results obtained in this regard suggest that there should be more promotional efforts made to expose residents to the game than have been made in the past. Doing so would contribute to growth in the level of spectatorship, especially in a region like CWDM, where the main interest in sport lies with rugby and cricket.

- Introversion

Those who cited their introverted personality as being the reason for them not attending the PSL matches were still able to watch soccer games on television, so that they were not distanced from the sport.

- Ill-health and old age

The sick and elderly were not likely to attend matches, no matter of what great importance, such as those of the 2010 FIFA World Cup™.

- The high cost of fuel

Both those who owned cars and those who used public transport tend to be affected by high fuel prices. Rising fuel prices might have led to resistance to the use of public transport to attend PSL matches played in Cape Town, particularly from car owners who might not have been used to travelling by public transport.

This form of resistance might have been experienced in relation to the 2010 FIFA World Cup™ matches held in Cape Town as well, despite the park-and-ride systems that were put in place for the duration of the event. Similarly, the movement of people from one place to another might have been hampered in this way, in relation to the attendance of the extended festivities and celebrations linked to the event. The high fuel prices might also have discouraged the locals from exploring the available tourism product.

- Overcrowding

Despite the outcry regarding how many spectators were required to fill the Cape Town Stadium, overcrowding was among the reasons given for not attending soccer matches. Those who did not attend the matches due to the possibilities of overcrowding were likely, it is assumed, to have preferred to watch the matches on television. A similar approach was expected towards the 2010 FIFA World Cup™ matches.

Even though only a small percentage of the respondents (0.7%) did not attend the matches because of not knowing about them, this is thought to have come about, at least in part, through some of them not having had a radio or television at their disposal (as can be deduced from fieldwork observations and from some of the feedback from the respondents). These results provide evidence that, in South Africa, there are still disparities between those who have, and those who have not. This is shown by there still being households that own neither a television nor a radio, as these are the most accessible forms of communication for any stakeholder in an event.

Despite the low percentage of respondents (0.2%) who highlighted a concern for crime as being the reason for them not attending the event, this aspect might require emphasis in terms of the efforts that should be made to attempt to move towards the hosting of crime-free matches.

6.2.3.3 2010 FIFA World Cup™ attendance

In terms of the respondents indicating whether they would be attending any of the 2010 FIFA World Cup™ matches (see Table 6.12), the majority (79.0%) indicated that they would not be attending them. However, slightly more respondents were interested in watching the FIFA 2010 World Cup™ matches (21%, as shown in Table 6.12) in comparison to those who were interested in watching the PSL matches (18.6%, as shown in Table 6.10). When a similar question was posed to the residents living in a suburb in Cape Town, which was situated very close to the stadium, 50.9% and 60.3% of the respondents indicated that they would attend the 2010 FIFA World Cup™ matches (Chain & Swart, 2010:158; Bama, 2011:84) respectively. A comparative reflection of the results obtained shows the distance to the stadium as being one of the factors that discouraged the majority of CWDM residents from attending the matches in question. It is also evident from Table 6.12 that the areas in close proximity to Cape Town (i.e. Stellenbosch and the Drakenstein) contained the highest percentages of respondents (5.92% and 4.58%, respectively) who indicated that they would be attending the World Cup games. The strong association of proximity and the attendance of a sport tourism event are reflected in the work of Kim and Chalip (2004).

Of the respondents who indicated that they would be attending the 2010 FIFA World Cup™ matches (see Table 6.12), it is worth noting that most of the respondents (19.9%) indicated that

they would be attending matches in Cape Town. These results are not surprising, as Cape Town is the closest competition venue to the CWDM.

Table 6.12: Residents' attendance of the 2010 FIFA World Cup™ matches, district-wide and in the LMs (in %, *n*=1 250)

	Name of the municipality					
	Drakenstein	**Witzenberg**	**Stellenbosch**	**Breede Valley**	**Langeberg**	**Total**
Not attending	15.52	16.48	14.08	16.24	16.64	79
Attending	4.48	3.52	5.92	3.76	3.36	21

The respondents who indicated that they would not be attending the 2010 FIFA World Cup™ matches were asked to provide a reason for them selecting the particular statement that they chose (see Table 6.13 below).

Table 6.13: Residents' reason for non-attendance of the 2010 FIFA World Cup™ matches, district-wide and in the LMs (in %, *n*=1 250)

Statements	Name of the municipality					
	Drakenstein	**Witzenberg**	**Stellenbosch**	**Breede Valley**	**Langeberg**	**Total**
Transport is a problem	2.64	4.64	3.12	4.08	5.2	19.7
Will not be able to afford to purchase tickets	3.3	4.2	3.9	3.4	2.6	17.4
Prefer to watch game on television	4.9	3	2.2	4	3.1	17.2
Not interested in soccer	3.76	3.76	2.56	2.64	4	16.7
I do not feel safe when I attend matches	0.4	0.2	0.1	0.2	0.2	1.1
Want to go to a public viewing area	–	0.1	0.3	–	0.2	0.6

Of the 79% responses that indicated that the respondents concerned would not be attending the 2010 FIFA World Cup™ (see Table 6.12 above), 74.6% justified their non-attendance of the 2010 FIFA World Cup™ matches (see Table 6.13 above). Transport seemed to be the main reason for the respondents not attending the 2010 FIFA World Cup™ (19.7%), with the respondents who were located far from the event location (i.e. Langeberg, the Witzenberg and the Breede Valley) showing greater concern, with a proportion of 5.2%, 4.64% and 4.08% respectively, as illustrated in Table 6.13. This reason for non-attendance was followed by some respondents' inability to afford to purchase tickets (17.4%), with the respondents who were located far from the event (i.e. in the Langeberg) showing less concern regarding the

purchasing of tickets (2.6%), as such purchasing was influenced by affordability. Although relatively few respondents indicated a preference for watching the game on television (17.2%), this reason for the non-attendance of the games featured across the LMs, with the responses received from those who were located in the Drakenstein (4.9%) and in the Breede Valley (4%) indicating the dominant view in these areas. Of the 16.7% who indicated having no interest in soccer as the reason for their non-attendance of the games, Langeberg (consisting of the farthest away LMs) was the source of most of the respondents (4%), with the Drakenstein (which was closer to the event location) and the Witzenberg respondents sharing a similar view (3.76%) respectively. Only a few of the respondents (1.1% and 0.6%) indicated that they did not feel safe enough to attend the matches, or that they preferred to watch the game in PVAs, respectively. The results suggest gaining access to the 2010 FIFA World Cup™ as posing a challenge for CWDM residents. Zhang (2007:42) supports the latter by highlighting the fact that travel costs, including those for transport, tickets and accommodation, were among the factors making mega-events expensive to access.

The remaining 1.9% of the respondents cited similar reasons to those that were cited for not attending PSL matches in Cape Town (see subsection 6.2.3.2), including:

- not knowing where to buy tickets;
- lacking access to a television or to radio programmes in isiXhosa;
- there being no more tickets available; and
- the tickets being unaffordable.

Despite the challenges that hampered certain respondents from attending the event, when they were all (*n*=1 250) asked about the alternative arrangements that they would make should they fail to be able to watch soccer matches at the dedicated stadiums (Table 6.14), district-wide, an overwhelming majority of the respondents stated that they would consider watching the matches on television (91%), and at dedicated spectator locations or PVAs screening the event on big screens (70.7%). Table 6.15 reveals that most of the respondents who were in favour of watching the matches on television were from Stellenbosch, followed by those who were from the Drakenstein, or from the Breede Valley with 18.8%, 18.6% and 18.3%, respectively. PVAs were the popular option in the Breede Valley (14.8%), followed by those who live in Stellenbosch (14.6%), and then by those who lived in the Witzenberg (14.2%).

Enthusiasm around viewing the 2010 FIFA World Cup™ matches on a big screen might have been influenced by the CWDM towns (i.e. Stellenbosch and Paarl) being identified for PVAs (CoCT, 2006). The results revealed high levels of enthusiasm among the CWDM residents for experiencing the event both through watching it on television, as well as in the designated PVAs. In the district, the CoCT (2006:47) World Cup business plan for the Western Cape and Cape Town identified Stellenbosch and Paarl as designated PVAs, while the IDP of the CWDM (2007–2011:144) district discussed securing a PVA in the Breede River Valley area. Although PVAs might have been seen as an alternative viewing option for those who could not afford to buy tickets to the event, and for those who did not live in close proximity to the event location, they provided an opportunity to join in the enthusiasm, passion and spirit that was expressed around the tournament. Even though, in most cases, the PVAs might have been linked to the provision of spectator entertainment, Yeki (2007:5) argues that the provision of such opportunities contributes to the gaining of "organisational skills, disaster management skills, community policing, car control as well as how to improve business in [the Western Cape] province". The latter assertion projects PVAs as having long-term benefits.

Table 6:14: District-wide residents' alternatives to match attendance (in %, *n*=1 250)

Alternatives	Yes/No	%
Television	Yes	91
	No	9
Public Viewing Areas	Yes	70.7
	No	29.3

Table 6.15: Residents' alternatives to match attendance from a LM perspective (in %, *n*=1 250)

Name of the municipality		Consideration of alternatives to match attendance (Yes only)	
		TV	PVA
Drakenstein		18.6	13.7
Witzenberg		17.9	14.2
Stellenbosch		18.8	14.6
Breede Valley		18.3	14.8
Langeberg		17.4	13.4
Total		91	70.7

In terms of the respondents' willingness to pay to attend a match in a PVA, less than half of the respondents (46.6%) showed an intention to pay a fee should it have been required of them so as to be able to watch a match at the dedicated venues.

The respondents further highlighted how much they were willing to pay to watch an event in a PVA to be in the range of R5 to R200 per match. The fee that most of the respondents found acceptable was R10, R20 or R50, with 8.5%, 11.4% and 10.4% stating such amounts respectively. Most of the residents (63.7%) who were located close to the Cape Town Stadium were found to be more willing to pay for accessing such an area (Bama, 2011:90). The fact that the respondents indicated a fee that they were willing to pay to watch the matches from a PVA indicates the information gap existing between the residents and the 2010 FIFA World Cup™ coordinators, as watching football matches at the sites in question was, in fact, free.

In an attempt to broaden the understanding of the (non)attendance of the 2010 FIFA World Cup™, Table 6.16 illustrates a cross-tabulation between monthly income and attendance. In line with Table 6.12, the results in the following table revealed that most of the respondents (13.36%) who indicated that they intended to attend the 2010 FIFA World Cup™ matches were those in the monthly income bracket of R0 to R10 000, with some respondents (9.8%) indicating their willingness to spend between R250 and R500 on a ticket, and 9.3% being willing to spend less than R250 per ticket (see Table 6.17). The respondents who were willing to pay less than R250 for a ticket indicated their willingness to pay between R50 and R230 per ticket. Overall, the projected price of tickets by the respondents, as given in Table 6.17, was found to be within reasonable limits. As noted by the Cape Town Magazine.com (2010), there was a special category of tickets for South African residents, ranging from RI40 to R600 per ticket. The cost scale of the prices indicates the advice given by Blatter (2006:2) that South Africa should have been able to afford to buy the tickets, thus not making them less expensive than they were in Germany, comparatively speaking, but not too inexpensive, as the Local Organising Committee needed to derive an income from ticketing sales.

Table 6.16: Cross-tabulation between monthly income and attendance of the 2010 FIFA World Cup™ matches (in %, *n*=1 250)

2010 FIFA World Cup™ attendance	Monthly income (in Rands)							
Response	None	0–10 000	11 000–20 000	21 000–30 000	31 000–40 000	41 000–50 000	>60 000	Total
Yes	4.08	13.36	2.48	0.56	0.16	0	0	20.64
No	26.16	44.08	5.6	0.72	0.16	0.08	0.16	76.96
No response								2.4

Table 6.17: Residents' willingness to pay for a ticket in Rands (in %, *n*=258)

Amount in Rands	%
<250 (specify)	9.3
250–500	9.8
501–750	0.9
751–1000	0.6
>1 000	0.2

The results that have been presented in this subsection on the 2010 FIFA World Cup™ attendance showed that significant challenges were posed to the local communities, especially when it came to watching the matches at the dedicated match stadiums in person. Table 6.16 and Table 6.17 demonstrate that a relationship existed between the income variable and the attendance of the 2010 FIFA World Cup™ matches. However, there seems to have been great enthusiasm among the respondents who sought alternative means of being part of the event and of the festivities associated with it. Several authors (Lee & Taylor, 2005; Choi, Martin, Park & Yoh, 2009; Lee & Bae, 2014) posit event attendance and demographic characteristics as decision-making and motivating factors that prospective spectators consider. The results that were obtained regarding the involvement of communities in the 2010 FIFA World Cup™ are presented in the following subsection.

6.2.4   Residents' involvement in the 2010 FIFA World Cup™

The study revealed that the involvement of communities in the 2010 FIFA World Cup™ could be viewed in a number of different ways. Their involvement could be interpreted as having indicated any, or all, of the following:

- a readiness to host the visitors in their area before, during and after the World Cup;
- enthusiasm about the hosting of the event by the province, and the plans that were associated with the hosting of the World Cup within the CWDM;
- recognition of the CWDM as an important stakeholder in the planning process through the local government (i.e. the CWDM) and community engagement;
- possible buy-in to the World Cup planning initiatives that the local government (i.e. the CWDM) had prepared for its citizens;
- the contribution of the locals to the World Cup planning initiatives being coordinated by the CWDM;
- the identification of opportunities from which the communities could benefit; and
- a guarantee of being able to host a successful event, the findings of which will be presented in the next section.

6.2.4.1 Perceived involvement

In view of the above arguments, this section examines the perceived involvement of the locals in the 2010 FIFA World Cup™. The hosting of the event by South Africa, and specifically in the Western Cape province and Cape Town, raised expectations among the respondents in this study, as representative of the citizenry concerned. Accordingly, the respondents were first asked to indicate how they saw themselves, in terms of their involvement in the 2010 FIFA World Cup™. Table 6.18 below provides a summary of the findings that were made in terms of their perceived involvement in the event, with the table reflecting a district-wide view, as well as one across the different LMs in question.

Table 6.18: Residents' perceived involvement in the 2010 FIFA World Cup™ across the LMs and district-wide (in %, *n*=1 250)

Perceived involve-ment	Name of the municipality					
	Drakenstein	Witzenberg	Stellenbosch	Breede Valley	Langeberg	Total
Spectator	8.56	12.8	14	12.24	12.4	60
Volunteer	2.24	3.52	4.08	2.08	2.08	14
Direct employment	1.76	1.36	3.28	0.96	0.8	8.2
Income-generating opportunity	2	3.04	2.8	2.08	2.24	12.2
Uncertain/Don't know	8.4	4.8	2.88	5.76	4.88	26.7

As is shown in Table 6.18, district-wide, most of the respondents (60%) saw their involvement in the 2010 FIFA World Cup^{TM} as being that of spectators at the soccer matches. At LM level, Table 6.18 illustrates that most of the respondents who saw their involvement as spectators were from Stellenbosch (14%), followed by those who were from the Witzenberg (12.8%) and the Langeberg (12.4%). In a study conducted by Bassa and Jaggernath (2010:130), many of the residents living within a 2km radius of the stadium perceived their involvement in the matches that were played there as being limited to that of spectators (59%), projecting the reason for the low response in regard to volunteering, direct employment and income-generating opportunities that was found in other areas as having been caused by the limited opportunities that were available to those from such areas. The identification of the respondents as being involved in the event as spectators might have been influenced by the fact that being a spectator at a soccer match was within their control, as well as by the fact that any limitations to their (non)attendance were known to them. Overall, most of the spectatorship of soccer matches for those in the CWDM was clearly to take the form of television and PVA viewing (91% and 70.7% respectively, as indicated in Table 6.14), as the results regarding the prospective attendance of the 2010 FIFA World Cup^{TM} soccer matches was low (21%, as indicated in Table 6.12). Despite the above, the results project a considerable degree of enthusiasm among the respondents in support of the event as spectators. A high level of television viewing of the 2010 FIFA World Cup^{TM} was noted by FIFA as occurring across the globe (FIFA, 2011b).

District-wide, only 14% of the respondents cited that they would like to be involved as volunteers at soccer matches (see Table 6.18). The selfsame table also shows that most of the respondents were from Stellenbosch (4.08%) and from the Witzenberg (3.52%). The low level of volunteerism among the respondents in respect of the 2010 FIFA World Cup^{TM} can be attributed to a number of factors, including:

- a lack of understanding of the nature of volunteerism;
- a lack of willingness to volunteer; and
- the distance that the respondents would have had to travel to reach the host area, where many opportunities for volunteering existed.

The results in terms of volunteerism can be linked to the concern raised by Baum and Lockstone (2007:29), in which they presented the scope of volunteerism in relation to mega-events as being dependent on several issues, such as:

> what volunteers do at mega-events; what motivates them; how volunteerism impacts upon their lives; what activities they do surrounding the event in the host city and the extent of volunteering.

Jordaan (2009:8) underscores the role of volunteers by arguing that:

> it shows that South Africans are supportive and willing to roll up their sleeves and get involved to ensure that they contribute in making the World Cup one of the best.

The culture of volunteering required to be widely understood by the communities in question before they might have been prepared to participate more in such initiatives than they did at the time of the study, as the scope of such initiatives tends to be broad. In relation to the context of the current study, Kemp's (2009:9) explanation of the role and activities to be undertaken by volunteers defines those concerned as being ambassadors of the country on whose behalf they volunteer.

Very few of the respondents (12.2%) indicated that they would like to be involved in income-generating opportunities (see Figure 6.18), with most of the respondents who were in favour of such an idea being from the Witzenberg (3.04%), Stellenbosch (2.8%) and the Langeberg (2.24%). Only a few of the respondents (8.2%) indicated that they would like to be directly employed for the duration of the event. As unemployment and the lack of decently paid jobs is widespread in the CWDM area, it was anticipated that the respondents would want to be associated with, and involved in, the event through direct employment and by means of making avail of income-generating opportunities. On the one hand, the results obtained might have presented a more realistic view of the respondents as regards the 2010 FIFA World Cup[TM] than the anticipated view. On the other hand, the results suggest that the CWDM should have engaged more with its residents, so that the value of the event would not only have been measured in terms of the levels of spectatorship, fun and entertainment that were available. Rather, the locals should have been encouraged to find economic value in the event impacting on their livelihoods, even if such an impact was to be only temporary. Such engagement might have addressed the levels of uncertainty (26.7%) existing regarding the respondents' involvement in the 2010 FIFA World Cup[TM].

6.2.4.2 Update regarding the events and opportunities related to the 2010 FIFA World Cup™

In terms of obtaining an update on the events and opportunities that were related to the 2010 FIFA World Cup™ (see Table 6.19 below), the majority of the respondents (74.6%) indicated that they would like to be updated on them. Despite the challenges that were perceived by the respondents to being involved with the World Cup (see Table 6.22), the results that are given in the following table revealed a district-wide sense of attachment by the respondents to the event, as they wanted to be kept abreast of any developments involving it (74.5%). As is evident from the table, most of the respondents who indicated this interest were from Stellenbosch (15.8%), with the respondents from other LMs being approximately 14%. These results were not surprising, as, of all the municipalities concerned, Stellenbosch is in the closest proximity to Cape Town.

Table 6.19: Residents' interest in receiving event and opportunity updates, district-wide and in the LMs (in %, *n*=1 250)

Name of the municipality	Interest in receiving event and opportunity updates	
	Yes	No
Drakenstein	14.72	5.28
Witzenberg	14.88	5.12
Stellenbosch	15.84	4.16
Breede Valley	14.72	5.28
Langeberg	14.4	5.6
Total	74.6	25.4

As is evident in Figure 6.2, regarding the listed sources of communication, the respondents cited television (80.7%), the newspapers (31.1%) and the radio (30.8%) as being the most popular media to contain event and updates and opportunity updates. As can be seen in Table 6.20, most of the respondents who were in favour of television, the newspapers and the radio as the preferred forms of media through which to be updated concerning the event and the related opportunities that were made available were from Stellenbosch, the Breede Valley and the Witzenberg (16.86%, 7.15% and 7.25%), respectively. The results regarding the selection of media to be used in providing event and opportunity updates to the respondents was similar to those regarding which media the respondents used to gain awareness of the event (television, 94.7%; the radio, 49.3%; and newspapers, 45.2%), as was explained in subsection

6.2.2.1. In highlighting these sources as being the top three sources of information for the respondents, such a selection was justified, as both the television and the radio broadcast the event. The development of local or community newspapers means that their readers have access to news without having to pay for it, whereas those who can afford to pay for their news have the option of doing so by paying for newspapers that are not free. However, the former newspapers might limit their coverage to local issues, with only a limited amount of coverage being done of provincial, national and international news relating to the event and opportunities associated with it.
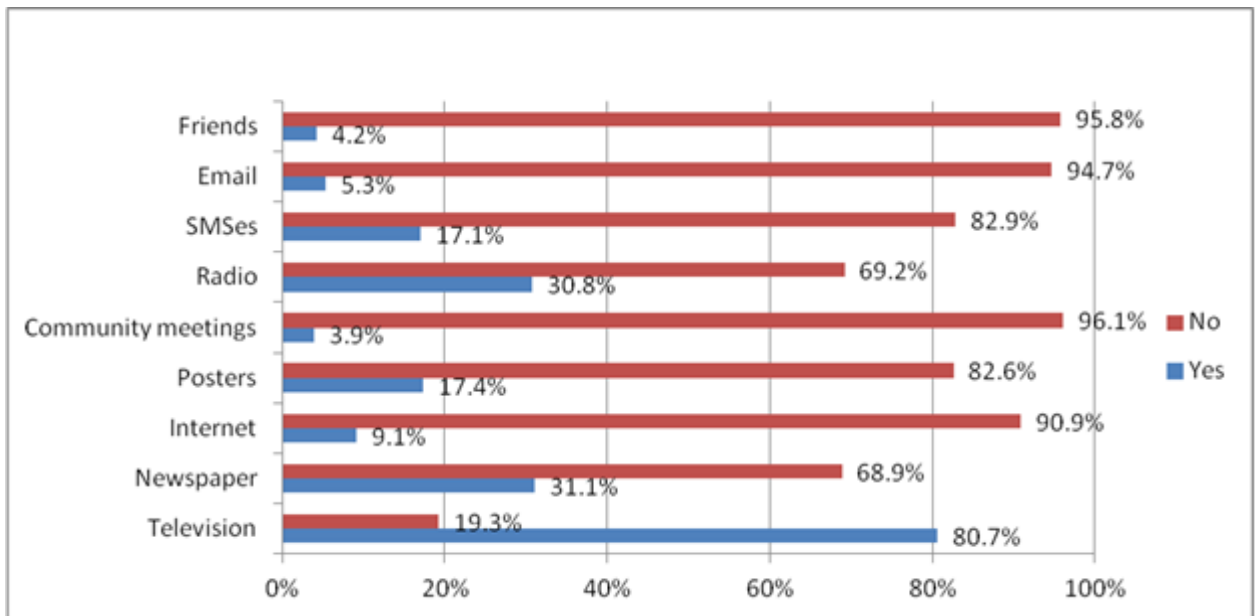
Figure 6.2: District-wide residents' preferred media for event and opportunity updates (in %, *n*=1 250)

Table 6.20: Residents' preferred media for event and opportunity updates in their respective LMs (in %, *n*=1 250)

Preferred media for event update and opportunities	Name of the municipality									
	Drakenstein		Witzenberg		Stellenbosch		Breede Valley		Langeberg	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Television	16	3.73	16.64	3.41	16.86	4.26	14.72	5.12	16.43	2.77
Newspapers	6.94	12.8	6.08	13.98	4.91	16.22	7.15	12.7	5.98	13.23
Internet	2.56	17.18	1.6	18.46	1.92	19.21	1.38	18.46	1.6	17.60
Posters	4.8	14.94	2.88	17.18	3.52	17.6	3.95	15.90	2.24	16.96
Community meetings	0.74	19	0.42	19.64	0.85	20.27	1.38	18.46	0.53	18.68
Radio	6.72	13.02	7.25	12.81	5.33	15.8	5.76	14.09	5.76	13.45
SMS	3.62	16.11	2.77	17.28	3.09	18.03	4.05	15.79	3.52	15.68
E-mail	1.38	18.36	0.64	19.42	1.49	19.64	1.17	18.68	0.64	18.57
Friends	1.81	17.92	0.53	19.53	0.64	20.49	0.75	19.10	0.43	18.78

The low percentage of respondents (3.9%), as can be seen in Figure 6.2, citing community meetings as the communication channel through which they wanted to be updated regarding events and opportunities linked to the 2010 FIFA World Cup™ should not be taken for granted, as the local sphere of government is an implementing ground. These results are similar to those that were found regarding the media, which were used to create awareness of the respondents about the event, as only a few of the respondents (0.8%) became aware of the event through community meetings, has been explained in subsection 6.2.2.1. Even though the above-mentioned results pointed to a lack of physical platforms from which to engage communities about the event, the former results might point towards the relevancy and effectiveness of such platforms as a means of effective engagement beyond the 2010 FIFA World Cup™. Despite the different views that were presented in terms of the results, the communities remained an important stakeholder, and their input should have been incorporated into, or formed part of, the planning processes involved in the 2010 FIFA World Cup™ planning initiatives taken by the CWDM. Such relevant and effective platforms of engagement as community meetings should have been prioritised, thus encouraging the involvement and participation of, as well as the engagement with, communities by those who led the initiatives, which, in the present instance, was the CWDM. Michael (2009:26-27) posits community involvement as an essential ingredient for the development of tourism.

Besides the channels or sources of communication listed in Figure 6.2, the respondents were further asked to indicate other channels or sources through which updates should be provided, and to suggest how the communication relating to the 2010 FIFA World Cup™ could be improved. Only 6% of the respondents proposed how the communication relating to the event could be improved. As this was an open-ended question, their responses were clustered into three subheadings (additional advertising, bringing the project to the communities and raised awareness), which are discussed below.

- Additional advertising (3%)

The quest for additional advertising, in terms of the updating of the 2010 FIFA World Cup™ planning initiatives and opportunities, was a form of acknowledging that the extent of advertising done by the CWDM was insufficient. More information was required in this respect in the local newspaper, and on big screens, stickers, posters, banners, billboards, and flyers. Use should also have been made of electronic media, including Facebook, Twitter and the local 2010 FIFA World Cup™ website.

Based on the assertions made by the respondents regarding more advertising, it is important that the context of advertising be broadly understood. The approach taken in this regard should have gone beyond merely informing, or updating, the residents about the event, but it should also have ensured that more people were drawn to becoming involved, and participating, in the event. It should also be borne in mind that the CWDM wanted to maximise all possible benefits linked to the event. Thus, the advertising should have created awareness and aroused interest and desire in, as well as action from, the residents and tourists, who might have interacted with the advertising linked to the event.

- Bringing the project to the community (1.5%)

There were concerns about bringing the project to the community among the respondents who were located in the rural areas of the region. The suggestion was made that the event officials must visit small and rural towns to inform the locals about the event. The assertions that were made by the respondents in connection with this concern suggest that such communities do not tend to receive as much information as do those who live in semi-urban areas. This lack of information reflects inequalities in the planning process. In addition, the respondents indicated

that holding community meetings with the communities would be likely to bring the game closer to the people. In addition, holding such meetings should serve as a platform of engagement between the government and the communities, confirming the important role played by communities as important stakeholders in the planning process.

Furthermore, the respondents underscored the importance of establishing links with the local football association and with schools in the vicinity. In view of these assertions, the study projects the importance of maintaining continuous and meaningful links between the different stakeholder groups concerned. The respondents were aware of the two separate groupings of the local football association and the schools as representing substructures of the community, which, if properly consulted, could be identified, with their value and role being clarified or defined. Such stakeholders are crucial for the growth and development of football in the region beyond the 2010 FIFA World Cup™, as they are likely to play a crucial role in the sustainability of legacy programmes that are linked to sport development.

- Raised awareness (1.5%)

As per the respondents' reflections, awareness and advertising have been presented as different sub-headings. Although the two factors are still clearly linked, treating the two separately enables the views of the respondents in relation to how they would like the levels of awareness to be improved to become more transparent than they might otherwise have been. The respondents indicated that the municipality should have provided extensive information about the 2010 FIFA World Cup™ event. The residents required the municipality to do more in terms of exposing them to the event by hosting competitions offering tickets as prizes, by hosting event-related programmes and workshops, and by presenting more road shows inclusive of rural towns and small towns than were provided in relation to the event. They further indicated that, as advertising was not widespread, there was a need for more raising of awareness about the event.

6.2.4.3 Residents' awareness of, and involvement in, LM planning initiatives

In an attempt to ascertain the level of awareness regarding, and the involvement of locals in, the 2010 FIFA World Cup™ planning initiatives organised by the LMs, the respondents were asked whether they were aware of any 2010 FIFA World Cup™ planning initiatives organised

by municipalities in their areas. Table 6.21 below summarises the residents' level of awareness regarding the event's planning initiatives organised by their respective LMs, while simultaneously reflecting a district-wide perspective.

As shown in Table 6.21, it is disconcerting to note that the majority of the respondents (87.3%) were not aware of any 2010 FIFA World Cup™ planning initiatives organised by their respective municipalities. District-wide, only 12.7% of the respondents indicated their awareness of such planning initiatives. The low levels of awareness regarding the planning initiatives of the LMs raises concerns, as the LMs are an implementing sphere of the government.

Table 6.21: Cross-tabulation of awareness of the 2010 FIFA World Cup™ planning initiatives, across the municipal areas and district-wide (in %, *n*=1 250)

Name of the municipality	Whether aware of any 2010 FIFA World Cup™ planning initiatives organised by the municipality in the area	
	Yes	No
Drakenstein	2.72	17.28
Witzenberg	1.92	18.08
Stellenbosch	4.24	15.76
Breede Valley	2.32	17.68
Langeberg	1.52	18.48
Total	12.7	87.3

Of the 12.7% of the respondents who indicated having a limited awareness of the 2010 FIFA World Cup™ planning initiatives organised in their respective municipalities (see Table 6.21 above), most of the respondents were from the municipalities of Stellenbosch (4.2%), followed by those who were from the Drakenstein (2.7%) and the Breede Valley (2.3%). These results can probably be linked to awareness of the base camp bids made for Stellenbosch, as well as for Paarl in the Drakenstein, and for Worcester in the Breede Valley (CoCT, 2006:44). The respondents who were aware of such planning initiatives highlighted the initiatives as being inclusive of: the raising of awareness of the 2010 FIFA World Cup™; the provision of volunteering opportunities; the bids made for base camps; the provision of Fan Parks; the displaying of the 2010 FIFA World Cup™ trophy in the area; and infrastructural developments and improvements. The initiatives in question are discussed next.

- The raising of awareness of the 2010 FIFA World Cup™ (3.7%)

In terms of event awareness, the respondents cited: the promotion and the advertising of the event through the holding of a diski dance competition; the free distribution of flags, vuvuzelas and soccer balls; the promotion of local soccer through the hosting of the Mayoral Cup and the Mayor's League; the organising of soccer matches for the elderly; the promotion of the event through school sport; the organising of street soccer games and tournaments, as well as indoor soccer events; and the establishment of soccer forums.

- The provision of volunteering opportunities (0.08%)

The respondents indicated the issuing of application forms for volunteerism as being known to them. As noted in the 2009/2010 IDP of the CWDM, the initiation of training for the volunteers in relation to the 2010 FIFA World Cup™ was at the heart of the action plans devised (CWDM, 2007-2011:144). However, the application of volunteer candidates via the Internet, and the centralisation of the volunteer registration in Paarl (Drakenstein, n.d.:2), might have hampered those residents not living in Paarl, and those who were located in the rural settings within the CWDM, from registering to volunteer.

- The bids made for base camps (0.2%)

Even though the base camp plans never materialised, the respondents cited knowledge of this aspect. The siting of successful base camps in the CWDM would have attracted teams participating in the event, with pullover fans being likely to follow their teams. The possibility of housing a base camp raised expectations for both the general members of the local community and for the established businesses in the area. It is likely that the local businesses were the hardest hit by the non-realisation of such plans. In the planned partnership project that was linked to the base camp initiative, Manuel (n.d.:1) posits the initiative as having been a quest for the region to play a key role in the 2010 tournament, as the idea was inspired by the need to accommodate the market of visitors looking for accommodation. Anticipating the positive influence of the base camp initiative on the lives of locals meant that a hope of job opportunities was raised. This is likely to have had a negative effect mostly on the established businesses that exerted a full-out effort to prepare and improve their businesses for the anticipated use of their area as a possible base camp location. A post-2010 study argues that the biggest lesson

to be learnt from Paarl 2010, which was the title of this initiative, was that non-host areas should not attempt to enter the base camp race unless the infrastructure already exists for them to be able to do so (Bijkerk *et al.*, 2012:91).

- The provision of Fan Parks (2.4%)

The respondents were aware of this initiative, referring to it as the 'big screens' that were to be provided by the municipality. Their interpretation is understandable, as it was the first time in the history of South Africa that Fan Parks were to be provided for the duration of the hosting of a mega-event.

- The displaying of the 2010 FIFA World Cup^{TM} trophy in the area (0.2%)

The respondents stated that they knew of the 2010 FIFA World Cup^{TM} trophy arriving in their area. Ntsomi (2010:1) referred to the moment of the trophy arriving at Worcester on 10 May 2010 as "a great opportunity for people of Worcester to share in the national excitement about the 2010 World Cup". Understanding the challenges that were likely to face the locals in connection with their attendance of the event matches, Msomi (2010:1) argues that only a few of the local would have been able to watch the games live in the stadiums, whereas the trophy could be seen by the larger part of the population in the regions where it was displayed.

Although the current study did not investigate how many people went to see the 2010 FIFA World Cup^{TM} trophy in Worcester, the presence of the trophy in the area/region was a lifetime achievement for the locals, and it left a lasting legacy for the CWDM locals. It is anticipated that the event created great enthusiasm and passion for the 2010 FIFA World Cup^{TM}.

- Infrastructural developments and improvements (5.9%)

In terms of infrastructural developments, the respondents cited the development of a multipurpose hall, as well as of roadworks, a stadium upgrade, and the construction and upgrading of facilities. As broadly reflected in the work of Tay and Ooi (2001), tourism can rejuvenate a physical area, help to improve the existing infrastructure, and enhance the leisure facilities available to the residents. Although the authors mentioned refer to tourism in this

regard, similar assertions can be made in the context of the hosting of a mega-event like the FIFA World Cup^{TM}.

Overall, the results presented in regard to the levels of awareness among the respondents in respect of the 2010 FIFA World Cup^{TM} planning initiatives are based merely on the organisation of the plans within the respondents' LMs. Although the envisaged plans did not translate into the actual implementation of all of them, at least there was a certain, albeit limited, degree of awareness of some of the major planning that went on around the 2010 FIFA World Cup^{TM} on the part of the different municipalities in the CWDM. It is, however, disconcerting that this kind of information was known only to a few of the CWDM locals.

6.2.4.4 Involvement of the residents in the 2010 FIFA World Cup^{TM} planning

As the majority of the respondents (87.3%) seemed to be unaware of the municipal plans regarding the 2010 FIFA World Cup^{TM} (see Table 6.21), the low level of participation in the planning involved might not only be linked to the low level of awareness (12.7%) of the 2010 FIFA World Cup^{TM} municipal plans. Very few (1.8%) of the respondents participated in the World Cup planning initiatives organised by their respective municipalities (see Table 6.22). As is evident from the contents of the table in question, respondents from the municipalities of Stellenbosch, the Breede Valley and the Langeberg largely accounted for the very limited 1.8% involvement in the 2010 FIFA World Cup^{TM} municipal planning initiatives, with an indication of 0.56%, 0.45% and 0.32%, respectively. In view of the high percentage (98.2%) of non-involvement in the municipal planning initiatives, also indicated in Table 6.22, the respondents were further asked to provide reasons for them not having been involved in the 2010 FIFA World Cup^{TM} planning initiatives (see Table 6.23).

Table 6.22: Cross-tabulation on involvement in the 2010 FIFA World Cup™ planning initiatives across the municipal areas (in %, *n*=1 250)

Name of the municipality	Involvement in any 2010 FIFA World Cup™ planning initiatives organised by the municipality in the area	
	Yes	No
Drakenstein	0.16	19.84
Witzenberg	0.24	19.76
Stellenbosch	0.56	19.44
Breede Valley	0.48	19.52
Langeberg	0.32	19.68
Total	1.8	98.2

Although Table 6.23 demonstrates different variables, much non-participation/non-involvement might have been linked to the respondents' lack of awareness, as most of them (65.6%) cited lack of awareness as being the primary reason for them not being involved in the 2010 FIFA World Cup™ planning initiatives organised by their respective municipalities. As reflected in the aforesaid table, most of the respondents concerned were from the Langeberg, the Breede Valley and the Witzenberg (14.56%, 14.22% and 13.26%, respectively). The lack of awareness of the residents can be quantified as comprising a gap in the planning tantamount to a lack of coordination of activities, particularly in terms of plans involving or affecting them. Gursoy and Kendall (2006:604) posit a lack of coordination and cohesion within the host community as being likely to turn the planning process into a highly charged political and social exercise. The results of the present study suggest that a direct relationship exists between awareness and involvement. Therefore, a better understanding is possible if the results in Table 6.23 are compared to those displayed in Table 6.21, specifically in relation to the awareness of the local plans devised for the 2010 FIFA World Cup™.

Table 6.23: Residents' reasons for their non-involvement in the 2010 FIFA World Cup™ in the LMs and district-wide (in %, *n*=1 250)

Reasons for non-Involvement	Name of the municipality					
	Drakenstein	**Witzenberg**	**Stellenbosch**	**Breede Valley**	**Langeberg**	**Total**
Don't have time	5.03	2.76	3.74	3.81	2.11	17.5
Didn't want to	0.64	0.16	0.41	0.32	0.89	2.4
Not interested	4.38	4.1	5	2.52	3.1	19.1
Was not aware	11.94	13.26	11.08	14.22	14.56	65.6

As can be noted in Table 6.23 above, other reasons for the very limited involvement of the locals in the 2010 FIFA World Cup™ that were cited by the respondents included having 'no interest' in the event (19.1%), which was followed by those who said that they did not have time to become involved (17.5%), with very few saying that they were not involved because they chose not to be (2.4%). A breakdown of the reasons presented in Table 6.23 by municipality shows that most of the respondents who indicated that they did not have enough time to become involved in the plans came from Stellenbosch, the Breede Valley and the Drakenstein (5.03%, 3.81% and 3.74%, correspondingly). Overall, the respondents who indicated no interest in participating in the plans were mostly from Stellenbosch (5%), the Drakenstein (4.38%) and the Witzenberg (4.1%). Most of the respondents who indicated that they did not want to be involved in the 2010 FIFA World Cup™ planning initiatives by their LMs came from the Langeberg (0.89%). Even though the value of residents as stakeholders in the planning process was not categorically stated, the results demonstrate the existence of a wide gap between the coordinators of planning and the community in its role as an important stakeholder. Conrad, Cassar, Christie and Fazey (2011:761) argue that citizens' inputs in preparation for a mega-event can lead to an understanding of the factors that enhance or undermine the support for the event. In addition, Muller (2011:4) states that involving communities in this way is not only a democratic process, but it also forms a platform that allows the public to address the gravest concerns regarding the organisation of a mega-event. It also reduces the potential of social conflict and disgruntlement, and provides a basis for allocating scarce budgetary means and for maintaining a climate of cooperation, so as to ensure an environment that is conducive to preparing efficiently for the event.

Overall, the involvement of the residents in the 2010 FIFA World Cup™ planning initiatives organised by the municipalities, as discussed in this section, suggests that the results might

have been different if the basic awareness raising had been implemented as a continuous activity and with caution. It could then have been realised as a pillar or foundation for effective and efficient planning around the event. The need to recognise the residents as an important stakeholder in the planning process has also been underscored. Keyser (2002:367) portrays the government as being the entity that is responsible for instigating initiatives that notify the communities about issues regarding tourism, and, therefore, for fostering opportunities for communities to share concerns, ideas and views.

6.2.5   Residents' perceptions and attitudes regarding the 2010 FIFA World Cup^{TM}

In an attempt to ascertain the residents' perceptions and attitudes relating to the 2010 FIFA World Cup^{TM} and its related impacts (social, economic and environmental), the respondents were asked to rate their level of agreement with certain statements using a Likert scale that allowed for the following options: (SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; and SD = Strongly Disagree). For a better understanding of the tables and figures concerned, it is important to highlight that, in some instances, the responses have been grouped ('Agree' with 'Strongly Agree', and 'Disagree' with 'Strongly Disagree') and the results presented per LM, whereas the results in the Appendix are presented for all residents in the CWDM. Detailed results of the different categories highlighted in terms of the Likert scale are listed in Appendix E.

6.2.5.1 South Africa's readiness to host and legacy, as perceived by the residents

South Africa's readiness to host the 2010 FIFA World Cup^{TM} was a concern for both the local and international communities. As noted by Pillay and Bass (2008:329), the decision that was taken in May 2004 by the soccer world body (i.e. FIFA) to award South Africa the right to host the 2010 World Cup shifted the spotlight onto South African cities' ability and readiness to cope with the hosting of such an event. In the same vein, the local and international media contributed to creating negative and positive perceptions (both pre- and post-event) about the country and the event. Table 6.24 presents the perceptions of CWDM residents regarding the country's readiness to host the event, from a district-wide and an LM perspective.

Table 6.24: South Africa's readiness to host and legacy, according to the residents both across the LMs and district-wide (in %, *n*=1 250)

Statement(s)		Name of the municipality										
		Drakenstein		Witzenberg		Stellenbosch		Breede Valley	Langeberg		Total	
I feel confident that the event will be successfully hosted by South Africa.	SA	12.08	3.68	15.92	6.24	15.76	6.88	6.32	16.88	8	**31.1**	76.4
	A		8.4		9.68		8.88	9.44		8.88	**45.3**	
	N		5.76		2.96		2.4	2.48		3.56	**16.2**	
	D	2.16	1.92	1.12	0.96	1.84	1.44	1.04	0.56	0.24	**5.6**	7.4
	SD		0.24		0.16		0.4	0.72		0.32	**1.8**	
The hosting of the FIFA World Cup™ in 2010 will result in South Africa achieving a lasting legacy.	SA	11.84	2.72	16.16	5.04	15.52	7.12	6	16.72	7.28	**28.2**	75.4
	A		9.12		11.12		8.4	9.12		9.44	**47.2**	
	N		6.96		3.44		3.68	3.68		2.64	**20.4**	
	D	1.2	0.96	0.4	0.4	0.8	0.64	0.72	0.64	0.48	**3.2**	4.2
	SD		0.24		0		0.16	0.48		0.16	**1**	

As indicated in Table 6.24 above, the negative publicity that South Africa received from both the international and the local media in the lead-up to the event did not seem to have had a great influence on how the respondents thought of the country's readiness to successfully host the 2010 FIFA World Cup™ and its ability to achieve a legacy thereby. Most of the respondents (76.4%) were very confident that the event would be hosted successfully by South Africa and that, as a result of the hosting, the country would achieve a lasting legacy (75.4%), with the respondents concerned agreeing to strongly agreeing with the statements made. In other studies that have been conducted on the residents of the host cities, including Durban (Bassa & Jaggernath, 2010) and Cape Town (Chain & Swart, 2010; Tichaawa & Bama, 2012), most of the residents surveyed perceived the event in the same way as did the respondents in the current study. On the level of the LMs, as presented in Table 6.24 above, the level of agreement with the statements ranged from 12.08% and 11.84% (in the Drakenstein) to 16.88% and 16.72% (in the Langeberg), respectively. These results project Langeberg as being a relatively optimistic LM as far as South Africa's readiness to host the 2010 FIFA World Cup™ went, and also in terms of the event achieving a lasting legacy.

6.2.5.2 Environmental, economic and social impacts, as perceived by the residents

Exploring the perceptions and attitudes of residents regarding the environmental, economic and social impacts associated with the event was pivotal to the providing of a holistic understanding in the study.

6.2.5.2.1 Perceived environmental impacts, according to residents

In terms of the perceived environmental impacts (see Table 6.25), the considerable percentage of neutral responses received was similar to the reflections that were made by the established businesses in this regard (see Table 6.44). Taking into consideration the neutral responses presented, most of the respondents agreed to strongly agreed with the majority (four out of five) of the statements presented in Table 6.25. The results obtained indicated that some respondents (47.6%) agreed to strongly agreed that the event would lead to excessive littering, which would impact negatively on the environment, whereas 27.6% disagreed to strongly disagreed with this. As can be further noted in Table 6.31, the level of agreement on the statement extended from 8.64% (in the Drakenstein) to 11.04% (in Stellenbosch), reflecting Stellenbosch to be the most concerned LM in this regard. These results might have been influenced by the anticipated increase in the number of visitors in the Western Cape and its regions, as well as by experiences that the respondents had linked to the hosting of the event in the region.

Table 6.25: Perceived environmental impacts of hosting the 2010 FIFA World Cup™, in terms of residents across the LMs and district-wide (in %, *n*=1 250)

Statement(s)		Name of the municipality											
		Drakenstein		Witzenberg		Stellenbosch		Breede Valley		Langeberg		Total	
The hosting of the event will have a negative impact on the environment, as a result of an excessive amount of litter.	SA	8.64	2	9.28	2.08	11.04	2.08	8.72	1.28	9.92	1.52	9	47.6
	A		6.64		7.2		8.96		7.44		8.4	38.6	
	N		8		5.44		4.4		3.68		3.28	24.8	
	D	3.36	2.16	5.28	4.8	4.56	3.92	7.6	6.96	6.8	5.76	23.6	27.6
	SD		1.2		0.48		0.64		0.64		1.04	4	
The hosting of the event will increase the amount of air pollution in the local area.	SA	8.96	1.2	8.16	1.68	10.28	2.88	6.72	1.6	9.28	1.92	9.3	43.4
	A		7.76		6.48		7.4		5.12		7.36	34.1	
	N		6.96		5.6		3.92		3.76		3.04	23.3	
	D	4.08	2.4	6.24	5.92	5.76	4.96	9.52	8.72	7.68	6.56	28.6	33.3
	SD		1.68		0.32		0.8		0.8		1.12	4.7	
The hosting of the event will lead to the significant production of waste.	SA	9.92	1.92	9.12	1.92	10.36	2.4	6.8	1.44	8.88	1.12	8.8	45
	A		8		7.2		7.92		5.36		7.76	36.2	
	N		7.2		5.12		4.24		3.76		3.52	23.9	
	D	2.88	1.84	5.76	5.44	5.44	4.64	9.44	8.56	7.6	6.4	26.9	31.1
	SD		1.04		0.32		0.8		0.88		1.2	4.2	
Public policy issues, such as the strengthening of tourism and environmental programmes, will receive heightened attention.	SA	8.8	1.6	11.62	2.32	11.68	2.64	10.24	1.6	10.98	2.48	10.6	53.3
	A		7.2		9.3		9.04		8.64		8.5	42.7	
	N		8.72		6.56		6.56		6.72		6.88	35.4	
	D	2.48	1.52	1.84	1.52	1.76	1.36	3.04	2.56	2.16	2.16	9.1	11.3
	SD		0.96		0.32		0.4		0.48		0	2.2	
The event will have NO significant negative environmental impacts.	SA	4.48	0.88	6.96	0.72	8.8	2.8	5.84	0.72	7.2	1.2	6.3	33
	A		3.6		6.24		6		5.12		6	27	
	N		7.76		4.24		3.44		3.28		3.6	22.3	
	D	7.76	4.72	8.8	6.72	7.76	6.4	10.88	8.56	9.2	7.6	34	44.4
	SD		3.04		2.08		1.36		2.32		1.6	10.4	

In terms of air pollution, 43.4% of the respondents agreed to strongly agreed that the event would increase the amount of air pollution in the area, with a considerable percentage disagreeing to strongly disagreeing with the statement (33.3%). Table 6.25 shows the

Stellenbosch respondents to have been the most bothered LM as far as this concern went, as the level of agreement with the statement involved ranged from 6.72% (in the Breede Valley) to 10.28% (in Stellenbosch). As noted by several authors (Beyer, 2006; Smith & Himmelfarb, 2007), the congestion and air pollution constituted the greatest environmental challenge in the hosting of the 2010 FIFA World Cup™.

In ascertaining whether the respondents perceived the event as leading to the significant production of waste, 45% of the respondents agreed to strongly agreed with the statement, with 31.1% disagreeing to strongly disagreeing with it. Table 6.25 reflects the Drakenstein to have been the most concerned LM regarding the statement, as the level of agreement in this respect ranged from 6.8% (in the Breede Valley) to 10.36%. Waste production is noted as being part of environmental accounting when the impacts of a major event are assessed (Jones, 2008:343), hence the host cities' waste management systems should have been adequate for the occasion (Chalkley & Essex, 1999:381).

Just over half of the respondents (53.3%) agreed to strongly agreed that the event would serve to heighten the attention on such public policy issues as the strengthening of tourism and environmental programmes, with a considerable number of the respondents (35.4%) providing a neutral response to the statement made in this respect. As illustrated in Table 6.25, the respondents from Stellenbosch (11.68%) tended to be slightly more optimistic than were the respondents from the other LMs. Only a few (11.3%) of the respondents disagreed to strongly disagreed with the statement made in relation to this issue. Even though Estrada (2010:1) posits South Africa's improved public transportation systems as a means of reducing fossil fuel consumption, and of attracting use by middle and upper income passengers who might otherwise drive individual cars, the benefits of this improved transportation system are also experienced by the ordinary citizens. Adding to this, the author further contends that with the USD10 million budget, supported by GEF funding, the country was able to install solar panels and efficient street lighting, stoplights and billboards, as well as to embark on public awareness raising exercises. These endeavours fell under the 2010 FIFA Green Goal initiatives (UNEP, 2010:1), as well as being evident in the CoCT Green Goal Legacy Report (CoCT, 2010:37).

A considerable number of the respondents (44.4%) indicated that the 2010 FIFA World Cup™ would have significant environmental impacts, with 33.3% agreeing to strongly agreeing that the event impacts might not necessarily be significant. Table 6.25 depicts the Breede Valley as

the most concerned LM (10.88%), with the Drakenstein and Stellenbosch being the least concerned (7.76%), respectively. The remaining percentage of the respondents (22.3%) were neutral on the issue. The views of many of the respondents who were concerned about the environmental impacts of the event were similar to those that were raised in a study conducted by the Norwegian government on behalf of the South African authorities, wherein estimates of the 2010 FIFA World Cup™ environmental impacts were projected to be six times the size of those that were experienced as a result of the preceding World Cup that was held in Germany (Ford, 2010:1).

The uncertainty of the respondents regarding the environmental impacts (see Table 6.25) of mega-events shows that such an issue is complex and that it tends not to be commonly understood. As noted by Collins, Jones and Munday (2009:828), the environmental impacts of events are difficult to assess quantitatively. In addition, the fact that the environmental impacts that might have been linked to the 2010 FIFA World Cup™ hosting were both positive and negative is shown by the number of neutral responses that were provided. The fact that the event was held over a short period of time in Cape Town might have resulted in the respondents not understanding the long-term negative impacts of the event on the environment, or in them not being aware of any related environmental concerns. A similar pattern, in terms of the high number of neutral responses that were received in relation to the environmental issues stated, can be noted in McKenna and Bob's (2010:221) argument that such responses might be influenced by the fact that "respondents may not have been exposed to the various environmental issues".

Above all, the negative environmental impacts reflected by the results suggest that considerable care should be exercised when hosting such events.

6.2.5.2.2 Perceived economic impacts, according to residents

In respect of the perceived economic impacts linked to the event (see Table 6.26), there was a general view that the hosting of the event would bring about more positive than negative economic impacts, as the respondents tended to agree to strongly agree with the statements made. Despite the majority of the respondents being optimistic about the positive economic impacts of the event, several authors (Gartner, 1996; Jones, 2001; Daniels & Norman, 2003; Allen, O`Toole, Harris & McDonnell, 2011; Etiosa, 2012) argue that not all economic impacts

are beneficial. The majority of the respondents (64.8%) agreed to strongly agreed that the event would have a multiplier effect on the local economy. The results concur with the assertion made by several authors (Baade & Matheson, 2004; Horne & Manzenreiter, 2004; Matheson, 2006; Pillay & Bass, 2008; Varrel & Kennedy, 2011) linking the mega-events with the multiplier effect. The level of agreement on the statement that the event would have a multiplier effect in the local economy varied from 11.04% (in the Drakenstein) to 14.96% (in Stellenbosch), as is illustrated in Table 6.26 below. The assertions made by the respondents are an indication of expectations among the respondents that the benefits of the event, in terms of the economy, would be broadly distributed, as the economic chain and the activities linked to the event were not only limited to the watching of the soccer matches concerned.

Table 6.26: Residents' perceived economic impacts of hosting the 2010 FIFA World Cup™, across the LMs and district-wide (in %, *n*=1 250)

Statement(s)		Name of the municipality											
		Drakenstein		Witzenberg		Stellenbosch		Breede Valley		Langeberg		Total	
The event will have a multiplier effect on the local economy.	SA	11.04	2.08	13.44	4.24	14.96	4.24	11.92	2.32	13.44	5.36	18.2	64.8
	A		8.96		9.2		10.72		9.6		8.08	46.6	
	N		6.4		2.96		2.56		3.92		2.72	18.6	
	D	2.56	1.6	3.6	3.04	2.48	1.92	4.16	3.12	3.84	3.52	13.2	16.6
	SD		0.96		0.56		0.56		1.04		0.32	3.4	
The hosting of this event will ensure employment opportunities for local community members.	SA	10.96	1.76	14.28	3.68	15.38	4.08	12.64	2.72	12.96	4.08	16.3	66.2
	A		9.2		10.6		11.3		9.92		8.88	49.9	
	N		5.44		2.4		2.4		3.6		2.56	16.4	
	D	3.6	2.88	3.36	3.04	2.24	1.6	3.76	2.96	4.48	4.16	14.6	17.4
	SD		0.72		0.32		0.64		0.8		0.32	2.8	
The FIFA World Cup™ will only benefit the rich and big business.	SA	15.04	4.08	14.72	4.8	13.68	4.8	12.24	3.68	12.8	5.04	22.4	64.3
	A		6.88		9.92		8.88		8.56		7.76	41.9	
	N		4.72		2.24		3.36		3.6		3.44	17.4	
	D	4.32	3.44	3.04	2.32	3.04	2.56	4.16	3.68	3.76	3.12	15.1	18.3
	SD		0.88		0.72		0.48		0.48		0.64	3.2	

As a result of the event, the levels of black economic empowerment will improve.	SA	9.28	3.04	10.64	3.2	12.4	3.76	9.76	1.76	10.76	2.64	14.4	51.8
	A		6.24		7.44		8.64		8		7.12	37.4	
	N		7.84		6		4.16		6.56		7.28	31.8	
	D	2.88	2	3.36	3.04	3.44	2.88	3.68	3.2	2.96	2.64	13.8	16.4
	SD		0.88		0.32		0.56		0.48		0.32	2.6	
The hosting of this event will lead to increased spending in the local area, thus ensuring economic benefits to local community members	SA	8.64	1.04	10	3.12	12	2.4	7.76	1.28	9.6	2.32	10.2	48
	A		7.6		6.88		9.6		6.48		7.28	37.8	
	N		8.4		7.44		5.84		8.48		7.68	37.8	
	D	2.98	2.5	2.64	2.24	2.12	1.8	3.76	3.2	2.72	2.64	12.4	14.2
	SD		0.48		0.4		0.32		0.56		0.08	1.8	
The hosting of this event will ensure extended shopping hours in the area surrounding the event.	SA	10.56	1.92	10.64	3.68	13.84	5.44	11.44	2.72	10.8	4	17.8	57.3
	A		8.64		6.96		8.4		8.72		6.8	39.5	
	N		7.52		6.88		4.16		6.4		6.88	31.8	
	D	1.88	1.36	2.48	2.4	2	1.84	2.16	1.92	2.32	2.08	9.6	10.9
	SD		0.56		0.08		0.16		0.24		0.24	1.3	

In terms of the employment opportunities linked to the event, the respondents were very optimistic that the event would create employment opportunities for the local communities, as 66.2% of the respondents agreed to strongly agreed with the statement, with only 17.4% not being in favour of it. Table 6.26 above shows Stellenbosch to have been the most optimistic LM (15.38%), as the level of agreement with the statement ranged from 10.96% (in the Drakenstein) to 15.38% (in Stellenbosch). The development of the stadiums, the improvement of the infrastructure and facilities, and the possible opening of new businesses can be considered as having been among the reasons that influenced the residents to link the event to job creation. The responses might have been influenced by the same understanding that is noted by Swart and Bob (2012:11) regarding job creation forming part of the developmental agenda linked to the hosting of the 2010 FIFA World Cup™. The results of the study indicate that similar results were found to those that were obtained in the study conducted by Bob and Swart (2009:56) regarding residents' perceptions, which brought to light a high level of expectations among the residents concerned in relation to the economic benefits linked to the hosting of the 2010 FIFA World Cup™.

In ascertaining the perceptions of whether the event would only benefit the rich and big business, most of the respondents (64.3%) agreed to strongly agreed to the statement,

whereas 18.3% disagreed to strongly disagreed with it. Table 6.26 illustrates most levels of agreement on the statement as having come from the Witzenberg (14.72%), with those from the Drakenstein agreeing less (10.96%). A post-2010 study on the perceptions of the residents of an informal settlement close to Cape Town (i.e. a host city) revealed similar results (Swart & Jurd, 2012). However, Capetonians indicated that small businesses would also have benefited from the event (Chain & Swart, 2010:162). Mixed views on the results are in line with the concerns raised by Rogerson (2009:337) that the 2010 FIFA World Cup^{TM} posed the challenge of realising the goal of 'shared growth in tourism', as the scale of small and big business is not evenly graded.

On the possibility of the levels of black economic empowerment (BEE) improving as a result of hosting the event, about half (51.8%) of the respondents agreed to strongly agreed, whereas a considerable number (31.8%) were uncertain about the issue and gave a neutral response. At LM level, Table 6.26 shows that Stellenbosch had more respondents who were in agreement with the statement (12.96%), with the Drakenstein respondents indicating more neutral responses (7.84%). Of the respondents who agreed on the statement, a similar view was expressed by those who were located close to the stadium, with almost half of the residents (46.3%) agreeing to strongly agreeing with it, whereas a significant proportion (33%) remained neutral on it (Bama, 2011:114). On the one hand, the respondents who agreed with the statement were in line with the views of Venter (2004:1), who projected BEE as being among the key developmental imperatives linked to the hosting of the 2010 FIFA World Cup^{TM}. However, Sexwale (2004:1) warned black businesses that:

> the benefits of the World Cup would not go to those who sat back and expected the macro-economic policy of empowerment to channel business in their direction.

On the other hand, the high number of neutral responses and of those who disagreed with the statement can be linked to the tainted image of BEE in South Africa. Tangri and Southall (2008:699) posit that the government needs to be cautious in implementing BEE, as there are many controversies around it, with most beneficiaries from it being politically connected individuals, rather than coming from the mass of the previously disadvantaged. Added to this, the question of BEE companies being able to deliver to expected standards (Benjamin, 2013:2) can also be brought to the fore as a reason influencing those who disagreed with the statement. In view of the above, trusted and reliable service providers might have been required in the preparation and hosting of the event, as it was of a global nature.

Even though the CWDM was not a host area for the 2010 FIFA World Cup™, almost half of the respondents (48%) indicated that the hosting of the event would lead to increased spending in the local area, thus ensuring that economic benefits would accrue for the local community members. Table 6.26 indicates that most of the respondents (12%) who indicated the above came from Stellenbosch, as the level of agreement ranged from 7.76% (Breede Valley) to 12%. Of the remaining percentage, 37.8% of the respondents expressed their neutrality on the statement, with most of those concerned being from the Breede Valley (8.48%), and with 14.2% disagreeing/ strongly disagreeing with the statement. Even though the respondents who agreed with the statement were less than 50% of the total number of respondents, the results demonstrate an acknowledgement of increased spending, while simultaneously reflecting that the respondents concerned were not necessarily aware of how the benefits trickled down. These results could also have been influenced by the respondents' understanding of the ability of their respective towns to attract visitors to the area.

In terms of the extended shopping hours in the vicinity of the event, although a significant percentage of the respondents (31.8%) provided a neutral response to the statement, most (57.3%) agreed to strongly agreed that the hosting of the event would ensure extended shopping hours in the vicinity of the event. The level of agreement with the statement stretched from 10.64% (in the Witzenberg) to 13.84% (in Stellenbosch), as is indicated in Table 6.26.

6.2.5.2.3 Perceived social impacts, according to residents

Social impacts are mostly referred to as being socio-cultural, as they have a differential effect on different members of the community (Fredline, Jago & Deery, 2002:760). In view of this factor, the social and cultural impacts are impacts that contribute to changes in the value systems, moral conduct, individual behaviour, family relations, collective lifestyle, creative expression, traditional ceremonies, and community organisation (Teo, cited in Fredline *et al.*, 2003:24).

Table 6.27 shows the different perceptions of the residents in relation to the social impacts that were linked to the hosting of the 2010 FIFA World Cup™, in terms of a district-wide and LM perspective. The social impacts that were perceived as being linked to the event might have been positive as well as negative, as the majority of the respondents (48.3%) disagreed to strongly disagreed that the event had no negative social impacts, whereas 30.6% agreed to

strongly agreed with the statement made in this respect. A detailed analysis of Table 6.27 is presented below the table.

Table 6.27: Social impacts of hosting the 2010 FIFA World Cup™, as perceived by residents across the LMs and district-wide (in %, *n*=1 250)

Statement(s)		Name of the municipality											
		Drakenstein		**Witzenberg**		**Stellenbosch**		**Breede Valley**		**Langeberg**		**Total**	
The event will promote a sense of community pride, as it is to be hosted in my town, city or area.	SA	12.4	2	13.76	2.64	15.6	4.64	14.96	2.4	13.44	3.92	15.7	70.2
	A		10.4		11.12		10.96		12.56		9.52	54.5	
	N		5.36		3.84		2.16		2.72		4.16	18.2	
	D	2.24	1.28	2.4	2.24	2.24	1.68	2.32	1.92	2.4	2.16	9.3	11.6
	SD		0.96		0.16		0.56		0.4		0.24	2.3	
The 2010 FIFA World Cup™ will yield rewards for all the residents.	SA	6.96	0.56	10.24	1.44	10.96	2.64	8.16	1.28	10.16	1.92	7.8	46.4
	A		6.4		8.8		8.32		6.88		8.24	38.6	
	N		7.68		6		4.64		6.96		5.76	31.1	
	D	5.36	3.84	3.76	3.44	4.4	3.44	4.88	4.08	4.08	3.76	18.6	22.5
	SD		1.52		0.32		0.96		0.8		0.32	3.9	
The event will cause delays in the delivery of basic services to the poor areas.	SA	8.44	2.64	9.12	2.24	10.8	4.24	7.44	1.44	8.4	2.32	12.9	44.2
	A		5.8		6.88		6.56		6		6.08	31.3	
	N		5.92		3.92		3.28		2.96		3.6	19.7	
	D	5.6	4.48	6.96	6	5.92	4.8	9.6	8.48	8	6.64	30.4	36.1
	SD		1.12		0.96		1.12		1.12		1.36	5.7	
The event will disrupt the life of the local residents and create inconveniences (e.g. traffic congestion).	SA	9.52	2.32	10.16	1.76	12.32	4.64	8.48	1.28	8.8	2.16	12.2	49.3
	A		7.2		8.4		7.68		7.2		6.64	37.1	
	N		6.24		3.52		2.8		3.2		3.2	19	
	D	4.24	3.12	6.32	5.44	4.88	3.76	8.32	6.88	8	6.64	25.8	31.7
	SD		1.12		0.88		1.12		1.44		1.36	5.9	
The event will cause an increase in crime (e.g. thefts, muggings, etc.) levels	SA	11.84	3.68	9.84	2.56	11.92	5.12	8	1.76	8.8	2.88	16	50.4
	A		8.16		7.28		6.8		6.24		5.92	34.4	
	N		4.4		3.84		3.2		2.96		3.6	18	
	D	3.76	2.56	6.32	5.44	4.88	3.92	9.04	7.76	7.6	6	25.7	31.6
	SD		1.2		0.88		0.96		1.28		1.6	5.9	

The event will cause an increase in the amount of vandalism (damage of properties) perpetrated.

Response	Sum1	Val1	Sum2	Val2	Sum3	Val3	Sum4	Val4	Sum5	Val5	%	Total
SA	9.28	2.48	8.8	2.16	10.56	3.44	7.12	1.28	7.44	1.76	11.1	43.2
A		6.8		6.64		7.12		5.84		5.68	32.1	
N		7.12		4.48		4.24		3.76		3.68	23.3	
D	3.6	2.4	6.72	5.52	5.2	4.16	9.12	7.76	8.88	7.44	27.3	33.5
SD		1.2		1.2		1.04		1.36		1.44	6.2	

The event will lead to excessive noise, which will annoy the local residents.

Response	Sum1	Val1	Sum2	Val2	Sum3	Val3	Sum4	Val4	Sum5	Val5	%	Total
SA	8.88	2.56	8.16	1.76	11.04	4.24	7.44	1.92	7.84	1.52	12	43.4
A		6.32		6.4		6.8		5.52		6.32	31.4	
N		6.8		3.76		2.32		2.72		3.2	18.8	
D	4.32	3.04	8.08	7.04	6.64	5.2	9.84	8.24	8.96	7.04	30.5	37.8
SD		1.28		1.04		1.44		1.6		1.92	7.3	

The event will create entertainment opportunities for the local residents.

Response	Sum1	Val1	Sum2	Val2	Sum3	Val3	Sum4	Val4	Sum5	Val5	%	Total
SA	10.96	2.4	14.08	3.28	15.44	5.36	14.32	3.04	13.6	3.76	17.8	68.4
A		8.56		10.8		10.08		11.28		9.84	50.6	
N		6		3.36		2.32		2.72		3.12	17.5	
D	3.04	2.4	2.56	1.76	2.24	1.76	2.96	2.56	3.28	2.8	11.3	14.1
SD		0.64		0.8		0.48		0.4		0.48	2.8	

The event will only benefit some members of the community, and it will increase the level of existing social inequalities.

Response	Sum1	Val1	Sum2	Val2	Sum3	Val3	Sum4	Val4	Sum5	Val5	%	Total
SA	10.64	1.92	12.08	1.68	12.6	4.24	9.84	1.6	9.44	1.76	11.2	55.6
A		8.72		10.4		9.36		8.24		7.68	44.4	
N		7.52		4.08		3.36		5.76		5.6	26.3	
D	1.84	1.36	3.84	3.36	3.04	2.56	4.4	3.92	4.96	4	15.2	
SD		0.48		0.48		0.48		0.48		0.96	2.9	18.1

The event will influence residents to participate in sporting activities.

Response	Sum1	Val1	Sum2	Val2	Sum3	Val3	Sum4	Val4	Sum5	Val5	%	Total
SA	9.92	2.24	12.88	1.76	14.4	4.4	13.36	2.4	13.36	3.12	13.9	63.9
A		7.68		11.12		10		10.96		10.24	50	
N		7.28		4		3.6		4.24		4	23.1	
D	2.8	2.08	3.12	2.8	2.1	1.7	2.4	2.32	2.64	2.24	11.1	13
SD		0.72		0.32		0.4		0.08		0.4	1.9	

The event will have NO negative social impacts.

Response	Sum1	Val1	Sum2	Val2	Sum3	Val3	Sum4	Val4	Sum5	Val5	%	Total
SA	4.4	1.2	7.68	1.2	6.16	2.32	5.76	0.48	6.64	1.92	7.1	30.6
A		3.2		6.48		3.84		5.28		4.72	23.5	
N		6.32		3.84		3.76		3.92		3.28	21.1	
D	9.28	5.92	8.48	6.56	10.08	7.76	10.32	8.08	10.08	7.76	36.1	48.3
SD		3.36		1.92		2.32		2.24		2.32	12.2	

As is shown in Table 6.27, 70.2% of the respondents agreed to strongly agreed that the event promoted a sense of community pride as it was hosted in their town, city or area. Furthermore, the same table indicates that most of the respondents who agreed with the statement to be from Stellenbosch (15.6%), with those from the Drakenstein indicating less agreement with it (12.4%). Only 11.6% of the respondents disagreed to strongly disagreed with the statement, whereas 18.2% were neutral on it. Several authors (Lee & Taylor, 2005; Kim *et al.*, 2006; Newton, 2009) cited the development of a sense of community pride as being a positive social impact of sport mega-events. The sense of community pride can be used as a mechanism for generating a sense of community (Bob & Swart, 2009:49) and national pride (Pillay & Bass, 2008:332), as well as related community sentiments (Ohmann *et al.*, 2006:139). Most of the respondents who indicated their neutral response to the statement, those reflecting their uncertainty about the issue, came from the Drakenstein and the Langeberg (5.36% and 4.16%, respectively), as is illustrated in Table 6.27.

In terms of the event yielding rewards for all the residents concerned, less than 50% of the respondents (46.4%) agreed to strongly agreed with the statement, with the level of agreement ranging from 6.96% (in the Drakenstein) to 10.96% (in Stellenbosch), as is shown in Table 6.27. A considerable proportion of the respondents were uncertain about the issue (31.1%), with most such respondents coming from the Drakenstein (7.68%), whereas 22.5% disagreed to strongly disagreed with the statement made in this regard. Even the residents who lived close to the stadium (Chain & Swart, 2010:160) shared similar views, with 44.8% agreeing to strongly agreeing with the statement. The results revealed a true reflection of the situation, as not everyone did benefit from the event. While the hosting of the event in South Africa (including in Cape Town) might have been seen as a reward by those living in the CWDM, not everyone could benefit from, or experience the glory of, the event (at least as far as physically attending the matches went, or in terms of them being able to watch the event on television). In regard to individuals reaping rewards from the event, in some instances doing so required the respondents to implement related initiatives.

Despite the respondents' pride in hosting the event (70.2%), as was mentioned earlier, the respondents indicated that they had mixed views regarding the event, as they agreed to strongly agreed that the event would cause delays in providing basic services to the poor areas (44.2%), while 36.1% disagreed to strongly disagreed with this. Table 6.27 reflects the levels of agreement with the statement as extending from 6.96% (in the Drakenstein) to 10.96% (in

Stellenbosch), with the disagreement stated mostly being noticeable in the Breede Valley (9.6%). In a similar study (Bassa & Jaggernath, 2010:135), found the residents who lived close to the stadium presented a strong view in regards to this issue, with the majority (87%) agreeing to strongly agreeing with the statement concerned. The result obtained in the current study might be interpreted in two ways. On the one hand, for citizens who have been waiting for the preceding 16 years for basic services to be provided for them, as had been promised by the democratic government, and who might have learned about the costs that the country and the province (Western Cape) incurred as a result of hosting the event, the delay of a quest for a decent lifestyle would never be justified. As argued by Desai and Vahed (2010:157), the funds that were allocated to the stadiums could have built an estimated 90 000 new houses per annum over the period 2006 to 2010. With the event coming and going, whether the life of the citizens would change after the World Cup was debatable, including for those in an urban setting. On the other hand, the delay in basic services that was feared by some of the respondents could not be linked to the 2010 World Cup^{TM} alone, as South Africa had been experiencing riots linked to service delivery prior to the hosting of the event (Karamoko & Jain, 2011). The hosting of the World Cup was also linked to infrastructural development, in line with a strong development agenda (Swart & Bob, 2012). The aforementioned rioting intensified as the time for the hosting of the World Cup drew near, with communities fighting for the delivery of basic services, to the extent of posing threats to continue with service delivery protests during the event. Bob and Kassen-Noor (2012:12) note that:

> there was and continues to be a debate around whether the massive public investments required, primarily for infrastructural development and expansion, were appropriately used given the developmental needs among the majority of the populace.

Greater concern was expressed about the event disrupting the life of the local residents and about the causing of such inconvenience as traffic congestion, as almost half of the respondents (49.3%) agreed to strongly agreed with the statement made in this regard. The level of concerned voices about this issue might be attributed to the number of visitors that the country expected to have to accommodate during the period of the event. Table 6.27 indicates that most of the respondents who agreed with the statement came from Stellenbosch (12.32%), with those from the Breede Valley indicating less concern in this respect (8.48%). The disagreement to strong disagreement with the statement that was indicated by 31.7% of the respondents was also justified, as not all parts of the city/region were equally affected by the event. As is evident from Table 6.27, the respondents' distance from the event location (Breede

Valley and the Langeberg) could also have been a contributing factor to this view, as the respondents were likely to experience less disruption and inconvenience compared to that which was experienced by the residents who lived in closer proximity to the event location.

In addition to the above, district-wide, the respondents also raised concerns regarding the possibility of the event causing an increase in such crimes as theft and muggings (50.4%), as well as in vandalism (43.2%), and excessive noise that would annoy the local residents (43.4%), as most of the respondents agreed to strongly agreed with the statements made, respectively. The residents who were located close to the stadium expressed greater concern about crime (73.5% and 71%; Chain, 2009:98; Bama, 2011:104) and noise (77% and 69.3%; Chain, 2009:98; Bama, 2011:105) as compared to the district-wide perspectives of the different respondents in the study (see Table 6.27), with the responses on vandalism following a similar pattern, indicating a slightly higher level of agreement (48.1%; Bama, 2011:104). However, the reflection of the LMs presented in Table 6.27 portrays those that were close to the event location (i.e. Stellenbosch and the Drakenstein) as being more concerned (11.92% and 11.84%, 10.56% and 9.28%, 11.04% and 8.88%, respectively in relation to the statements made).

On the issue of crime, about half of the respondents (50.4%) agreed to strongly agreed that the event would cause an increase in the prevailing crime levels, with 31.6% disagreeing to strongly disagreeing with the statement, and 23.3% expressing their neutrality on the issue. The 31.6% of the respondents who disagreed to strongly disagreed with the statement on crime, and the 33.5% who disagreed to strongly disagreed with the statement on vandalism possibly demonstrates the levels of confidence that the respondents had in the government plans to combat crime prior, during and after the event. Even though Fergus (2006:1) posits the securing of an international event as being a daunting task involving an array of complex issues that must be carefully addressed, both the public and the private sector must be involved so as to ensure that they develop and implement appropriate operational models and structures by means of which they can achieve their objectives. The assurance that was given by the South African government to visitors that they could be sure of their safety and security during the 2010 FIFA World Cup™ remained a top priority (Selebi, 2004; Cele, 2009; Zuma, 2009; Maseko, 2010). In addition, the calls being made by tourism associations like FEDHASA for the assumption of a zero tolerance approach to crime during the event (Couvaras, 2010:1) were possibly at last partly responsible for the building up of levels of confidence among the

respondents concerned. In addition, the good record of the country in being able to manage security successfully at top-level events since the institution of a democratic form of government could also be seen as a positive factor that was in line with these perceptions. If South Africa had not been a safe enough environment in which to host the event, it was assumed that FIFA would not have granted it host status.

On the aspect of the event leading to excessive noise which would annoy the local residents, there were mixed responses, as 43.4% of the respondents agreed to strongly agreed with the statement made in this respect, whereas 37.8% disagreed to strongly disagreed with it. Only a few of the respondents (18.8%) were not sure about this issue. These mixed reactions are an indication that noise and noise in the context of celebration are two different things. When the country celebrates, it is debatable whether the related noise made can be considered a nuisance factor. When the country is in jubilant spirit, whether the expression of such a spirit can be regarded as noise is a matter of contention. An isiXhosa idiom, which is used for such social situations, refers to someone who is not in a celebratory mood when others are celebrating as a witch. The views of those who disagreed to strongly disagreed that the event would create noise that would annoy the local residents can be linked to the isiXhosa idiom. The residents in the host area demonstrated more concern in their level of agreement to strong agreement with the statement concerned (Bassa & Jaggernath, 2010:136).

In terms of the 2010 FIFA World Cup^{TM} creating entertainment opportunities for the local residents, the results revealed a spirit of great optimism among the respondents, as 68.4% of them agreed to strongly agreed with the statement, whereas only 17.5% of them were uncertain about it. Table 6.27 illustrates the levels of agreement with the statement as ranging from 10.96% (in the Drakenstein) to 15.44% (in Stellenbosch). Only a few of the respondents (14.1%) disagreed/ strongly disagreed with the statement. Even though most of the respondents lived at some distance from the event location, there was great optimism that the event would create entertainment opportunities for the local residents. The high levels of optimism prevailing might also have been linked to the 2010 FIFA World Cup^{TM} activities planned within the region.

Despite the high percentage of respondents who were optimistic about the entertainment opportunities linked to the event, as is evident from the data provided in Table 6.27, the respondents further agreed to strongly agreed that the event would benefit only some members

of the community, while increasing the prevailing social inequalities (55.6%). The results that are presented in Table 6.27 further project the views of most respondents as having been in agreement with the statement, ranging from 9.44% (in the Langeberg) to 13.6% (in Stellenbosch). Depending on how the residents interpreted the possible social inequalities to arise in the hosting of the 2010 FIFA World Cup™, and the extent of the inequalities concerned, the effect (either positive or negative) of the possible social inequalities remained an issue in the successful hosting of the event, which could have translated to the attachment/detachment of the locals from the event. The results obtained honestly reflect the existence of an uneven society, as not everyone was expected to benefit from the 2010 FIFA World Cup™ in the same way. Most of the residents who lived relatively close to the Cape Town stadium indicated similar concerns that the event would benefit some members of the community, and that it would increase the existing levels of social inequality (Chain & Swart, 2010:161).

With regard to the 2010 FIFA World Cup™ influencing the residents to participate in sporting activities, the majority of the respondents (63.9%) agreed to strongly agreed with the statement, whereas 23.1% were uncertain about it, and a few (13%) disagreed to strongly disagreed with it. The Stellenbosch respondents felt more strongly about the statement, with the level of agreement ranging from 9.92% (in the Drakenstein) to 14.4% (in Stellenbosch). The district-wide high percentage of respondents agreeing with the statement indicated that the event had aroused interest among the respondents not only in terms of them being spectators of soccer, but also being participants in it. The future development of soccer depends on residents participating in this sport, both actively and passively. However, sustainable growth and the development of soccer in the CWDM also depends on the amount of support that is made available from the government, football structures and businesses. The introspection of South African soccer, which has been focused on the implantation of development programmes since 2010, reflects the government's interest in promoting football in schools and at both amateur and professional level (Parliament Monitoring Group, 2010).

6.2.5.3 Regional showcasing, according to residents

The hosting of the 2010 FIFA World Cup™, as an event, went beyond the realms of soccer. Marketing and the promotion of destinations was an integral part of hosting the event, as tourists were likely to make use of a broader tourism product than just attending the event itself.

Table 6.28 below presents the district-wide and LM residents' perceptions of the event's impact in terms of showcasing the region.

Table 6.28: Regional showcasing, according to the residents across the LMs and district-wide (in %, *n*=1 250)

Statement(s)		Name of the municipality											
		Drakenstein		Witzenberg		Stellenbosch		Breede Valley		Langeberg		Total	
The event will attract tourists to the area.	SA	14.96	4.16	15.12	5.28	16.8	6.48	16.96	5.84	16.56	6.24	28	79.7
	A		10.08		9.84		10.32		11.12		10.32	51.7	
	N		3.12		1.68		2.08		1.2		1.6	9.7	
	D	2.64	2.08	3.2	2.24	1.12	0.64	1.84	1.2	1.84	1.68	7.8	10.6
	SD		0.56		0.96		0.48		0.64		0.16	2.8	
The event will attract future business to the area.	SA	12.72	3.12	14.8	4.8	16.24	5.36	15.76	4.88	15.6	5.28	23.4	75.1
	A		9.6		10		10.88		10.88		10.32	51.7	
	N		4.8		2.8		2.4		2.4		3.04	15.4	
	D	2.48	1.92	2.4	1.52	1.36	0.88	1.84	1.36	1.36	1.28	7	9.5
	SD		0.56		0.88		0.48		0.48		0.08	2.5	
The event will increase positive media coverage of the area.	SA	11.76	2.56	13.6	3.2	16.24	5.12	15.28	3.68	13.76	4.4	19	70.7
	A		9.2		10.4		11.12		11.6		9.36	51.7	
	N		6.3		3.4		2.6		2.88		4.32	19.5	
	D	1.92	1.36	2.96	2.4	1.12	0.64	1.84	1.44	1.92	1.68	7.6	9.8
	SD		0.56		0.56		0.48		0.4		0.24	2.2	
The event will strengthen regional values.	SA	10.32	1.68	12.48	2.56	11.76	4	11.12	1.44	11.2	2.48	12.2	56.9
	A		8.64		9.92		7.76		9.68		8.72	44.7	
	N		8.48		5.76		6		6.88		7.04	34.2	
	D	1.2	1.04	1.76	1.28	2.24	1.76	2	1.68	1.76	1.36	7.1	8.9
	SD		0.16		0.48		0.48		0.32		0.4	1.8	
Crime will showcase South Africa in a negative light.	SA	11.76	2.48	12.32	3.2	14	6.48	10	2.88	10.16	2.8	17.8	58.2
	A		9.28		9.12		7.52		7.12		7.36	40.4	
	N		5.44		5.12		3.76		4.64		4.08	23.1	
	D	2.8	2.08	2.56	2	2.24	1.84	5.36	4.88	5.76	4.8	15.6	18.7
	SD		0.72		0.56		0.4		0.48		0.96	3.1	

As is illustrated in Table 6.28, the majority of the respondents (79.7%) agreed to strongly agreed that the event would attract tourists to the area. As can be further deduced from Table 6.28, the LM with most respondents supporting the statement was the Breede Valley (17.04%), with responses to the statement ranging from 14.24% (in the Drakenstein) to 17.04%. The results revealed the confidence of the locals in the tourism product offered by the Western Cape and the CWDM as being relevant and appealing. The increase in the number of visitors in the province over the years attests to this, particularly in relation to the hosting of the event. As noted by SAT (2010c), the Western Cape is cited as being among the most visited provinces during the 2010 FIFA World Cup^{TM}, during the duration of which it received more than 80 000 visitors. The residents located in the stadium precinct expressed a higher level of agreement (96.5%) with the statement (Bama, 2011:110) than did the respondents in the current study.

As can be gathered from Table 6.28, as much as the event was perceived by the respondents as increasing the positive media coverage of the area (70.7%), with Stellenbosch posing the dominant view in this regard (16.24%) in comparison to the views expressed in the other LMs, such perceptions did not serve as a guarantee of its potential to attract tourist, nor of the likelihood of future business possibilities in the area. These results are supported by Preuss (2009), who projected image as being likely to contribute to enhanced economic impacts for the 2010 FIFA World Cup^{TM}. Accordingly, it is very important for destinations to plan and to strive to gain leverage from the successful hosting of the event by positioning their destination as a choice for visitors. The residents who were located close to the stadium were recorded as making slightly higher optimism (88.5%) on the statement (Bama, 2011:110).

In response to the statement as to whether the 2010 FIFA World Cup^{TM} would attract future businesses to the area, the majority of the respondents (75.1%) perceived the event to have high possibilities of attracting future business to the area. The LM perspective presented in Table 6.28 indicates the level of agreement as ranging from 11.76% (in the Drakenstein) to 16.24% (in Stellenbosch). Despite the assertions made by Brown, Chilip, Jago and Mules (2002:163-180) about the value of image enhancement leading to the attracting of tourists, business and investments, there are a number of factors and decisions that prospective investors or businesses look at before taking a decision to open a business. The event would have provided business people with a view of potential business opportunities that would become more available, with extra work to be done in terms of scanning and understanding the business environment.

In terms of the event strengthening regional values, the results revealed a high level of neutral responses (34.2%), with 56.9% of the respondents agreeing to strongly agreeing that the event would serve to strengthen regional values. Table 6.28 indicates that most neutral responses and responses expressing agreement with the statement to have come from the respondents living in the Drakenstein and in the Witzenberg (8.48% and 12.48%, respectively). The high level of uncertainty existing among the respondents could have sparked a question as to whether the regional values were widely understood by the respondents.

Another aspect that was looked at in Table 6.28 was crime, and how it was likely to impact on the region and the country at large. There was evidence of a level of discomfort among the respondents in this regard, as most of them (58.2%) agreed to strongly agreed that crime would showcase South Africa in a negative light, whereas 23.1% were uncertain about the issue, and 18.7% disagreed to strongly disagreed with the statement that was made in this regard. Among the LMs, Stellenbosch is illustrated in Table 6.28 as having indicated a higher level of discomfort (14%) on the statement than did the other LMs, with responses ranging from 10% to 14%. In view of these results, taking cognisance of crime in the hosting of such an event as the 2010 FIFA World Cup[TM] should not only have assured the tourists that they would have good value for their money, but it also translated into the achievement of positive socio-economic impacts for the country as a whole. The pattern of responses of the residents in the stadium precinct was similar, as they expressed a slightly lower level of agreement (51.8%) with the statement (Bama, 2011:111) than did the respondents in the current study.

Overall, the positive perceptions of the statements presented in Table 6.28 are in line with the assertions that events such as the World Cup[TM] provide opportunities for image building (Allmers & Maenning, 2008:2), for the showcasing of the hospitality and tourism potential of a country (Dolles & Soderman, 2007:148), and for the creating of opportunities for self-marketing (Lee & Taylor, 2005:602).

6.2.5.4 Use of public money, according to residents

Use of public money has been a major concern for both the citizens and the government in this country in the past, with a dark cloud of corruption being linked to the spending of public money. In a district which is faced by developmental challenges, it was important to ascertain

how residents perceived the use of public funds in preparation for the 2010 FIFA World Cup™.
Table 6.29 presents a summary of the results that were obtained in this respect.

Table 6.29: Use of public money, according to residents across the LMs and district-wide (in %,
**   *n*=1 250)**

Statement(s)		Name of the municipality											
		Drakenstein		**Witzenberg**		**Stellenbosch**		**Breede Valley**		**Langeberg**		**Total**	
The 2010 FIFA World Cup™ will be a waste of public money.	SA	7.04	1.92	7.04	1.68	8.08	1.92	6.4	1.12	6.32	2.16	8.8	34.9
	A		5.12		5.36		6.16		5.28		4.16	26.1	
	N		5.52		3.6		2.88		2.16		2.56	16.7	
	D	7.44	4.72	9.36	6.56	9.04	6.24	11.44	7.6	11.12	7.52	32.6	48.4
	SD		2.72		2.8		2.8		3.84		3.6	15.8	
Too much money has been, and is being, spent on the 2010 event that could have been/be spent on other activities.	SA	10.96	3.76	9.36	2.8	10.4	2.32	9.04	3.2	6.32	2	15	47
	A		7.2		6.56		8.08		5.84		4.32	32	
	N		4.72		3.68		2.96		2.4		3.6	17.3	
	D	4.32	2.88	6.96	5.12	6.08	4.72	9.44	7.12	6.32	4.32	26.7	35.7
	SD		1.44		1.84		1.36		2.32		2	9	
I feel that the use of public funds in support of this event is acceptable.	SA	7.28	1.44	7.68	1.36	7.28	2.4	9.04	1.52	8.72	1.6	8.3	40
	A		5.84		6.32		4.88		7.52		7.12	31.7	
	N		6.96		5.68		5.44		4.32		4.64	27	
	D	5.76	3.28	6.64	4.96	7.28	5.52	6.64	5.76	8.72	7.12	24.6	33
	SD		2.48		1.68		1.76		0.88		1.6	8.4	

As is shown in Table 6.29 above, the issue of the use of public money in hosting the event was a contested terrain. While almost half of the respondents (48.4%) disagreed to strongly disagreed that the event was a waste of money, some of them (34.9%) agreed to strongly agreed with the statement. Of those who disagreed with the statement, Table 6.29 presents the respondents from the Breede Valley and from the Langeberg (11.44% and 11.12%, respectively) as having a stronger view than did the respondents from the other LMs. On the one hand, the views of those who were in disagreement with the statement could be based on the fact that the opportunity presented to South Africa to host the 2010 FIFA World Cup™ was the opportunity of a lifetime, despite the anticipated success/failure of the event. These results suggest that, for some respondents, the costs of the event were not viewed as being an isolated issue, but that they were linked to the value of successfully hosting the event, as 40%

of the respondents agreed to strongly agreed that they felt that the use of public funds in support of the event was acceptable, with 33% disagreeing to strongly disagreeing with it. Table 6.29 displays the Breede Valley as having had the most respondents (9.04%) who agreed with the statement, whereas 8.72% (in the Langeberg) disagreed to strongly disagreed with it.

On the other hand, the views of the respondents who were in favour of the other two statements in Table 6.29 could be linked to their assertions made, as they argued that too much money was being, and had been, spent on the 2010 FIFA World Cup^{TM} that could have been spent on other activities (47%). Table 6.29 further presents the views of respondents in the LMs closer to the host area (i.e. the Drakenstein and Stellenbosch) as dominating the responses that argued that too much money was being spent on the event (10.96% and 10.4%, respectively), despite their locations being involved in the 2010 FIFA World Cup^{TM} plans. These results bring to the fore the realities of a developing nation wherein the priorities of a society are not commonly understood. The different lifestyles and living standards of the various respondents were likely to have influenced these assertions. Politics and the realities of hosting a mega-event can be seen as giving rise to disparities between those that have and those that have not. Those who disagreed to strongly disagreed (35.7%) with the statement made in this regard, with the Breede Valley respondents prevailing in their view over that which was expressed by the respondents from the other LMs (9.44%), and those who remained neutral (17.3%) on the statement, can be considered to have provided strong contestation regarding the expenditure of public money on the 2010 FIFA World Cup^{TM}. However, Pillay and Bass (2008:340) contend that it was problematic to assume that income would materialise from the 2010 FIFA World Cup^{TM} that would advance the pro-poor agendas of service delivery and social redress. Particularly for those who were still waiting for their basic service delivery needs to be satisfied, the above view was critically important, as Maseko (2006:2) projected that the event would speed up the programmes of service delivery. This might have created unrealistic expectations for those who were located in the non-host areas, as most of the infrastructural developments were taking place in the host areas.

Although the event received enough support in the district, there was great concern regarding the use of public money for the hosting of the event. Concerns around the spending of public money and the event (Bassa & Jaggernath, 2010:135) have been linked to service delivery protests (Ntloko & Swart, 2012:147), with the latter authors citing a possible growth in the number of dissenting voices over such events, especially if events like the 2010 FIFA World

Cup^{TM} are perceived as gaining priority over the service delivery needs of the local residents. These concerns could reflect badly on governance and decision-making around the event. Linked to this subsection, a subsection on infrastructural developments and service delivery impacts is presented next.

6.2.5.5 Infrastructural development and service delivery impacts

In terms of infrastructure development, most of the respondents (68.3%), not surprisingly, agreed to strongly agreed that infrastructural development were taking place mainly near the stadium (see Table 6.30). In relation to the same statement, the LMs' perspective presented in Table 6.30 indicated a balanced view, as the views of the respondents who lived far from the event location (in the Langeberg) and those who lived closer to the event location (in the Drakenstein) dominated the views of the respondents in the other LMs (14.64% and 13.92%, correspondingly). In view of the results obtained, it is worth noting that the setting in which infrastructural developments took place was urban in nature, thus reflecting the unevenness in developments, as the areas in question tended to be better developed than those in a rural setting. The above issue could have translated into the benefits and the impacts related to the infrastructural development being skewed, resulting in their acceleration largely occurring in the urban areas. As a result, the value of the event, and the understanding of the value of hosting the event, might have been viewed differently by those living in rural settings in contrast to those who were living in urban settings. In relation to the same statement in the study that was conducted by Bama (2011), almost half of the residents (51.8%) who were located close to the Cape Town Stadium agreed to strongly agreed with the statement. Bama (2011:97) projects the respondents who disagreed to strongly disagreed with the statement as being knowledgeable regarding the other event-related infrastructural developments, such as the N1 and N2 highways and Cape Town International Airport.

Table 6.30: Infrastructural developments and service delivery, according to the residents across the LMs and district-wide (in %, *n*=1 250)

Statement(s)		Drakenstein		Witzenberg		Stellenbosch		Breede Valley		Langeberg		Total	
Infrastructural development is taking place mainly near the stadium.	SA	13.92	4.4	12.4	3.52	13.68	4.24	13.68	4	14.64	5.2	21.4	68.3
	A		9.52		8.88		9.44		9.68		9.44	46.9	
	N		3.68		3.92		2.16		3.92		4.48	18.2	
	D	2.4	1.84	3.68	3.12	4.16	3.04	2.4	1.6	0.88	0.64	10.2	13.5
	SD		0.56		0.56		1.12		0.8		0.24	3.3	
The facilities created for this event can be used in the long-term by the local residents.	SA	11.36	2.72	11.84	2.24	14.24	4.96	12.88	3.44	13.6	4.48	17.8	63.9
	A		8.64		9.6		9.28		9.44		9.12	46.1	
	N		6.96		5.28		3.36		4.88		4.88	25.4	
	D	1.68	1.12	2.88	2.8	2.4	1.6	2.34	1.84	1.52	1.28	8.6	10.7
	SD		0.56		0.08		0.8		0.5		0.24	2.1	

Despite the concern that was raised by the respondents regarding the infrastructural development taking place mainly near the stadium, there was a high level of enthusiasm among the respondents, as 63.9% of them indicated that the facilities constructed for the 2010 FIFA World Cup™ could be used by the local residents in the long-term, while a considerable percentage of the respondents (25.4%) were uncertain about the long-term use of the facilities. Table 6.30 shows that most of the enthusiasm that was expressed in this regard came from the Stellenbosch respondents (14.24%), with the level of agreement ranging from 12.4% (in the Witzenberg) to 14.24%. In relation to the same statement, the majority of the residents (81.2%) who were close to the stadium were more optimistic as compared to those who lived in the non-host areas (Bama, 2011:98). The usage of such facilities by the residents demonstrated the legacy linked to the event. However, the question of the use of the facilities that were created for the 2010 FIFA World Cup™ by the residents in the long term might, in some instances, have depended on their accessibility and affordability, as the facilities in question might also have been used by tourists. Such usage was likely to influence the costs involved, thus reinforcing the concerns that were raised by some of the respondents (10.7%) in disagreeing to strongly disagreeing with the statement made in this respect.

6.2.5.6 The impact of sport

As reflected in Table 6.31, the event yielded positive sport impacts among the respondents, as most of them agreed to strongly agreed that they had become aware of the game of football due to the hosting of the event (71.7%), and that they had become more interested in the game due to the hosting of the event (64.6%). Across the LMs, Stellenbosch respondents are presented as having gained more awareness of football, and more interest in the game, due to the hosting of the event (15.44% and 14.16%, respectively). In relation to the raised awareness about the game, the level of agreement with the statement ranged from 12.4% (in the Drakenstein) to 15.44%. In relation to the heightened interest in the game, the level of agreement extended from 11.04% (in the Drakenstein) to 14.16%. When the respondents were asked to indicate whether they would consider participating in the game in the near future, 43.4% of the respondents agreed to strongly agreed, with most of the agreement coming from respondents from the Langeberg (10.96%). Similarly, 42.3% disagreed to strongly disagreed with the statement, with the respondents from the Witzenberg having a dominant view (9.68%) over the views expressed by the respondents from the other LMs. It is understood that age, gender and interest in the sport are the likely factors that can influence respondents to participate in the game.

Deducing from Table 6.31, of the 43.4% of the respondents who indicated that they would consider participating in football/soccer in the near future were men, forming 32.7%. The results are not surprising, as soccer is a male-dominated sport. However, it is worth noting that women have also come to demonstrate an interest in participating in the sport, as can be seen by the number of female respondents who replied in the affirmative to this statement (10.7%). Relatively large percentages of the respondents who were in favour of the statement were in the age categories 21 to 30 years old (21.4%) and 31 to 40 years old (12.2%), representing 33.6% of the 43.4% who agreed to strongly agreed with the statement. Even respondents over the age of 40 years old were considering being involved in football/soccer in the near future. Informed by these results, the participation of those who were younger than 40 years old was likely to be more active than passive. The respondents who were over 40 years old were likely to have been passive participants in the game. Irrespective of the age concerned, there is no doubt that South Africans have become a nation of sport spectators.

Having received similar responses in relation to the statements presented in Table 6.31 regarding the post-2010 study of the perceptions of informal residents located close to Cape Town, it is concluded that the greater awareness and interest created in the game of soccer as a result of the 2010 FIFA World Cup™ hosting is likely to translate into actual participation in the sport in future (Swart & Jurd, 2012:49).

Table 6.31: Sport impacts, as perceived across the LMs and district-wide (in %, *n*=1 250)

Statement(s)		Name of the municipality											
		Drakenstein		Witzenberg		Stellenbosch		Breede Valley		Langeberg		Total	
I am more aware of football due to the hosting of the event.	SA	12.4	2.64	14.64	2.96	15.44	4.32	14.32	2.88	14.96	4.72	17.5	71.7
	A		9.76		11.68		11.12		11.44		10.24	54.2	
	N		4.64		2.16		1.68		1.12		0.88	10.5	
	D	2.96	1.92	32	2	2.88	2	4.56	3.76	4.16	2.16	11.9	17.8
	SD		1.04		1.2		0.88		0.8		2	5.9	
I am more interested in football/soccer due to the hosting of the event.	SA	11.04	2.32	13.04	2.96	14.16	5.12	12.8	3.04	13.6	4.64	18.1	64.6
	A		8.72		10.08		9.04		9.76		8.96	46.5	
	N		4.64		1.76		1.84		1.44		1.2	10.9	
	D	4.32	2.64	5.2	3.6	4	2.96	6	5.12	5.2	3.12	17.2	24.5
	SD		1.68		1.6		1.04		0.88		2.08	7.3	
I will consider participating in football/soccer in the near future.	SA	5.91	1.03	8	3.2	8.48	3.2	10	2.72	10.96	4.4	14.6	43.4
	A		4.88		4.8		5.28		7.28		6.56	28.8	
	N		4.56		2.32		2.88		2.4		2.16	14.3	
	D	9.52	4.48	9.68	6.88	8.64	5.36	7.62	5.86	6.88	4.72	27.3	42.3
	SD		5.04		2.8		3.28		1.76		2.16	15	

6.2.5.7 Most likely beneficiaries of the 2010 FIFA World Cup™

Table 6.32 highlights the district-wide perceptions and attitudes of the respondents regarding who were perceived as being most likely to benefit from the event.

Table 6.32: Most likely beneficiaries of the 2010 FIFA World Cup™, according to the residents in their respective municipalities and district-wide (in %, *n*=1 214)

Categories	Name of the municipality					
	Drakenstein	Witzenberg	Stellenbosch	Breede Valley	Langeberg	Total
Businesses	10.29	9.3	10.87	9.71	9.06	49.2
Wealthy and rich	4.94	6.59	6.83	4.77	6.42	29.6
People living in towns and cities	3.62	3.95	2.64	5.44	3.54	19.2
Poor and disadvantaged	0.24	0.49	0.16	0	0.41	1.3
People living in rural areas	0	0	0.08	0.16	0.41	0.7

As is shown in Table 6.32 above, in general the respondents perceived businesses as being the group that was most likely to benefit from the event (49.2%), followed by the wealthy and the rich (29.6%), and by people living in towns and cities (19.2%). As is shown in the aforementioned table, prominent responses for businesses as being the most likely beneficiaries came from the Stellenbosch respondents (10.87%), followed by those from the Drakenstein (10.29%) and from the Breede Valley (9.71%). Most of the responses that cited the wealthy and the rich were from Stellenbosch, the Witzenberg and the Langeberg (6.83%, 6.59% and 6.42%, respectively). The Breede Valley, the Witzenberg and the Drakenstein contained most of the respondents who cited people living in towns and cities as being the most likely beneficiaries (5.44%, 3.95% and 3.62%, correspondingly). Of the remaining respondents 2.9% (*n*=36) cited the following as being among the beneficiaries who were most likely to benefit from the 2010 FIFA World Cup™:

- everyone included in the categories named in Table 6.32;
- all except for the people living in rural areas;
- FIFA;
- the government; and
- uncertain.

Even though the other categories cited fell within the smallest percentage (2.9%), the responses provided accurately reflected those who were most likely to benefit from the 2010 FIFA World Cup™. Although businesses might have been perceived by some respondents (47.9%) as being the most likely beneficiaries of the 2010 FIFA World Cup™, the government

asserted its own beneficiation by arguing that the tournament's benefits included, beyond the economic legacy, an increased delivery capacity and a continuation of the country's showcasing to the world of its ability to host mega-events (Gordhan, 2010:7).

The study conducted by Bama (2011:116) revealed similar assertions, highlighting businesses as being most likely beneficiaries (57%), followed by the wealthy and the rich (23.9%), people living in towns and cities (16.5%), the poor and disadvantaged (1.4%), and people living in rural areas (1.1%). In the current study, FIFA was also noted as being a beneficiary. Based on these results, there seems to have been a similar outlook in terms of the residents who were located in the stadium precinct and those who lived in the non-host area concerning the most likely beneficiary of the event, as both projected businesses as being at the top of their lists as the most likely beneficiaries concerned. The next section analyses and discusses the results that were obtained in respect of the established businesses.

6.3   Established businesses

For the purpose of the present study, established businesses were perceived as being one of the key stakeholders whose contribution was important for the realisation of the planning initiatives for the 2010 FIFA World Cup™ in the CWDM. Established businesses are regarded as an important stakeholder, as they play a crucial role in manifesting the shared vision that is entered into in the hosting of mega-events (Gursoy & Kendall, 2006:605). It is important for local businesses to engage in, and to promote, mega-events in order to leverage the opportunities and the threats that are realised through the hosting of mega sport events (Karadakis, Kaplanidou & Karlis, 2010:181).

The data that are presented, analysed and interpreted in this section were obtained from 108 established businesses (*n*=108) in the different municipalities within the CWDM. The data represent the main findings that were obtained in the primary research that was undertaken in this study. The towns from which the 108 responses were drawn include Wellington, Paarl, Stellenbosch and Franschhoek. Wellington and Paarl fall in the Drakenstein Municipality, which was represented by 40.8% of the respondents, with Stellenbosch and Franschhoek respondents (59.2%) representing the Stellenbosch Municipality. The distribution of the respondents across the towns is presented in Figure 6.3.
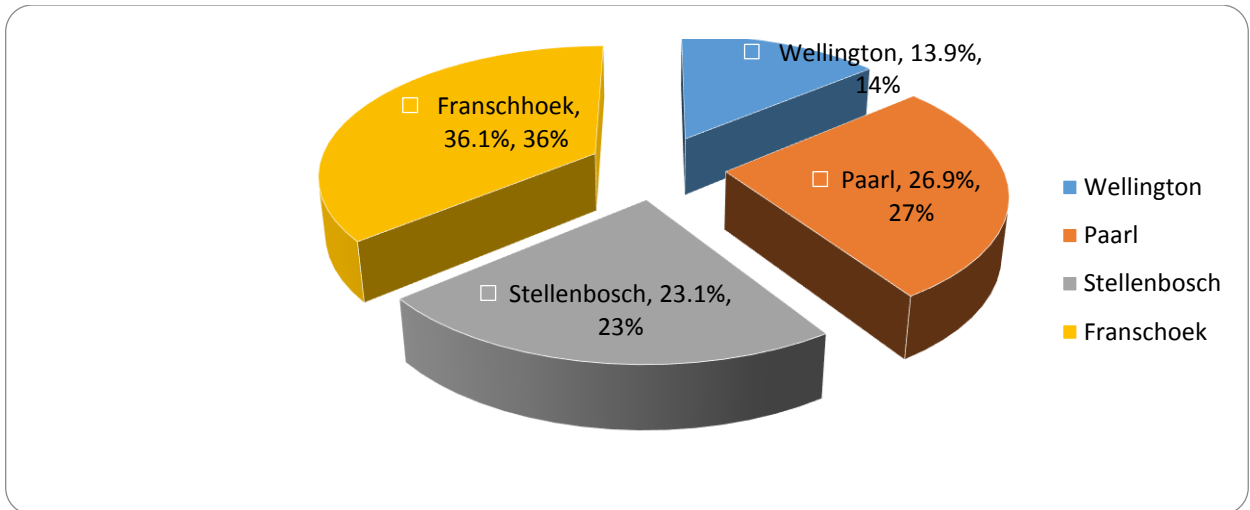
Figure 6.3: Location of established businesses in the representative sample (in %, *n*=108)

Based on Figure 6.3 above, the larger percentage of the respondents (36.1%) could be seen to have come from Franschhoek, followed by 26.9% from Paarl, 23.1% from Stellenbosch, and 13.9% from Wellington. The low number of respondents from Wellington as compared to the number from other towns is justified, as Wellington is a relatively small town. Even though the number of responses that were received from the other towns was not a comprehensive reflection of the established businesses that could be linked to the event, the percentages that were received in response to the study are based on the respondents who were willing to participate in the study, as convenient sampling was applied. The analysis of the data obtained from the towns, as reflected in Figure 6.3, is presented in the following seven thematic areas:

- the business profile of the establishments;
- the involvement and the participation of the establishments in the event and its related activities;
- the planning and the positioning of the established businesses in relation to the event and planning initiatives in the CWDM;
- the awareness of 2010 FIFA World Cup^{TM} planning initiatives organised by the CWDM;
- the awareness and perception of established businesses regarding the 2010 FIFA World Cup^{TM} planning initiatives organised by the CWDM and among the businesses themselves;
- the role of established businesses, including their perceptions as stakeholders in the planning process; and

- the perceptions and attitudes of established businesses regarding the event and its related impacts (social, economic and environmental).

The thematic areas highlighted are discussed fully in the following subsections.

6.3.1 Profile of the established businesses

In an attempt to realise the objectives of the study, it was important to assess the business profile of the established businesses sampled for this study, as their products or services differed. On the basis of what they offered could be determined their involvement, interest and participation in the 2010 FIFA World Cup™ planning initiatives organised by the CWDM, subject to their recognition as stakeholders in the process.

6.3.1.1 Type of businesses

Clustering the different types of businesses that took part in this study, as reflected in Table 6.33, the businesses ranged from accommodation (guest houses, bed and breakfasts, hotels, self-catering and guest farms, amounting to 34.3%), through food and beverages (fast food and restaurants, amounting to 25.9%), retail (multimedia shops, wholesalers, art galleries, craft shops, and gift shops, amounting to 16.7%), attractions (tourism nature park and wine farms/estates, amounting to 8.3%), entertainment (liquor/bottle stores /bars/nightclubs, amounting to 7.4%), sports shops (4.6%), to service stations and travel agencies (3.7%) respectively, as illustrated in Figure 6.4. Figure 6.4 groups the businesses into their different categories, with Table 6.33 providing a more detailed breakdown of each business type.
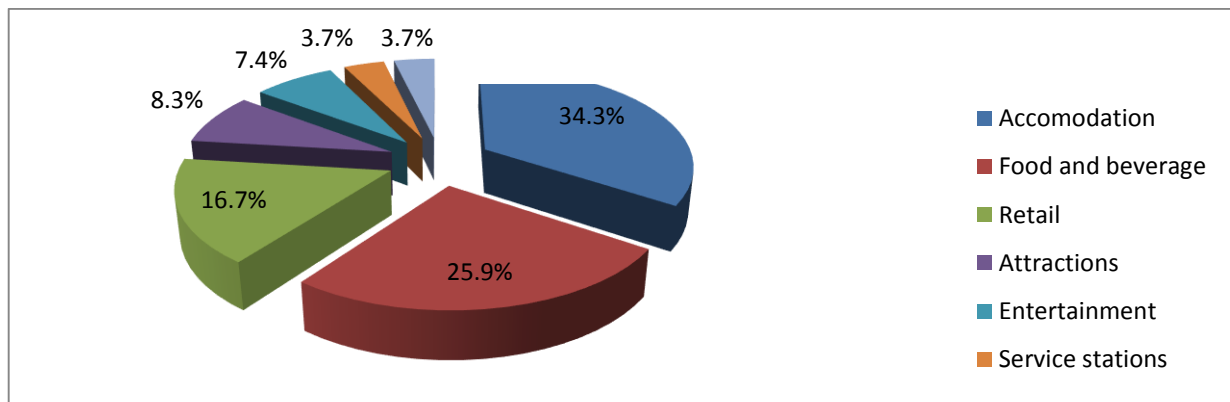
Figure 6.4: Type of businesses (in %, *n=108*)

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Table 6.33: Representation of established businesses (in %, *n=108*)

Type of business	Percentage
Guest houses	19.4
Restaurants	19.4
Wine farms/estates	7.4
Bed & Breakfasts	6.5
Fast food	6.5
Retail	6.5
Art galleries/craft/gift shops	5.6
Hotels	5.6
Multimedia shops	4.6
Sports shops	4.6
Service stations	3.7
Travel agencies	3.7
Liquor/bottle stores/bars/nightclubs	2.8
Self-catering	1.9
Guest farm	0.9
Tourism nature park	0.9

6.3.1.2 Number of years business was in existence
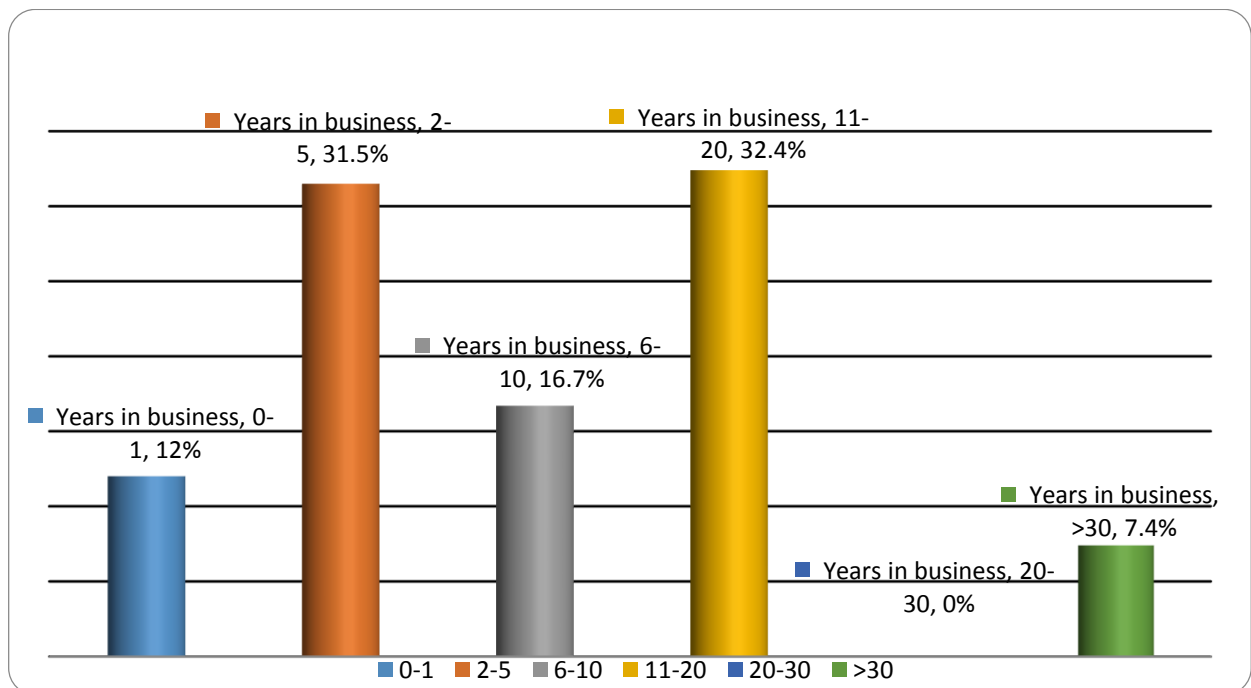
Figure 6.5: Number of years that business was in existence (in %, *n=108*)

As projected in Figure 6.5, the majority of the respondents (88%) indicated their businesses to be in existence for over a year, with most businesses having been in operation for between 11 and 20 years (32.4%), followed by those that had been in existence from 2 to 5 years (31.5%), and from 6 to 10 years (16.7%). In terms of these results, the respondents might have had a better understanding of the business environment in the area, as they had been in existence for years. They may also have had a historic understanding of the impacts associated with events in the area. It, therefore, was relatively easy for the businesses to assess or speculate on the kind of events that were likely to impact on their businesses, as not all the businesses benefited equally from the events hosted in the area. Even in the context of the 2010 FIFA World Cup^{TM}, similar speculations could be made. It was very unlikely for the businesses to experience the same impact, as they:

- offered different product and services;
- differed in terms of size (large, medium and small); and
- differed in being strategically located.

Despite the results that are projected in Figure 6.5 on the number of years that the businesses surveyed had been in existence at the location where they were at the time of the survey, the type of enterprise (see Figure 6.6), including the products and services that they rendered to the public (Table 6.33), can also be looked at as a factor having an influence on the involvement and participation of the establishments in the event planning and its related activities in the CWDM. If the businesses rendered a product/service that was relevant and that appealed to those participating in the event, and with there being a demand for it, they were likely to position themselves as a suitable supplier or service provider. As a result of the above, their interest in participating in the event planning and in its related activities might have been aroused. The benefits obtained by established businesses participating in the event planning processes and associated activities could have spilled over to the residents. As noted by Solberg and Preuss (2007:213), the demand from tourists could have subsidised the production of goods and services that was characterised by the economies of scale, thus providing the local residents with goods and services that they otherwise could only have consumed outside the region.
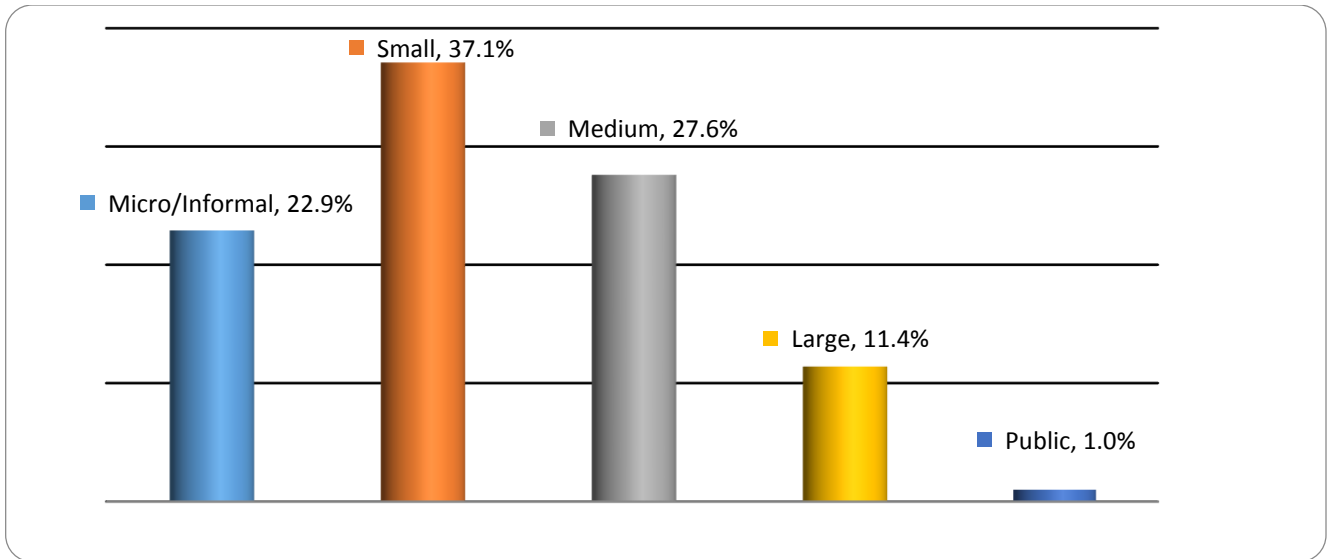
Figure 6.6: Types of enterprise (in %, *n*=108)

A considerable proportion of the businesses (37.1%) categorised their business as small enterprises, as they had between five and ten employees, followed by the 27.6% medium-sized enterprises (11–50 employees), and then by the 22.9% micro/informal enterprises (1–4 employees), and the 11.4% large enterprises (more than 50 employees). Only a few (1%) of the businesses were public enterprises. The size of a business is likely to determine the level of effort that it puts into planning and positioning itself in relation to an event. In the context of the event, the relevant and larger enterprises are anticipated as putting more effort into planning than do small businesses, both in terms of operational and financial resources. In the same vein, small enterprises might also see the event as an opportunity to expand or increase their resources, so that they can gain leverage from the event. Several authors (Andranovich *et al.*, 2001; Chalip *et al.*, 2003; Chalip, 2006; O'Brien, 2006; Preuss, 2007) underscore strategic planning as being pivotal for those businesses that want to gain leverage from an event.

Figure 6.7 highlights the type of employment that was provided by the establishments surveyed.
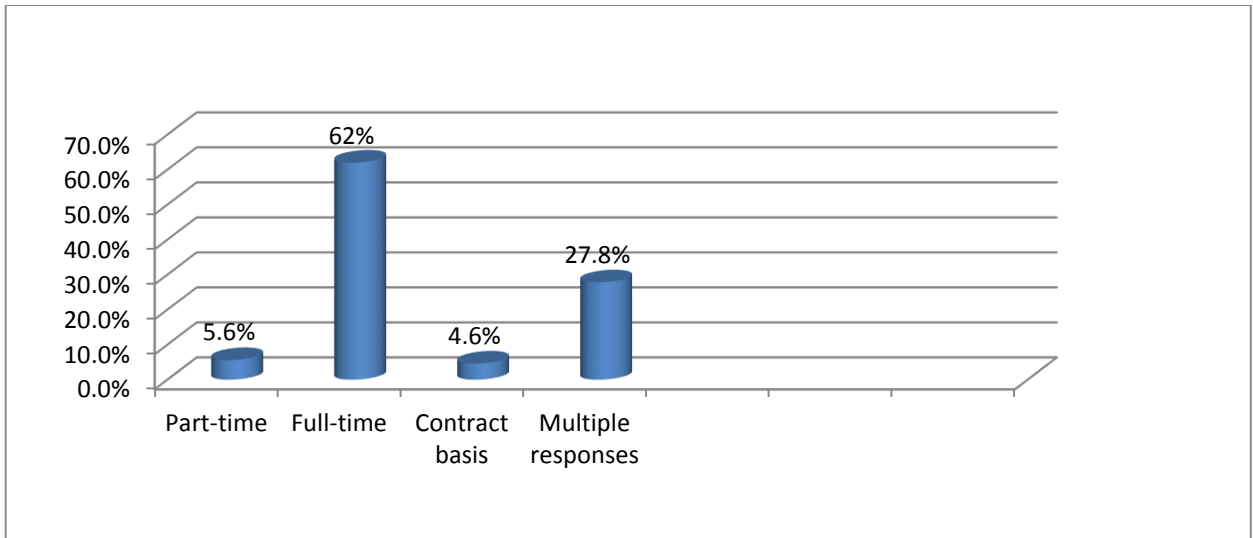
Figure 6.7: Type of employment provided by businesses surveyed (in %, *n*=108)

As is shown in Figure 6.7 above, the majority (62%) of the staff who were employed in the establishments surveyed were employed on a full-time basis. With the hosting of the event, there might have been room for additional employment, depending on the nature of planning that was undertaken by both the CWDM and the businesses in relation to the 2010 FIFA World Cup^{TM} planning initiatives. Some respondents (27.8%) indicated multiple responses, inclusive of the different types of employment indicated in Figure 6.7. It is important to cite that, as the event was hosted over a scheduled period, the nature of employment might have ranged from part-time to contractual. The residents' perceptions of the employment opportunities that were associated with the hosting of the event (66.2%; see Table 6.26) might have agreed with the different types of employment identified in Figure 6.7. The creation of such employment opportunities would have depended on the efforts made by the established businesses.

Despite the emphasis that was lain on strategic planning that aimed to gain leverage from the event, the poor affiliation of the respondents to the related business forums, as presented in Figure 6.8, questions the collective and strategic operation of the respondents in general, particularly in the context of the current study.
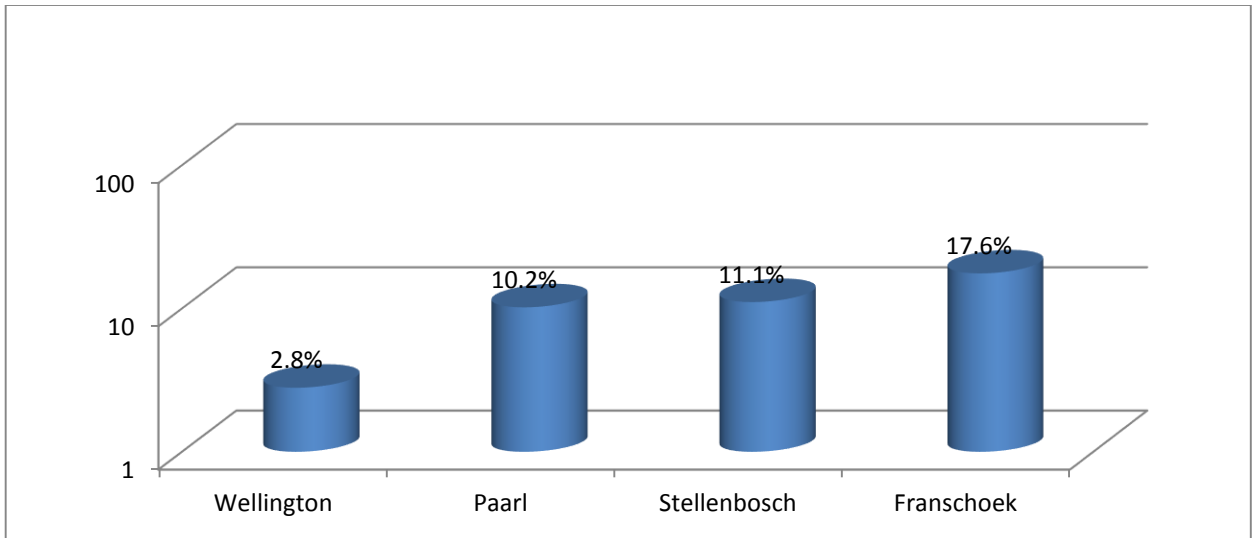
Figure 6.8: Affiliation of businesses to business forums (in %, *n*=45)

As can be deduced from Figure 6.8 above, only 41.7% of the respondents were affiliated to business forums in their respective areas. With the right structures in place, the significance of the business forums is presented by Major Economies Business Forum (2011:1) as being a formal consultative channel for businesses, and as a means of efficiently providing input on a full range of business views, representing a diversity of business community interests. In a way, the business forums represented a collective and possibly broader reflection of the individual businesses, when such a view was required. Of the 41.7% of respondents who were affiliated to the business forums, more of the businesses from Franschhoek were affiliated (17.6%), with the percentage involved being followed by the smaller percentages in Stellenbosch (11.1%), Paarl (10.2%), and Wellington (2.8%). The results suggest that there was a need to strengthen and broaden the effective communication and consultation that was conducted among the organised businesses in the area beyond the 2010 FIFA World Cup™ planning. However, the affiliation of members to business forums should in no way erode the independence of individual businesses. Caution around the latter should be exercised by the CWDM in relation to future planning, as the consultation of businesses that takes place in business forums could be perceived as suppressing the voice of those not forming part thereof.

6.3.2   The involvement and participation of establishments in the event and its related activities

This subsection provides results on the involvement and participation of businesses in the event and related activities. Specific reference is made to sponsorship, advertising, training, business expansion, employment, and event updates.

The involvement and participation of businesses in sport has contributed to the growth, development and success of sport across the globe, to which South Africa has been no exception. Business involvement in sport can be noted mostly in terms of sponsorship and advertising (Van Heerden, 2001:334), as well as sport development. Business involvement and participation in sport is recognised worldwide, including in the context of football at both a professional and an amateur level.

6.3.2.1 Sponsorship and advertising

Sponsorship plays an important role in the growth and development of sport (as a code and for the participants), with one example being MTN, which is a major sponsor of South African football, as it supports four teams in the local league and sponsors a South African football tournament (the MTN 8) (Sport 24, 2008:1). Local businesses in the CWDM might support the development of local soccer in this way. Figure 6.9 below summarises the findings on how the local businesses in the CWDM were involved in the sport of soccer prior to the 2010 FIFA World Cup™.

Figure 6.9: Business soccer sponsor involvement (in %, *n*=108)

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Figure 6.9 illustrates the low level of involvement of businesses as the sponsors of soccer in the area, in terms of all categories (i.e. local and youth soccer clubs and school soccer teams). Even though the results indicate the existence of only a small proportion (13.9%) of support for school soccer teams as being the highest level of support among the various categories projected in Figure 6.9, the low level of support (2.8% and 0.9%) of local and youth soccer clubs depicts a concern for the growth and development of soccer in the region. The lack of support received from established businesses in sponsoring soccer in the region might be identified as an area for the future growth and development of the sport.

Despite the low level of involvement of the businesses as sponsors of soccer in the area, the respondents aligned their businesses with the world stage event, even though the CWDM was not a host area. In terms of advertising, the results that are presented in Figure 6.10 categorise the Internet and flyers as being the advertising media that were most used by the different businesses (52.8% and 40.7% respectively) to promote themselves in relation to the event. A post-2010 study on established businesses revealed similar results, as Bijkerk *et al.* (2012:88) presented 56% of them as having marketed their businesses using the Internet. Putting the results in context, the wide use of the Internet among the respondents could have been influenced by the fact that the Internet is a global tool that enables businesses to showcase their products to the global market. In contrast, flyers might be perceived as the cheapest form of advertising, with only limited reach of the market. The latter assertions are supported by several authors (Rowley, 2000; George, 2001; Peterson & Merino, 2003; Moon, 2004). Although Moon (2004:104) projects the consumer adoption of the Internet as being a widely accepted information search and product purchase channel, Peterson and Merino (2003:99) caution that it is not likely to be an information panacea for consumers.

The different advertising media that were used by the respondents towards the event underpin the different markets that the businesses were prepared to attract, or to cater for. Other than the advertising media illustrated in Figure 6.10, the respondents also highlighted the use of the following means to promote their businesses in relation to the event:

- in-house displays using vuvuzelas, soccer balls and makarabas;
- the local information centre/organisation;
- travel guides;
- magazines;

- newspapers; and
- word of mouth.

The results revealed that even those businesses that were not located in the event location (Cape Town) wanted to leverage the opportunities that might have been linked to the event.
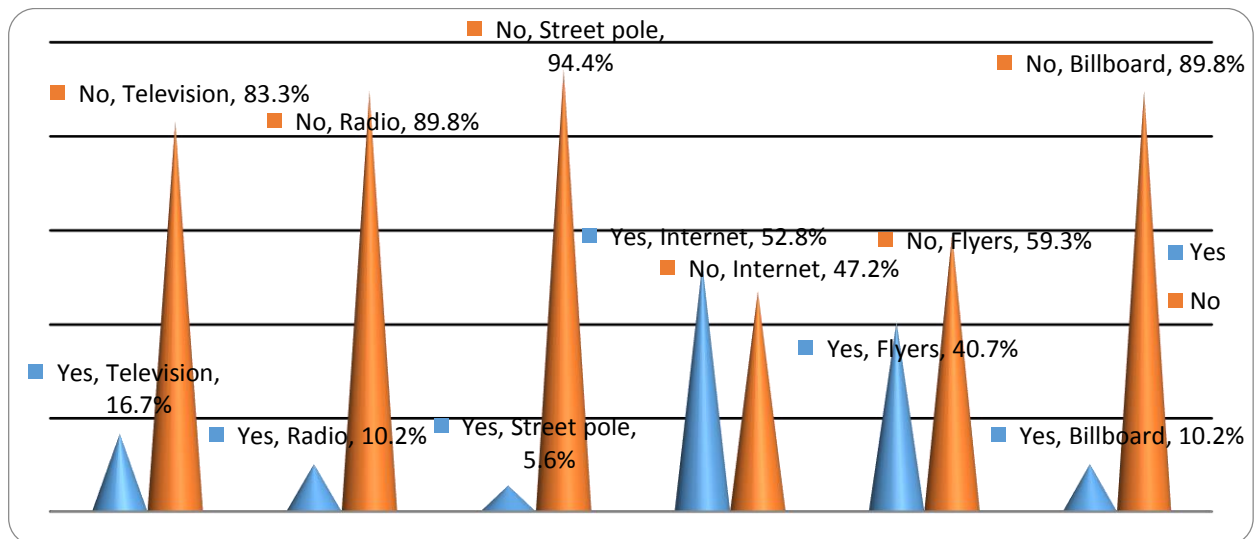
Figure 6.10: Advertising media used to promote business related to the 2010 FIFA World Cup™ (in %, *n*=108)

6.3.2.2 Training

Table 6.34 depicts the respondents' initiatives in respect of training of their staff members directed at meeting the needs and demands of both their businesses and those of the tourists. Little interest was shown in sending the staff for additional training in preparation for the event, as only a few businesses (17.6%) indicated that they had sent their staff for additional training. An overwhelming majority of the respondents (98.1%) indicated that their staff did not attend even the related training that was supported by the government. The underutilisation of training opportunities raises concerns, as skills and training development should be a continuous task, particularly for those who want to maintain a competitive edge.

Table 6.34: Staff training in relation to the 2010 FIFA World Cup™ (in %, *n*=108)

Statements	Yes	No
Staff received additional training related to the 2010 World Cup, or to any other major events.	17.6	82.4
Staff attended any government-supported events on doing business in relation to the 2010 World Cup.	1.9	98.1

Even though only a small percentage of the respondents had adopted a pre-event training approach, the importance of such cannot be underestimated. Staff training is anticipated to sharpen staff skills, thus contributing to improved service quality, with enhanced service standards giving a business a competitive advantage in terms of service excellence. Providing quality service to visitors during the 2010 FIFA World Cup™ should have been seen as an integral part of the tourism experience. Cole and Crompton (2003:65) draw a clear link between service quality and visitor satisfaction, by arguing that, at transaction level, satisfaction is an effective physiological response, while service quality is a cognitive belief about a destination's features and attributes. The assertion that is made by the authors suggests a strong connection between service excellence and the image of a destination.

Comparing the results that were found in respect of the advertising efforts made by the respondents (as shown in Figure 6.10) with the government training programmes that were used to assist businesses with training on how to conduct business in relation to the event (see Table 6.34), the results project that the respondents tended to rely more on their own initiatives in this respect than on the government. On the one hand, the above can be explained in terms of the maturity of the established businesses in the area, who only minimally relied on the government. On the other hand, knowledge of such programmes and the lack of implementation might have been a hindrance.

6.3.2.3 Business expansion

Even though the event was hosted over a specified period, the magnitude of the event and the benefits associated with it did not rule out the possible interest of businesses in expanding their business, in an attempt to leverage more benefits from the event. Table 6.35 presents the respondents' reflections on the statements relating to the possibilities of business expansion as a result of the 2010 FIFA World Cup™.

Table 6.35: Expansion possibilities for established business in relation to the 2010 FIFA World Cup™ (in %, *n*=108)

Statements	Yes	No
The business will be changing its delivery of goods and provision of service to cater for many tourists who will be visiting South Africa in 2010.	14.8	85.2
The business will be opening other branches for the 2010 FIFA World Cup™.	4.6	95.4
The business plans to employ more people during 2010.	13	87
The business will be offering other types of services to the ones that it currently offers during 2010.	8.3	91.7

As can be seen from the results stated in Table 6.35, the general reflection was that most of the respondents were not positive about their business expansion possibilities, as most of the respondents disagreed with the statement concerned. Most of the respondents (95.4%) did not consider opening up other business branches (either in their region, or in the event location). On one hand, the rationale for not considering opening up other branches could have been influenced by the fact that doing so would have been costly. On the other hand, the element of sustainability came to the fore, as the balance between demand and supply is pivotal to the success of any business. The operation of new businesses as a result of the business expansion linked to the 2010 FIFA World Cup™ needs to be understood beyond 2010. Despite the shortcomings mentioned, the opening of branches could have brought employment opportunities to the region, but at a high cost for those opening the new businesses, if the sustainability of the businesses concerned was not realised.

Only 13% of the respondents planned to employ more people for the duration of the 2010 FIFA World Cup™. The planned job opportunities were intended to ensure service quality, as they would have addressed the issue of a possible staff shortage at the time. The results project that only a few jobs would be created by the businesses in the CWDM during the above-mentioned period. This finding contradicted the positive perception of the residents about the event creating job opportunities (66.2%, as seen in Table 6.26). Of the respondents who did not plan to employ additional people for the duration of the event, the majority stated that they planned not to do so because:

- such employment was unnecessary (52.7%), as they had enough staff and anticipated no problems with their current staff;
- they had experienced no increase in their business (7.4%), even though, at the time of the survey, the event was only a week away;

- they had not experienced a big impact from the event (1.9%), as they were far from the stadium (0.9%), and no soccer event was happening locally at the time (0.9%);
- the World Cup bookings had not been good (0.9%), and they were not expecting to benefit from the 2010 FIFA World Cup™;
- their budgets were constrained (0.9%);
- they could not base the running of their business on the turnover of four weeks (0.9%); or
- they were closing their business (0.9%).

The justification provided by the respondents for not planning to employ additional staff shows the low expectation of the businesses regarding the visiting of the area by many tourists. Bijkerk *et al.*'s (2012:87) post-2010 study revealed that restaurants were the major employer, as they made use of numerous part-timers during the event.

In terms of businesses changing their delivery of goods and provision of services to cater for the many tourists that would be visiting South Africa in 2010, the majority of the respondents (85.2%) disagreed with the statement made in this respect. However, the small proportion of respondents (14.8%) who were positive about the issue, and the 8.3% who agreed that they would offer other types of services than the one that they currently offered, demonstrated their efforts to maximise any event leveraging opportunities. As noted by Chalip and Leyns (2002:134), some businesses are better able to capitalise on sport events than are others. Highlighting their quest to gain leverage from any opportunities related to the 2010 FIFA World Cup™, the respondents further explained how they would be changing their delivery of goods and their provision of services to cater for the many tourists who would be visiting South Africa in 2010 by noting that they would:

- change their ordering schedule;
- collaborate with available institutions;
- extend their hours;
- make extra deliveries;
- adhere to higher standards than usual;
- make menu adjustments (in relation to food) to cater for all;
- provide no deliveries in service times;

- offer their menu in different foreign languages;
- offer tailor-made service to suit the needs of the tourists; and
- stock more South African products than usual.

Overall, while the change in the delivery of goods and in the provision of additional services was projected as an option for the leveraging of potential opportunities that might have been linked to the hosting of the 2010 FIFA World Cup™, the distance to the event location and the costs of opening up operating branches could be seen as having a greater influence on the negative respondents' reflection of business expansion possibilities than on that of the positive respondents.

6.3.2.4 Event updating

Another issue that was examined related to the involvement and the participation of established businesses in the event and its related activities was the updating of the event. The respondents were asked to provide an indication of whether they would like to be updated on the events and opportunities related to the 2010 FIFA World Cup™.

The majority of the respondents (58.3%) indicated that they would not like to be updated on the events and opportunities related to the event. Even though a considerable percentage of the respondents (41.7%) indicated that they would like to be updated on the above, by and large, there was a sense of not wanting to miss out on opportunities associated with the event. Although it was one week before the event, the respondents saw a dire need for such updates.

The results differed from those of the residents, in terms of which 74.6% of the respondents indicated an interest in the event update and in opportunities related to the 2010 FIFA World Cup™, whereas the business respondents only indicated 58.3% interest. A comparative reflection of these results projected the residents as having more interest in the updates and opportunities linked to the event than did the business people concerned. Furthermore, an additional analysis, which is contained in Appendix F, shows the ρ-value to have been 0.000, reflecting the difference as significant at $\rho<0.05$. Event updates at this stage were still regarded as being crucial, as it was felt that they would contribute to raising the level of awareness and planning among the respondents so as to enable leveraging of the benefits linked to the event. The updates (event and opportunity) might not necessarily have benefited the respondents in

their capacity as businesses, but they might have influenced their involvement in the event as individuals. The value of wanting to be part of the festivities associated with the hosting of the event, and the perceived benefits that might have been capable of being derived therefrom, might have been the reason for the residents indicating more awareness of the event and opportunity updates than did the businesses concerned.

6.3.3   Planning and positioning of established businesses in relation to the event and to planning initiatives in the CWDM

In line with the objectives of the study, the businesses were assessed as to how they had planned and positioned themselves in relation to the 2010 FIFA World Cup^{TM} and to planning initiatives in the CWDM. The assessment is supported by the fact that events like the FIFA World Cup^{TM} require a multi-stakeholder approach planning to be successful.

6.3.3.1 Involvement in 2010 FIFA World Cup^{TM} planning initiatives

Of the respondents, 86.1% were not involved in the 2010 FIFA World Cup^{TM} initiatives organised by the CWDM. As can be deduced from this, the respondents seemed to rely on their own planning, and to have little faith in the influence of the CWDM planning initiatives on their business. Only a few of the respondents (13.9%) indicated being involved in the 2010 FIFA World Cup^{TM} planning initiatives organised by the CWDM.

Of the 13.9% of the respondents who were involved in the FIFA planning initiatives, only 8.1 % stated their involvement in the CWDM planning initiatives. Those who were involved in planning such initiatives cited the following as being activities in which they were involved:

- promotion (2.7%);
- as part of the marketing team promoting their businesses at the Waterfront in Cape Town (0.9%); and
- with the local non-governmental organisation (NGO), teaming up with Knysna to provide special deals, and working with the Paarl information office, as well as with the official MATCH accommodation and World Cup Children Player Escort programme (0.9%), respectively.

The lack of involvement of businesses brings the question of integration, cooperation, coordination, collaboration, ownership, broad public consultation and participation in relation to the 2010 FIFA World Cup^{TM} planning initiatives to the fore. Such a lack might have had a negative effect on realising what Zuma (2010) perceives to be the importance of mega-events to the South African nation, stemming from them offering an opportunity to work together to strengthen the country's tourism industry, economy, employment capacity, skilled workforce, appeal to investors, global image, and identity.

The results that were obtained from the established businesses in relation to their involvement in the 2010 FIFA World Cup^{TM} planning initiatives revealed similar patterns to the results that were obtained from the residents (86.1%), with the majority (98.2%) indicating their non-involvement. There was a low level of involvement in respect of the respondents as far as the 2010 FIFA World Cup^{TM} planning initiatives went, with established businesses reflecting more involvement (13.9%) in relation to the statement. Moreover, Appendix F shows that the p-value is 0.000, reflecting the difference as being significant, at $p<0.05$. Despite the district-wide reflection provided by LMs as having integrated the 2010 FIFA World Cup^{TM} planning initiatives with all the stakeholders and interested parties within their respective municipalities (see Table 6.51), the insignificant levels of communication by the municipality, as reflected in subsection 6.4.5, are likely to have contributed to the lack of involvement by the businesses and residents concerned. The involvement of the respondents could have been aroused through a robust consultative process that allowed for significant communication with the respondents. The difference might further have been due to the involving of businesses seeming to have more difficulties attached than that of the residents, even though the levels of non-involvement were high.

6.3.3.2 The integration of planning initiatives from a business perspective

The integration of planning initiatives linked to the event could have been perceived as having been a critical component for the businesses concerned in so far as the yielding of enhanced rewards through informed planning went. This would have been evident as a result of the integrated planning process. Figure 6.11 portrays a clear picture of whether the planning initiatives in which established businesses were involved were integrated with those of other stakeholders.
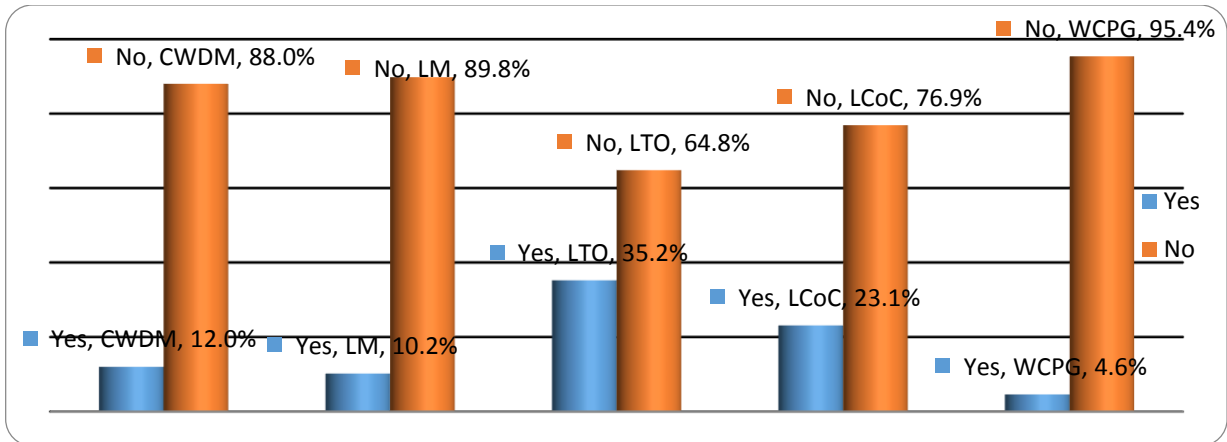
(CWDM = Cape Winelands District Municipality; LM = local municipality; LTO = local tourism offices; LCoC = Local Chamber of Commerce; WCPG = Western Cape Provincial Government)

Figure 6.11: Integration of plans by established business (in %, *n*=108)

Across the different spheres of government (provincial, district and local), a large percentage of the respondents (95.4%, 88% and 89.8%, respectively) did not integrate their plans with those of the government. The 88.0% and 89.8% responses are disconcerting, as the district and local 2010 FIFA World Cup[TM] planning initiatives should have cascaded from the provincial plans, with the actual implementation taking place at local level. The adoption of an integrative approach contributes to an understanding of cross-sectoral plans (Thabrew, Wiek & Ries, 2009:67), and it impacts on wide-scale sport events in terms of local development (Frey, Iraldo & Melis, 2008:26), providing a platform for the incorporation of multi-stakeholder perspectives (Heinrichs, Krellenberg, Hansjurgens & Martinez, 2012:357).

In relation to the integration of plans in the present instance, most integration occurred at two levels (i.e. at that of the LTOs and the LCoC), with 35.2% and 23.1% responses, respectively. The integration of the planning initiatives involving the local tourism office (LTO) showed slight understanding of the importance of this office to the respondents, as the LTOs were used as stopover points for tourists seeking information about accommodation, restaurants, and service stations, as well as directions to attractions and facilities, being the tourism products of the area. With reference to the integration of planning with the LCoC, the 23.1% response received indicating the integration of the planning initiatives with the LCoC/ business forum was of concern. Just above half of the respondents were affiliated to the business chamber/forum (41.7%; Figure 6.8). The latter figure gives rise to concerns about the non-affiliation of the respondents to the business forums concerned.

In a related study of established businesses in the Eden District Municipality (EDM), the majority (60%) indicated that they had their own 2010 FIFA World Cup™ plans (Daniels & Swart, 2012:157). Even in McKenna and Bob's (2010:221) study, slightly more than half (53%) of the established businesses took the responsibility to market their business upon themselves, which was a function that should have been coordinated with the various structures indicated in Figure 6.18. Above all, the results as regards the integration presume an oversight by the respondents of the importance of integrating their planning initiatives through the adoption of a multi-stakeholder approach to planning. Bijkerk *et al.* (2012) posit the success of such mega-events as the 2010 FIFA World Cup™ as requiring planning and management by all the relevant stakeholders. However, this approach should not disregard the additional individual efforts that the established businesses took, which they perceived to be relatively beneficial.

6.3.4   Awareness of the 2010 FIFA World Cup™ planning initiatives organised by the CWDM

While the previous subsection discussed the issue of involvement, it is important to cite that, in this study, awareness and involvement can be seen as two sides of the same coin. It is difficult to be involved if awareness has not been created. Accordingly, the interpretation of the results in this subsection will be linked to that of those in the previous subsection.

The results revealed that the majority of the respondents (77.8%) were not aware of any 2010 FIFA World Cup™ planning initiatives being conducted by the CWDM, including its respective municipalities. A similar challenge was noted in the EDM 2010 FIFA World Cup™ study, with Daniels and Swart (2012:156) citing a low level of awareness (70% and 67%) by establishments regarding event-related plans by the DM and LMs. The results of this study (in relation to the CWDM) justifies the responses that were provided by the respondents in terms of the lack of integration of planning initiatives with the province, as well as with the DM and LMs (see Figure 6.11). If the businesses failed to gain leverage from the planning initiatives linked to the event, they might have put the blame on the lack of awareness of the 2010 FIFA World Cup™ plans organised by the CWDM and LMs. Although most local businesses tend to fail to recognise the hosting of an event as a leveraging opportunity (Chalip & Leyns, 2002:132), their participation in the leveraging of such opportunities is likely to be hindered if the stakeholders are not aware of them. As businesses are an important stakeholder, their awareness of the 2010 FIFA World Cup™ planning initiatives should have been prioritised so as to encourage stakeholder participation. As presented in the work of Jago *et al.* (2003), the involvement of

businesses as a stakeholder could lead to the development of partnerships, and to further support from within the local business community.

In the light of the low levels of involvement (13.9%), integration (Figure 6.11) and awareness of the 2010 FIFA World Cup™ planning initiatives organised by the CWDM and LMs (22.2%), the respondents were further asked to indicate their level of interest in becoming involved in the event plans that were integrated with those of other stakeholders in the CWDM.

Table 6.36: Level of interest in becoming involved in 2010 plans integrated with those of various stakeholders (in %. *n*=108)

Rating	%
Not at all interested	33.3
Average interest	55.6
High interest	11.1

As demonstrated in Table 6.36 above, the average level of interest that was shown by the respondents (55.6%) in becoming involved in the 2010 FIFA World Cup™ plans that were integrated with those of various stakeholders could be linked to the lack of awareness of the plans involved and their possible output, if the integration was to be realised. The 33.3% 'not interested' rating raises concerns as to the principles underlying the multi-stakeholder approach to planning taken in the case of hosting such events as the 2010 FIFA World Cup™. Despite the low level of interest that was shown in the integrating of plans with those of other stakeholders, it is felt that the respondents should be encouraged to understand the value of integrated planning in the hosting of mega-events beyond the aforesaid event.

In terms of the illustration of the respondents becoming involved in the plans integrated with those of various stakeholders (Figure 6.11 and Table 6.36), it was felt that it was important to ascertain whether the respondents perceived value in the CWDM plans in relation to job creation and the potential of the plans to boost their businesses (see Table 6.37 below).

Table 6.37: The potential of the 2010 FIFA World Cup™ Cape Winelands plans, according to established business (in %, *n*=108)

2010 FIFA World Cup™ planning initiatives by the Cape Winelands (district and LMs)	Yes	No
The initiatives will lead to the creation of jobs.	54.6	45.4
The initiatives have the potential to boost business.	49.1	50.9

Table 6.37 shows the mixed responses that were received, as 54.6% of the respondents demonstrated a belief in the CWDM 2010 FIFA World Cup™ planning initiatives being capable of yielding results in so far as creating jobs for local communities went. However, a considerable proportion of the respondents (45.4%) showed no confidence in the municipal plans resulting in the creation of jobs. Generally, the respondents perceived themselves, in combination with the planning initiatives organised by the CWDM, as being unlikely to deliver convincingly on the aspect of job creation (13%, as can be seen in Table 6.35, and 54.6%, as can be seen in Table 6.37). Of the 45.4% of the respondents who indicated a lack of confidence in the Cape Winelands 2010 FIFA World Cup planning initiatives (in terms of the district and the respective LMs) as having the potential to create jobs for the local communities, only 31.3% cited reasons for their responses, including:

- not knowing of the plans (16.6%);
- experiencing disappointing bookings (8.3%);
- the short-term nature of the boost (1.9%); and
- not being in the same position as the host area (Cape Town), closing the business, the fact that most games were played in Johannesburg, and lack of interest (0.9%), respectively.

A post-2010 study that was conducted by Bijkerk *et al.* (2012) on established businesses revealed that both the established businesses and the CWDM contributed to job creation during the 2010 FIFA World Cup™, with most of the jobs concerned having been part-time.

A slight difference in opinion existed regarding whether the CWDM 2010 FIFA World Cup™ planning initiatives had the potential to boost the business of the respondents, with 49.1% agreeing with the statement made in this respect, and 50.9% disagreeing with it. Of the 50.9% of the respondents who disagreed with the statement, only 31.4% provided reasons for their response. The respondents who disagreed with the statement that the event had the potential to boost their business cited similar reasons to those that were given in relation to the job opportunities related to the event. The following reasons were given to support their views:

- lack of knowledge of the plans (14.8%);
- disappointing bookings (9.3%);
- reliance on own plans (3.7%);

- the few visitors expected (1.9%);
- not being in the same position as the host area (Cape Town), the closing of the business, the non-dependence of the business on tourists, and the short-term nature of the impact (0.9%), respectively.

The post-2010 results of the study conducted on established businesses presented a response that was aligned with that of the respondents as regards the statement that the 2010 FIFA World Cup™ had the potential to boost their business, with half of the established businesses (50%) concerned indicating that the event did not have a positive impact on their businesses (Bijkerk *et al.*, 2012:88). This reflection was contrary to the reality of the established businesses that were located in two of the host locations (i.e. Durban and Cape Town), as they overwhelmingly found the event to have boosted their businesses (86% and 92%, respectively) (Hendricks, Bob & Nadasen, 2012:67). The different responses from the established businesses within the CDWM and from those that were located in the host areas might have been influenced by the assertions made by Bijkerk *et al.* (2012:88) that most of the establishments in the CWDM did not use the World Cup as an excuse for raising their prices, as they did not do so. On the other hand, the residents in the host areas attributed their boost in business to the amount of increased tourism that occurred as a result of the event hosting (Hendricks *et al.*, 2012:68), with such findings being justified, as more tourists were likely to have been attracted to the host area.

The presentation and the discussion of results in this subsection suggest that interest in participation can be aroused by ensuring that the stakeholders concerned find value in their involvement. It is difficult for businesses to have confidence in plans of which they are neither aware nor in which they are involved. The lack of awareness of plans and the lack of involvement in planning initiatives organised by the CWDM not only weakened the potential of the non-host areas to leverage opportunities that could have emanated from the CWDM, but it also hampered the ability of the CWDM to deliver on coordinated plans. The awareness, involvement and participation of the businesses would have fostered the joint ownership and the implementation of the plans. It is highly evident that the multi-stakeholder approach to planning is a very multi-faceted task involving those leading planning and those who are involved as participants.

6.3.5   The awareness and perceptions of established businesses in relation to the 2010 FIFA World Cup^{TM} planning initiatives organised by the CWDM and among the established businesses

The results that are provided in this subsection relate to the awareness and the perceptions of established businesses about the event planning initiatives organised by the CWDM and among the different businesses. Of the established business people who were interviewed in this study, most of the respondents (57.4%) indicated that they were not happy about the manner in which the CWDM engaged with businesses in terms of its planning initiatives for the 2010 FIFA World Cup^{TM}.

Such results were not surprising in terms of whether the respondents were satisfied with the CDWM engagement in the 2010 FIFA World Cup^{TM} planning initiatives as concern had been expressed about the lack of awareness of such initiatives (77.8%). Additional interpretation of the results (57.4%) indicating the unhappiness of the respondents about the manner in which the CWDM engaged with businesses might also be linked to the level of interest that was shown in becoming involved in the event plans that were organised by the CWDM (see Table 6.36) (with 55.6% showing 'average interest', and 33.3% lacking interest).

In respect of their levels of satisfaction/dissatisfaction presented, the respondents were further asked to rate the 2010 FIFA World Cup^{TM} planning initiatives taking place in the CWDM, using the indicators 'poor', 'satisfactory', 'good', and excellent. Those respondents who provided a poor or satisfactory response were asked to provide their reasons for doing so. The responses were grouped together ('good' with 'excellent', and 'satisfactory' with 'poor'). Table 6.38 presents the results that were obtained in this regard, followed by an analysis, interpretation and discussion.

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Table 6.38: Rating of 2010 planning initiatives in the CWDM by the established businesses (in %, *n***=108)**

Statements	Poor	Satisfactory	Good	Excellent
Level of competition among businesses in the area	7.4	20.4	47.2	25
Level of cooperation among businesses in the area	11.1	26.9	50	12
Level of cooperation between businesses and the CWDM	33.3	30.6	26.8	9.3
Level of cooperation between businesses and LMs	30.6	42.6	18.5	8.3
Level of collaboration among businesses	33.3	30.6	27.8	8.3
Role that the CWDM is playing in ensuring that local businesses are central to the 2010 FIFA World Cup™ planning initiatives	57.4	23.2	14.8	4.6

As can be deduced from Table 6.38 above, the majority of the respondents (72.2%) were satisfied with the level of competition among the businesses in the area, as 47.2% rated the statement good and 25% excellent. The remaining 27.8% who rated the statement from poor to satisfactory cited that there had been no evidence of much competition as a supporting reason for their rating. Overall, the results revealed the existence of a high level of competition among the businesses who were in search of benefits linked to the event, despite their location in a non-host area. Despite the good rating on the level of competition existing among the businesses, Rogerson (2002:99) warns that such competition should be managed, as it is crucial for the future of tourism development at a destination. If competition is not managed, it might result in "destructive competition" (Western Cape Government. DEAAT, 2001:15).

In terms of cooperation, there seems to have been an acceptable degree of evidence of cooperation among the businesses concerned, as most of the respondents (62%) indicated their level of satisfaction with the statement with a 'good' (50%) or excellent (12%) rating. The value of cooperation among the businesses could be seen as an attempt to maximise the amount of benefits linked to the event. Timothy (1998:55) states that integrative planning can best be achieved through some kind of cooperation. The levels of dissatisfaction of the respondents who indicated 'poor' to 'satisfactory' (38%) in relation to the statement can be aligned with their responses, with 3.6% highlighting their reasons for their dissatisfaction as being:

- individualism, with the businesses concerned embarking on their own initiatives;
- the lack of awareness of any initiatives;
- not discerning soccer interest among the businesses concerned; and
- the poor communication among the businesses.

The poor communication among the businesses resulted in a lack of awareness of the broader initiatives that were in operation at the time, thus fostering businesses to undertake their own initiatives. This lack of communication might have been due to not all businesses being affiliated to the business forum/chamber (58.3%; see Figure 6.8), as such affiliation would have meant that there was a platform from which the businesses could communicate and devise plans and strategies to leverage the benefits linked to the hosting of the 2010 FIFA World Cup^{TM}. "Efforts should be made towards communication and negotiation between [parties] in order to reach an agreement with terms benefiting both parties" (Sheng, 2010:378). In the light of Sheng's statement in this regard, it is suggested that, with effective communication, there would have been reasonable grounds for cooperation.

As projected in Table 6.38, the degree of cooperation between both spheres of government (i.e. DM and LM) was noted as giving rise to high levels of dissatisfaction (63.9% and 73.2%, respectively). In relation to DM cooperation with business, the respondents who were dissatisfied (24.1% out of 63.9%) noted the poor communication by the CWDM (22.2%) and the lack of interest in soccer (1.9%).

The reasons given for the respondents' extent of dissatisfaction with the level of cooperation between the businesses and the LMs were the same as were given for their dissatisfaction with the level of cooperation between themselves and the DM. However, the expression of the dissatisfaction of 73.2% of the respondents (30.6% poor, and 42.6% satisfactory) with the statement made in this respect raises further concerns, as the LM was the implementing ground of any changes that were made in this regard. As noted by the ETU (n.d.b), the local government is the sphere of government that is closest to the people. A developmental local government means a local government that is committed to working with its citizens and with groups within the community to find sustainable ways of meeting their social, economic and material needs, and of improving their quality of life.

The results suggest that the high level of lack of cooperation by the government at DM and LM level hinders the process of collaboration. The understanding of the municipal plans linked to the event, and the anticipation of collaboration, might have been heightened if a spirit of cooperation had been fostered among the different entities concerned.

With regard to the level of collaboration among the businesses, most of the respondents (63.9%) indicated their dissatisfaction. As is projected in Table 6.38, challenges to cooperation among the businesses were apparent when it came to the 2010 FIFA World Cup™ planning initiatives taking place in the CWDM. Poor communication among the businesses and a spirit of individualism were cited as two of the challenges, hence the high level of dissatisfaction in regard to the amount of collaboration that was achieved. The lack of collaboration among the businesses might have resulted in a loss of such benefits linked to collaboration as integrative thinking, healthy competition, a profitable environment of cooperation (Edgell *et al.,* 2008:243-244), and tourism networks (Parra-Lopez & Calero-Garcia, 2010:27-37). Other benefits that might have been lost were the stimulating of the start of solid cooperative relationships among all stakeholders (Baggio & Corigliano, 2010:471-481), the provision of a basis for relationship development and opportunities for short- and long-term impacts that were aimed at enhancing mutual value (O'Brien & Gardiner, 2006:26). Although the respondents cited similar reasons to those of lack of cooperation in responding to collaboration, the respondents further expressed that their distance from the event location (Cape Town) could have been the result of a lack of business collaboration. This lack could have also been influenced by the perception that almost half of the respondents (49.1%) perceived the event as not having the potential to boost their businesses (see Table 6.37).

On the role played by the CWDM in ensuring that local businesses were central to the 2010 FIFA World Cup™ planning initiatives, it is disconcerting to note that the majority of the respondents (80.6%) expressed dissatisfaction with this statement, whereas only a few (19.4%) were satisfied with it. Mafila (2010, cited in Bijkerk *et al.*, 2012:84) acknowledges the validity of the assertions that were made by the respondents in so far as the authorities had, indeed, failed to involve the local business sector in their campaign. Their failure compromised stakeholder analysis as being one of the most important principles of multi-stakeholder planning. Allen *et al.* (2002:4) posit stakeholder identification/analysis as contributing to a good project design. The results demonstrate a concern on the side of businesses, as they are an important stakeholder in the district, and not only in the context of the event. Among the issues that caused dissatisfaction among the respondents included:

- having no contact with, nor approach from, the CWDM;
- the lack of knowledge about any plans;
- the lack of specifics of plans other than what could be read in the newspaper;
- the failure to cater for all; and
- the CWDM's minimal efforts to promote their business.

The above-mentioned issues are central to poor communication. The points that were raised as causes of dissatisfaction among the respondents underscored the need to develop a better understanding of a multi-stakeholder approach as being central to planning as an inclusive and continuous process requiring robust engagement from both the district and the established businesses.

In an attempt to substantiate the ratings provided by the respondents in the categories relating to business and CWDM in Table 6.38, they were further asked to state the nature of activities that the CWDM implemented as a means of engaging with businesses as stakeholders in the 2010 FIFA World Cup™ planning. Their responses on the latter are presented in Table 6.39.

Table 6.39 represents 71.3% of the 108 respondents' views that were stated on the district activities that were involved in the engaging of businesses. The results reflect that there was a challenge in terms of communication to expedite stakeholder engagement, as most of the respondents were unaware of any such activities (58.4%, with 38% not knowing of any, and 20.4% indicating none). The low response that was received on the base camp issue might have been influenced by the fact that the plans to have a base camp in the district for the hosting of a team taking part in the 2010 FIFA World Cup™ never materialised.

Table 6.39: District activities in engaging established businesses (in %, *n*=108)

Activity	%
Don't know of any	38
None	20.4
Awareness and promotion of the event	8.3
Not involved	2.8
Not clear what they are planning	1.8
Base camp for soccer teams	0.9
Paving way for VISA to engage with businesses	0.9

6.3.6   Role of established businesses, including their perceptions as stakeholders in the planning process

The effectiveness of a multi-stakeholder approach on the 2010 FIFA World Cup™ planning in the CWDM was gauged by assessing the role of established businesses in the planning process, including their perception of the planning process. In doing so, a Likert scale was used to allow for the respondents to rate their level of agreement using: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; and SD = Strongly Disagree. The results are presented in three thematic areas (cooperation, decision-making, and planning and collaboration). Table 6.40 to Table 6.42 reflect the findings and discussion of the respondents' views on the planning process. Towards a better understanding of the tables, it is important to highlight that, in some instances, responses have been grouped ('Agree' with 'Strongly Agree', and 'Disagreed' with 'Strongly Disagreed').

6.3.6.1 Cooperation in the planning process

The results relating to cooperation in the planning process are presented in Table 6.40 below.

Table 6.40: The role and perception of established businesses in the planning process in terms of cooperation (in %, *n*=108)

Statements	A/SA	N	D/SD
The range of participating stakeholders was representative of all relevant stakeholders.	2.8	74.1	23.1
Stakeholder groups were fully represented.	5.6	69.4	25
Stakeholder participation was enticed by the possibility of positive benefits.	16.6	75	8.4
Stakeholder participation was enticed by an interest in the processes.	21.3	71.3	7.4
The scope of stakeholder involvement, engagement and participation was fully defined.	6.5	85.2	8.3
Stakeholders were involved from the start of the planning process.	1.9	77.7	20.4
Stakeholders received information and were consulted about activities.	7.4	56.5	36.1
There was continuous direct interaction with/among the stakeholders.	4.6	68.5	26.9
Inequalities were rife in these interactions.	7.4	89.8	2.8
Dialogue among the stakeholders reflected openness, honesty, tolerance, respectful speaking and listening, confidence, and trust.	3.7	92.6	3.7
The participants understood, respected and learned from different forms of arguments.	5.6	90.7	3.7

As projected in Table 6.40, there was, in general, a high neutral response, ranging from 56.5% to 92.6%, to the statements, which might have been influenced by the fact that:

- only 13.9% of the respondents indicated their involvement in planning; and
- only 22% of the respondents indicated an awareness of the 2010 FIFA World Cup™ planning initiatives organised by the CWDM (in terms of the DM and the respective municipalities).

Taking into cognisance the high level of neutral responses (74.1%) provided by the respondents, some of the respondents (23.1%) disagreed to strongly disagree that the range of participating stakeholders was representative of all relevant stakeholders, with only a few (2.8%) agreeing to strongly agreeing. The results revealed a shortcoming in regard to the relevancy of some of the stakeholders who were involved in the planning processes linked to the hosting of the 2010 FIFA World Cup™. This suggests that stakeholder identification/analysis had been a challenge. In addition, the results question the value of participating in the planning processes if not all of the stakeholders concerned were perceived as being relevant. The ability of the irrelevant stakeholders to influence the plans devised and to contribute meaningfully to the engagement processes might not necessarily have been effective. As noted by Allen and Kilvington (2001:250), stakeholder analysis entails "the identification of project's key stakeholders and assessment of their interests, and the way in which those interests affect project riskiness and viability". Further highlighting the rationale for making sure that the participating stakeholders represented all relevant groups, Baum (2006:131) asserts that:

> the success of any destination . . . initiative depends on stakeholders who are able to balance the 'importance' of destination priorities with the 'performance' of stakeholders.

The lack of relevant stakeholders participating in the planning initiatives problematises ascertaining how good a project design is. The participation of relevant stakeholders in the planning, including in relation to its ownership and the willingness to implement the plans devised, are critical factors that reflect a good project design.

As the CWDM played a coordinating role in relation to the planning, the platform for such planning could not have accommodated all stakeholders at once, resulting in the researcher anticipating a multi-stakeholder group representation in relation to participation in the planning.

The respondents were further asked to rate whether the stakeholder groups were fully represented. Most of the respondents (69.4%) remained neutral on the issue, with 25% disagreeing to strongly disagreeing with the statement. Very few of the respondents (5.6%) agreed to strongly agreed with the statement. The results revealed a gap in the stakeholder group representation, so that the voice of those groups that were not represented might have remained unknown. If stakeholder groups are not fully represented in a stakeholder forum, this might portray the affected parties as being alienated, which simultaneously made it difficult for the CWDM 2010 FIFA World Cup™ coordinators to understand the level of support that was granted to the event among the respondents. In addition, it might well have been difficult to embrace the value of the full representation of multi-stakeholder groups in the planning process. Engaging stakeholder groups in the planning would have helped to develop a common vision, to build ownership, and to obtain buy-in from the various stakeholder groups (Bhatt *et al.*, 2003:1) holding widely different viewpoints (Ladkini & Betramini, 2002:73). A more structured dialogue would then have been possible, allowing for enhancement of the decision-making involved (Go & Van't Klooster, 2006:139).

In assessing whether the businesses that participated in the planning initiatives were enticed by the positive benefits to emanate from, or an interest in, the process, the results showed a slight difference, as only 16.6% of the respondents agreed that the project participation by the stakeholders was enticed by the possibility of positive benefits, while the majority of the respondents (75%) expressed their neutrality on the issue, with only 8.4% agreeing to strongly agreeing with it. Regarding the participation enticed by an interest in the process, 21.3% of the respondents agreed to strongly agreed, with 71.7% providing a neutral response on the issue, and 7.4% disagreeing to strongly disagreeing with it. Even though the results depict a picture of stakeholder participation in the process as having been enticed by interest (21.3%), rather than by the positive benefits that could possibly be gleaned therefrom (16.6%), such benefits can be linked to the wide range of possible opportunities available as having been reasonable grounds for arousing interest. In addition, the fact that the 2010 FIFA World Cup™ was to be hosted in South Africa for the first time might have also aroused so much interest that it became the major reason for the participation of the respondents.

Regarding the stakeholders' scope for involvement, engagement and participation, the majority of the respondents (85.2%) remained neutral as to whether their scope of stakeholders' involvement, engagement and participation was fully defined, with 8.3% disagreeing to strongly

disagreeing, and 6.5% agreeing, with the contention. The results reflect a picture that not everyone who was part of the stakeholder forum fully understood the scope of their involvement, engagement and participation in the planning process. Despite the low number of respondents who participated in the planning process (13.9%), and the low number of responses provided to the question, the results illustrate the challenges that were encountered to stakeholder involvement, engagement and participation, as the scope for these activities seems not to have been fully defined. The failure to define these activities could portray flaws in the planning process, as the nature of involvement, and the degree and/or rules of engagement and participation required understanding by all the stakeholders involved. In view of the results that were received in response to this statement, Litman (2011:23) asserts that planning "should be understood by all stakeholders, with clearly defined vision or problem statement, goals, objectives, evaluation criteria and performance indicators". It is in terms of such assertions that the scope for involvement, engagement and participation could be defined.

On the issue of stakeholders being involved from the start of the planning process and their receiving information and being consulted about the planning activities, there seems to have been dissatisfaction in the manner in which the activities were undertaken. In both instances, the majority of the respondents provided a neutral response (77.7% and 56.5%, respectively), with 20.4% and 36.1% disagreeing respectively. Only a small proportion of the respondents (1.9% and 7.4%) agreed to strongly agreed with the statements, respectively. The results can be linked to those that were revealed in Table 6.36, wherein the level of interest of the respondents in participating in the planning process was projected (11.1%). The results further suggest that, if the stakeholders were not involved from the start of the planning process and neither received information, nor were consulted about the planning activities, the following issues become debatable:

- how interest in participating can be continuously aroused;
- how plans can be commonly understood and interpreted by the stakeholders;
- how they could provide meaningful input into the planning process;
- how they would be able to understand their role in the planning process;
- how they would be able to find value in the planning process; and
- how they would be able to assess their relevance in relation to the planning process.

In the hindsight provided by the above, and even in terms of assessing whether there was continuous direct interaction with/among the stakeholders, there was disagreement to strongly disagree (26.9%) with the statement, whereas 68.5% provided a neutral response to it. Very few of the respondents (4.6%) agreed with the statement. Despite the high neutral response, the results depict a picture of discontent in the manner in which the interaction with/among the stakeholders took place. Continuous direct interaction with/among stakeholders is likely to result in productive stakeholder relations, engagement and participation. Quist and Vergragt (2006) posit continuous interaction with/among stakeholders as being a sustaining factor in stakeholder involvement, engagement and participation, as it provides/encourages feedback among/from the stakeholders.

In terms of the inequalities being rife when the stakeholders interacted, only a few of the respondents (7.4%) agreed to strongly agreed, with 2.8% disagreeing with the statement made in this respect. The majority of the respondents (89.8%) provided neutral responses to the issue. Although only a small proportion of the respondents cited the existence of inequalities in the process, the result found here can be linked to the results that were found in relation to other statements (see Tables 6.40 to 6.42), as only a small proportion of the respondents were in favour of the statements mooted. The results regarding the inequalities may be further interpreted in twofold. On the one hand, the adoption of a multi-stakeholder approach to planning through multi-stakeholder participation provides different stakeholders with an opportunity to air their views, which sometimes might result in differences of opinion, with not all views being taken into an equal amount of consideration. Those stakeholders whose views are not considered as much as are those of others might translate this into being an action that promotes inequalities. On the other hand, those who direct the planning might have a clear understanding of what they want to achieve, which might result in them having the upper hand in the planning process, resulting in the stakeholders' input being steered towards the perceived outcome.

Concerning dialogue among the stakeholders, there seems to have been an even proportion of respondents (3.7% each) disagreeing to strongly disagreeing and agreeing to strongly agreeing, respectively, that the dialogue that was entered into among the stakeholders reflected openness, honesty, tolerance, respectful speaking and listening, confidence, and trust, with 92.6% (i.e. the majority) of the respondents providing a neutral response. The high level of neutral responses and balance in the opinions on the statement made it difficult to assess how

the multi-stakeholder approach to the planning process on this particular aspect would unfold. However, the power that stakeholders possess was likely to influence the other variables (i.e. openness, honesty, tolerance, respectful speaking and listening, confidence, and trust) in the process. If the variables concerned were lacking due to power, they might have posed a threat to cooperation in the planning processes, and it might have been difficult to realise what Bramwell and Sharman (1999:398) call "collaborative atmosphere".

The last issue that was examined under cooperation in Table 6.40 related to the participants' understanding, respect and ability to learn from different arguments during the planning process. Although a small number of the respondents (5.6%) agreed with the statement, 3.7% disagreed to strongly disagreed with it, whereas the majority of the respondents reflected a neutral response to it (90.7%). The results posit that the multi-stakeholder approach to planning is a delicate one, as all the stakeholders who were involved might have wanted their arguments to be heard, whereas the actual situation dictated otherwise.

6.3.6.2 Decision-making in terms of the planning process

Table 6.41: The role of established businesses in the planning process in relation to decision-making (in %, *n*=108)

Statements	A/SA	N	D/SD
Collective decision-making is encouraged.	7.4	82.4	10.2
Collective decision-making is practised.	4.6	85.2	10.2

A few of the respondents (10.2%) disagreed to strongly disagreed that collective decision-making was encouraged, with a high neutral response (82.4%) being received, and with 7.4% agreeing to strongly agreeing with the statement made in this respect. Similar responses were provided when assessing the practice of collective decision-making. The majority of the respondents (85.2%) provided neutral responses, with 10.2% disagreeing to strongly disagreeing, and 4.6% agreeing to strongly agreeing with the statement made in this regard. However, an understanding of the results obtained in connection with this statement can be linked to those that were presented by the respondents on the existing inequalities (see Table 6.40). The results regarding decision-making might be translated in the same way as were those on inequalities, as the failure to encourage and practise collective decision-making translates to inequality. The lack of collective decision-making makes it difficult to understand the degree of ownership of the 2010 FIFA World Cup™ plans/initiatives that was expressed by

the respondents. While collective decision-making might translate to groundwork for collaboration, Hall (2008:123-125) denotes collaborative approaches (e.g. collective decision-making) as having the potential to assist in dealing with issues beyond planning to implementation.

Contextualising the responses to both statements in Table 6.41, the results show evidence of inequalities in the planning process, although they might not have been translated as extensive, as the respondents who neither agreed nor disagreed with the statements represented a small percentage of the sample. The hosting of the 2010 FIFA World Cup^{TM} by South Africa meant that the country, including those who want to be involved in the business linked to the event, had to comply with certain requirements. This could have meant that certain decisions that were made by the municipality were regarded as having been made unilaterally, and issued merely as announcements, as the business people who wanted to benefit from the event had to comply with certain FIFA requirements that were not negotiable. This forced adherence to certain requirements undermined the value of participation by the stakeholders in the process.

6.3.6.3 Planning and collaboration in the planning process

In line with the objectives of the study, the results that were obtained in relation to planning and the collaboration of, and among, the stakeholders in the planning process are evident in Table 6.42 below. Judging from the nature and the magnitude of the event, the study anticipated that planning might foster collaboration so as to be able to realise the planning initiatives involved.

Table 6.42: The role of established businesses in the planning process in terms of planning and collaboration (in %, *n*=108)

Statements	A/SA	N	D/SD
There is consensus and ownership emerging across the stakeholders.	7.4	84.3	8.3
The stakeholders appear to be willing to implement the resulting plans.	3.7	89.8	6.5
There are conscious strategies in place to maximise the potential benefits linked to the 2010 FIFA World Cup^{TM}.	14.8	73.2	12
There is sufficient capacity in the municipality to drive and implement a developmental response to the 2010 FIFA World Cup^{TM}.	10.2	62	27.8
There is sufficient capacity in the municipality to drive and implement these plans.	7.4	60.2	32.4

Table 6.42 above shows a general trend of a high number of neutral responses to the statements, similarly to that shown in Tables 6.40 and 6.41, depicting cooperation and decision-

making, respectively. With reference to Table 6.42 on the degree of consensus and ownership emerging across the stakeholders, 7.4% of the respondents agreed, with 8.3% disagreeing to strongly disagreeing with the statement, which might be interpreted in the following way. On one part of the statement (i.e. consensus) the results display a true reflection of the occurrence of dialogue without consensus continuously being reached, as the parties tried to win the others over by convincing them on a particular aspect of the discussion. On the other part of the statement (i.e. ownership), the principle of ownership in respect of planning for such events required to be broadly understood, as planning for such events extends beyond the period of hosting. The principle of ownership in such planning should demonstrate support and buy-in from various stakeholders who simultaneously contribute to the sustainability of developments linked to the plans. According to Hall (2008:123-124), ownership might lead to an increased possibility of the successful implementation of the plans involved.

On the stakeholders' willingness to implement the resulting plans, only 3.7% of the respondents agreed with the statement, with 6.5% disagreeing to strongly disagreeing with it, and the majority (89.8%) being neutral on it. Comparing these results with those that were obtained regarding consensus and ownership across the inequalities previously discussed, the achievement of a landslide majority of the respondents agreeing to the statement in question would have been contradictory. As obtaining consensus on, and the ownership of, planning initiatives were cited by the respondents as being challenging issues, the results that were obtained in relation to the stakeholders' willingness to implement the plans should be regarded in the same way, as it would have been difficult for all the stakeholders to be willing to implement plans that were neither owned nor accepted by them.

The issue of the availability of conscious strategies that could be put in place to maximise the potential benefits linked to the 2010 FIFA World Cup™ elicited a slight difference of opinion from the respondents, with 14.9% agreeing to strongly agreeing with the statement, and 12.% disagreeing to strongly disagreeing with it, while the majority of the respondents (73.2%) expressed their neutrality on the issue. The results obtained can be linked to the low level of involvement (13.9%) and awareness (22.2%) of the respondents regarding the 2010 FIFA World Cup™ initiatives conducted by the CWDM (including the DM and the respective municipalities).

Regarding the question of the municipal capacity to drive and implement a developmental response to the 2010 FIFA World Cup[TM], and to drive and implement the plans accordingly, the following responses are noted.

It is of concern that, despite the neutral responses received (62% and 60.2%, respectively), a considerable proportion of the respondents (27.8% and 32.4%, respectively) demonstrated lack of confidence in the municipal capacity to drive and implement a developmental response, and to driving and implement the plans, as they disagreed to strongly disagreed with the statement concerned. The remaining respondents (10.2% and 7.4%) agreed to strongly agreed with the statements, respectively. The results might be attributed to the relationships that the respondents had with the municipality and its performance in terms of its ability to deliver its municipal plans and mandate, with the exception of the 2010 FIFA World Cup[TM] agenda. In their attempt to underscore the importance of trust in the government (in this case, the municipality), Camay and Gordon (2004:17-35) posit confidence in the rule of law and in rules of engagement by the government as being a reflection of democratic governance. In view thereof, the lack of confidence of the respondents in the municipality could have hindered the level of cooperation attained and the collaborative efforts made by the stakeholders in the area. This could have also resulted in the established businesses questioning the need to involve themselves in a process in relation to which they perceived the coordinators (i.e. the municipalities) as not being fully capacitated. As noted by the National Treasury (South Africa. National Treasury, 2011:10), the greatest challenge facing local government is the decline in public trust that has been motivated by the growing amount of public frustration with poor governance and corruption, which has resulted in poor service delivery in many municipalities. These results define the concerns of the respondents beyond the fiscal capabilities of municipalities. The results further underscore the need to change the image of the municipal capacity to deliver, not only in the context of the event, but also in terms of its mandate to its citizens. Addressing such a need should serve to instil a heightened level of confidence among the population of the CWDM, as the government abilities and capabilities would not, then, be in question. The capacity areas (i.e. strategic orientation, ideational capacity, organisational capacity, and technical capacity, as discussed in subsection 3.6.2) raised by the ANC (2007) might still be used as a yardstick to measure and define the municipalities' ability to drive and implement the 2010 FIFA World Cup[TM] planning initiatives.

6.3.7 Perceptions and attitudes of established businesses regarding the event and its related impacts (social, economic and environmental)

In order to determine the perceptions and attitudes of the established businesses regarding the event and its related impacts (social, economic and environmental), the respondents were asked to rate their level of agreement with the statements presented from Table 6.43 to Table 6.49. In doing so, a Likert scale was used, rating the respondents using the following options: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; and SD = Strongly Disagree. For an improved understanding of the tables, it is important to highlight that, in some instances, the responses have been grouped ('Agree' with 'Strongly Agree', and 'Disagree' with 'Strongly Disagree').

On common statements, the chi-square test (X^2) was used to test the statistically significant difference using the ρ-values as a means of measurement. For instance, where the $X^2 = \rho < 0.05$ the difference is noted as being significant, and where $X^2 = \rho > 0.05$, the difference is noted as being insignificant. The results reflecting a significant difference in the responses are highlighted in bold (see Appendix F). A summary of both the significant and insignificant difference in the responses is presented in Appendix F. For better understanding, the responses, where there were significant differences, as are presented in Appendix F, are highlighted in bold in the presentation and discussion of the results in this section.

6.3.7.1 South Africa's readiness to host and legacy, according to the established businesses

The success of events like the FIFA World Cup™ does not solely depend on the government plans involved, hence it was important in this study to assess how established businesses perceived the country's readiness to host the event, including the possibilities of achieving a legacy thereby (see Table 6.43 below).

Table 6.43: Readiness to host and legacy, according to the established businesses (in %, *n*=108)

	A/SA	N	D/SD
I feel confident that this event will be successfully hosted by South Africa.	69.4	27.8	2.8
The hosting of the FIFA World Cup™ in 2010 will result in South Africa achieving a legacy.	64.8	31.5	3.7

Despite the relatively high neutral response that was obtained regarding the role of the established businesses in planning for the 2010 FIFA World Cup™, as organised by the

municipalities (DM and LMs) as per Table 6.40 to Table 6.42, most of the respondents (69.4%) agreed to strongly agreed that they felt confident that South Africa would host a successful event (see Table 6.43 above). The findings that were made in this regard projected a sense of confidence, and demonstrated relatively few uncertainties (27.8%) among the respondents in terms of the district and local municipal plans that were linked to the event, as compared to those of the government, in respect of the ability to host the event successfully. Similarly, 64.8% of the respondents agreed/ strongly agreed that the hosting of the FIFA 2010 World Cup™ would result in the country achieving a lasting legacy. Although the neutral responses received (31.5%) did not dismiss the range of legacy impacts associated with the 2010 FIFA World Cup™, for a developing country like South Africa, the hosting an event of such magnitude could be seen as creating a legacy on its own.

The views of the respondents on the successful hosting of the event and on the achievement of a lasting legacy (see Table 6.43) are similar to those of the residents (see Table 6.24). A comparative reflection of these results demonstrates the existence of confidence among the locals (i.e. the residents and the established businesses) of the CWDM in its government to deliver a successful event, and to achieve a legacy, as per Figures 6.12 and 6.13. The findings further revealed the residents as having slightly more confidence (76.4%) as compared to the businesses (69.4%) that South Africa would host a successful event, in terms of agreeing to strongly agreeing on the statement. The p-value is 0.000, reflecting the difference to be significant at $p<0.05$. The stronger view of the residents in this regard is supported by Bohlmann and Van Heerden (2008:383), who argue that, even though there are many expected and perceived impacts that are associated with the hosting of a mega-event, such hosting undoubtedly increases the sense of pride of the residents regarding the event. This might be the reason for the residents having been much more positive than the businesses were in this regard.

Even on the statement of South Africa achieving a legacy from the mega-event, the residents were slightly more confident (75.4%) as compared to the businesses (64.8%). The p-value is 0.007, reflecting the difference to be significant at $p<0.05$. The difference of percentage in agreeing to the statements can perhaps be accounted for by defining what successful hosting and what the achieving of a lasting legacy means, as the understanding of the concepts' meaning might have differed among the respondents. This factor might have influenced the difference obtained. Swart and Bob (2012:9) underscore the importance of understanding and

assessing the impacts of mega-events in relation to legacies. In support of the assertions made by the respondents, Walters (2009) posits the achieving of a legacy and the holding of a successful World Cup as requiring a marriage of both the private and public sector (as well as of the communities).
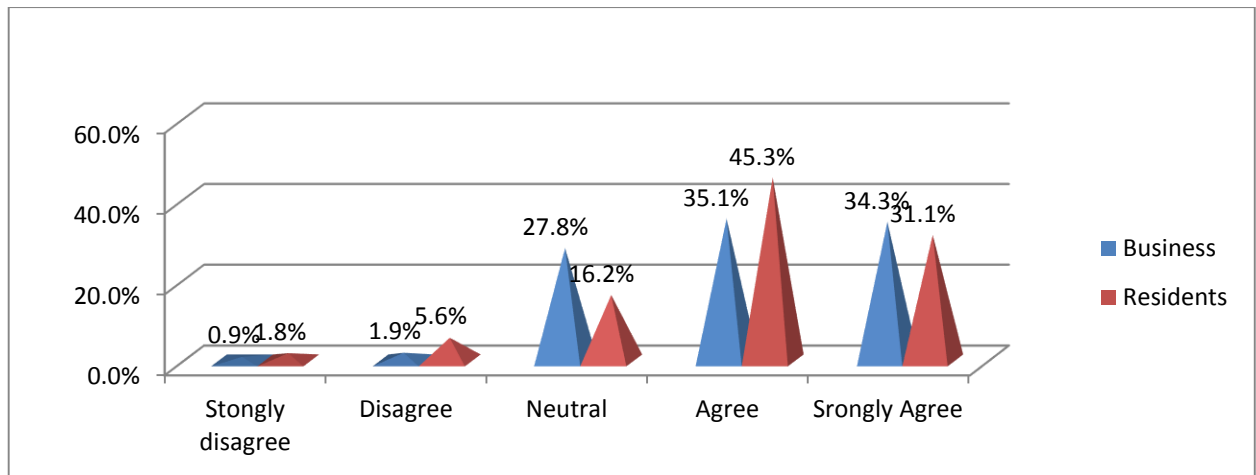
Figure 6.12: A residents–business comparison of perceptions of the successful hosting of the event by South Africa (in %, *n*=1 250 residents; *n*=108 businesses)
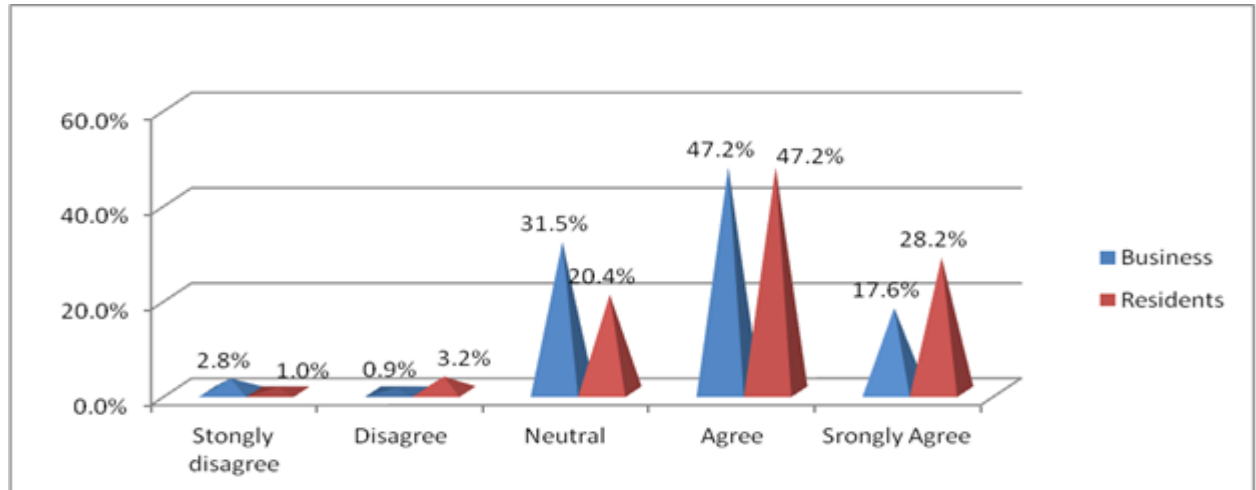
Figure 6.13: Residents–business comparison on South Africa achieving legacy as a result of hosting the event (in %, *n*=1 250 residents; *n*=108 businesses)

For a developing country like South Africa that had encountered negative reportage prior to the World Cup (George, 2003; Demombbynes & Ozler, 2005; Steyn, De Beer & Fouche, 2009), and whose ability to host the event had been undermined by the West as well as within the country itself, if the perceptions of the majority of the respondents regarding the country's

readiness to successfully host and achieve legacy translate into reality, that would be tantamount to being a legacy.

6.3.7.2 Perceived environmental, economic and social impacts

The study's results show that the perceptions of the established businesses on a range of impacts linked to the hosting of the 2010 FIFA World Cup^{TM} were positive as well as negative. Several studies (Chain & Swart, 2010; Cornelissen & Maenning, 2010; Swart, Bob & Turco, 2010; Tichaawa & Swart, 2010) confirm that events of this magnitude can bring about both positive and negative impacts.

6.3.7.2.1 Perceived environmental impacts, according to the established businesses

Table 6.44: Perceived environmental impacts of hosting the 2010 FIFA World Cup^{TM}, according to the established businesses (in %, *n*=108)

Statements	A/SA	N	D/SD
The environment is being degraded due to the hosting of the event.	24	34.3	41.7
The hosting of the event will increase the amount of air pollution in the local area.	31.5	44.4	24.1
The hosting of the event will lead to the significant production of waste.	36.1	32.4	31.5
The hosting of the event will heighten the intensity of public policy issues, such as strengthening tourism and environmental programmes.	51	44.4	4.6
The event has NO significant negative environmental impacts.	33	36.1	30.6

Despite the relatively high level of neutral responses that were received in response to the statements projected in Table 6.44, most of the respondents (41.7%) disagreed to strongly disagreed that the environment was being degraded due to the hosting of the event, with only 24% agreeing to strongly agreeing with the statement. Such results support assertions made by Cooper *et al.* (2005:196) that, as soon as tourism activity takes place, the environment is inevitably changes or modified to facilitate tourism, which might lead to the deterioration of environmental quality (Page & Connell, 2009:422-437). The findings are a manifestation of the respondents having been at a distance from the event location and not having been in a position to witness such change or modification, as most of the developments took place in

Cape Town, and near the Cape Town Stadium. As a result, the extent of the developments that were linked to the hosting of the event in contrast to the possible degradation of the environment might not have been broadly understood, hence the relatively high neutral response (34.3%) and the relatively high percentage of disagreement (41.7%) that were obtained.

As is illustrated in Table 6.44, the positive perception of the respondents regarding the environmental impacts of hosting the 2010 FIFA World Cup™ seemed to outweigh the negative perceptions involved. Table 6.44 reflects that many business respondents agreed to strongly agreed with the statements concerned, as compared to those who were in disagreement with them, while a considerable percentage expressed their neutrality on the issue.

Some respondents (31.5%) agreed to strongly agreed that the hosting of the event would increase the amount of air pollution in the local area, with 24.1% disagreeing to strongly disagreeing with it. Most respondents (44.4%) were neutral on the statement. The views that were presented by the business respondents on air pollution are similar to those that were received from the residents (43.4%), as the respondents agreed to strongly agreed (31.5%), with 23.3% giving a neutral response, as explained in Table 6.25, with the residents projecting a stronger view in this respect than did the businesses concerned. Furthermore, the p-value is 0.000, reflecting the difference to be significant at $p<0.05$. The difference involved might have been influenced by the difficulty in quantifying the environmental impacts that were associated with air pollution. It could also demonstrate that there were higher levels of confidence among the residents in relation to the public transport system and to the plans to address this particular aspect of the mega-event.

Even in terms of the hosting of the event leading to a significant production of waste, some respondents agreed to strongly agreed (36.1%) and disagreed to strongly disagreed with the statement made (31.5%). Despite the mixed reaction of the respondents on pollution and the significant production of waste, it is important to note that the shift of responsibility in minimising the environmental impacts involved required a collective effort by all those involved, and the responsibility concerned might not solely have been able to be lain on the shoulders of the tourists in the area, as the residents themselves could also have been held accountable for polluting the environment. The results that were obtained in relation to the residents, as illustrated in Table 6.25, as regards the same statement reflect that 45% of the respondents

agreed to strongly agreed with the statement, whereas 31% disagreed/ strongly disagreed with it, thus reflecting that the residents had a stronger opinion on the issue. However, the p-value is 0.238, and the difference is not significant at $p<0.05$.

There seems to have been greater expectations among the respondents regarding the opportunity to host the event heightening the intensity of such public policy issues as the strengthening of tourism and environmental programmes, with 51% agreeing to strongly agreeing with the statement. Only a few of the respondents (4.6%) indicated opposing views to the statement. The results demonstrate the existence of an understanding among the respondents that making a 'green' event of the occasion had been at the centre stage of the hosting of the 2010 FIFA World Cup™. UNEP (2010:1) cites the FIFA 2010 Green Goal as having been the major initiative for greening of the event. Little difference could be seen between the residents and the established businesses in respect to the event heightening the intensity of such public policy issues as the strengthening of tourism and the environmental programmes, with the residents having a dominant view in this respect. About half of the respondents (residents: 53.3%; businesses: 51%) agreed to strongly agreed with the statement (Tables 6.25 and 6.44). The p-value is 0.167, with the result not being significant at $p<0.05$.

Regardless of the different views on the perceived environmental impacts of hosting the 2010 FIFA World Cup™, of the 63.9% responses that did not provide a neutral response to the statement of the event having no significant environmental impact, 33.3% agreed to strongly agreed with the statement, whereas a substantial proportion (30.6%) disagreed to strongly disagreed with it. Rather than dismissing the event as having a negative environmental impact, the findings present the mixed views of the respondents. Such mixed views were justified, as other negative environmental impacts ranged from short to long term, so that, as a result, they might not have been evident or known in the eyes of the respondents. To a certain extent, the findings reflect a level of environmental consciousness among the respondents, as the event had the potential to bring about benefits, as well as costs.

The high number of neutral responses on the statements presented in Table 6.44 stress the importance of continuing to assess perceptions of the environmental impacts of such mega-events as the 2010 FIFA World Cup™. Ahmed and Pretorius (2010:274) present an assessment of the environmental impacts of mega-events as providing opportunities to improve environmental awareness and the education of nations hosting future mega sporting events.

Such assertions might not only have relevance for future host nations, but also for the previous hosts, as countries can host a sporting mega-event more than once. These perceptions might, then, result in an assessment of the need for environmental programmes and of the level of environmental consciousness of the citizens involved as part of developing an integrated environmental plan for the hosting of such events in future. This is in line with the assertions made by Horne and Manzenreiter (2006:17), which emphasise the importance of conducting integrated research into the planning and organising of mega-events.

6.3.7.2.2 Perceived economic impacts, according to the established businesses

Table 6.45 shows the perceptions of local businesses as regards the economic impacts that were linked to the hosting of the 2010 FIFA World Cup^{TM}. Although there was a considerable percentage of neutral responses across the statements (except for in the case of the statement on BEE improvement), the positive response was overwhelming, with the majority of the respondents concerned agreeing to strongly agreeing with the statements. The only instance where the respondents disagreed to strongly disagreed was in relation to the issue of beneficiation, with 45.3% of the respondents disagreeing to strongly disagreeing that the 2010 FIFA World Cup^{TM} would only benefit the rich and big business, with 34.3% agreeing to strongly agreeing with the statement made in this respect, while 20.4% were neutral on it. In relation to the same statement (see Table 6.26), most of the residents (64.3%) agreed/ strongly agreed, with only 18.3% disagreeing to strongly disagreeing with it. The assertions of established businesses might largely have been strengthened by the fact that only a few of them (11.4%) defined their type of enterprise as large (see Figure 6.6). To a certain extent, this projects a sense of optimism on the side of the established businesses that even small businesses were likely to benefit from the event. A comparative reflection of the results that were projected by the residents and by the established businesses (see Tables 6.26 and 6.45) in agreeing/ strongly agreeing with the statement is illustrated, with the residents having a stronger view in terms of agreeing with the statement. Moreover, the p-value is 0.000, reflecting the difference as being significant at $p < 0.05$. The reason for the difference discerned might be that the benefits that were associated with the event might not necessarily have depended on the size of the business, but rather on how the businesses positioned themselves so as to leverage benefits from the event. A similar assertion is stated by Herrington (2006:5), who projected the event as supplying numerous opportunities that would benefit a range of concerns, stretching from large corporations to the SMME sector.

The results further suggest that the 2010 FIFA World Cup™ was a world stage event, from which even small businesses could benefit, even though big businesses were likely to benefit more from it than did small businesses. The different results of the established businesses that were located in the host cities in terms of the same statement are noted, as almost half (53%) of the established businesses agreed to strongly agreed with the statement concerned (Hendricks *et al.*, 2012:68). Beneficiation in the hosting of the event was not limited to the size of the business, for it also depended on the location and on other variables that require consideration. The latter assertions are supported by the findings of the study that was conducted by McKenna and Bob (2010:215), in which most of the respondents (67%) agreed to strongly agreed that small business would benefit from the event. For this to be realised, the LM should have played a crucial role in facilitating the opportunities from which the businesses could have benefited, as the 2010 FIFA World Cup™ was a highly regulated event. More dialogue and cooperation between the CWDM and the other stakeholders (i.e. the businesses and the communities) than was entered into at the time might have led to an understanding of such opportunities, while the failure to provide this platform might have translated into missed opportunities. In this connection, Hendricks *et al.* (2012:70) state that:

> in order to ensure that local and smaller businesses are given an opportunity to capitalise on South Africa's hosting of large scale and mega-events in future, it is imperative that government and event organisers undertake a more vigorous marketing and communication approach with all stakeholders.

Table 6.45: Perceived economic impacts of hosting the 2010 FIFA World Cup™, according to the established businesses (in %, *n*=108)

Statements	A/SA	N	D/SD
The FIFA World Cup™ will only benefit the rich and big business.	34.3	20.4	45.3
The hosting of this event ensures employment opportunities for the local community members.	55.6	33.3	11.1
The hosting of this event leads to increased spending in the local area, thus ensuring economic benefits for the members of the local community.	48.2	39.8	12
The hosting of this event ensures extended shopping hours in the area of the event.	70.3	22.2	7.5
As a result of the event the levels of black economic empowerment will improve.	35.2	50.9	13.1
I think that the prices of goods in the area will increase due to the event.	63.9	25	11.1
Local businesses will increase their sales and profits during the event.	55.5	38	6.5
In the region where the stadium is located, the businesses will strengthen.	83.3	13	3.7

In relation to employment opportunities, there was a common feeling among most of the respondents, as 55.6% of them agreed to strongly agreed that the hosting of the event would ensure employment opportunities for the local community members. Employment opportunities might be generated directly from such businesses as accommodation, restaurants and attraction sights, or indirectly from such businesses as construction, which help in developing the infrastructure (Bennett, 2000a:36). The results demonstrate that even those businesses that were on the periphery of the event had hopes that it would generate employment opportunities for the locals. The results reflect a shared view between the residents and the established businesses, as most of the residents (66.2%) agreed to strongly agreed with the statement made in this respect (see Table 6.26), which indicated that the residents had a more positive opinion than did the established businesses in this respect (55.6%). The p-value is 0.000, reflecting the difference as being significant at $p<0.05$. The difference in projections could be an indication that the residents were more optimistic than were the established businesses in terms of the 2010 FIFA World Cup™ creating opportunities for the local people. In terms of such results, even though the residents had a higher percentage in response to the statement over the established businesses, it might have been possible that the established businesses understood the business environment better than did the residents. The difference in the responses to the statement that were received from the respondents and from the established businesses might also be interpreted as showing that the established businesses in the area were among the creators of the likely jobs that were linked to the event, whereas most of the responses from the residents could have been based on their hope of a positive outcome in this respect.

In assessing whether the hosting of the event would lead to an increased amount of spending in the local area, and thus on the ensuring of economic benefits for the members of the local community, the results show that a relatively high neutral response (39.8%) was obtained, with slightly less than half of the respondents (48.2%) agreeing to strongly agreeing with the statement made in this regard, and with 7.5% disagreeing to strongly disagreeing with it. The results could have been influenced by the fact that not all of the businesses concerned were situated in vibrant tourism areas, hence they were not likely to have experienced a considerable increase in their turnover as a result of event fever. The study of Hendricks *et al.* (2012:68) projects that the established businesses in the host cities were more optimistic (62% of those in Cape Town, and 64% of those in Durban), as they agreed to strongly agreed with the statement made in this regard. Comparing the business responses to those of the residents in relation to

the statement (see Table 6.26), similar views can be seen to have been expressed, with 48% of the respondents agreeing to strongly agreeing on the statement. These results reflect that the established businesses differed slightly in opinion compared to the residents. Moreover, the p-value is 0.718, and the result is not significant at $p<0.05$.

Furthermore, the majority of the business respondents (70.3%) agreed to strongly agreed that the hosting of the event would ensure extended shopping hours in the area of the event. Similarly as with the residents, most of the respondents (57.3%) agreed to strongly agreed on the statement (see Table 6.26). A comparative analysis reflects that the established businesses had a stronger opinion in this regard than did the residents. Moreover, the p-value is 0.01, reflecting the difference as being significant at $p<0.05$. The results present an understanding of the event as having been more than a mere soccer tournament. Celebrations took place after the matches, and people were likely to attend different forms of entertainment afterwards as well. Some spectators might not have been able to afford to purchase tickets due to a number of reasons, such as availability. Such fans or spectators might have preferred to watch the matches at pubs, restaurants and sport bars, thus increasing the number of hours spent in the area concerned. This is likely to have strengthened the businesses in the proximity of the event, resulting in increased sales and profits. This might be the reason for the established businesses having been much more positive than were the residents in this respect.

In terms of the levels of BEE improving as a result of the hosting of the 2010 FIFA World Cup[TM], most of the respondents (50.9%) were neutral on the issue, reflecting uncertainty as to whether the levels of BEE would improve. Of the remaining 49.8%, a fair number of respondents (35.2%) agreed to strongly agreed, and only a few (13.9%) disagreed to strongly disagreed with the statement. Although Macozoma (2004:1) cites the empowerment delay as being restricted to a few, because of a lack of credible partners to take advantage of BEE opportunities, Tangri and Southall (2008:699) cite Black business criticism of the slow implementation of BEE, with White labour criticising BEE deals as enriching a small number of ANC figures. These assertions suggest that, even if the levels of BEE improve, only a few will benefit therefrom, as the implementation of BEE continues to be clouded by such challenges as corruption. Not only that, but Sexwale (2004) argues the extent to which black businesses were likely to benefit from the World Cup as having been likely to depend on the presence of mind of individuals when the envelope to award the event to South Africa was opened. This means that black businesses should have prepared in advance how they would benefit from the event.

Comparing the responses of the residents against the established businesses in relation to the same statement, about half of the residents (51.8%) agreed to strongly agreed to the statement, with 31.8% being uncertain about it (see Table 6.26). A comparative analysis between the residents and the established businesses projected the former as being more optimistic than the latter. Additionally, the p-value is 0.000, reflecting the difference as being significant at $p<0.05$.

Regarding the perception of an increase in the price of goods in the area due to the event, most respondents perceived such an increase (63.9%). This perception might have been influenced by a number of factors, including the adjusting of the prices to make a profit. Hence, 55.5% of the respondents agreed to strongly agreed that local businesses would increase their sales and profits during the event. As noted by Torrent (2008:883-886) and Ardahaey (2011:206), an increase in prices was linked to a heightened demand for basic services and goods that were required by the tourists. These results project a potential negative effect on both the local communities and the tourists, which mostly impacted negatively on the locals. On the one hand, the local communities might not have been able to afford the items that they could normally afford if the 2010 FIFA World Cup™ had not been held. On the other hand, with the event being a world stage one, the result might have been the exploitation of the foreign tourists. The findings support the claims that were made that tourism development often creates inflationary effects on the local economies (Anderson, 2008:1; Page & Connell, 2009:395), and that tourists are seen as having more buying power than the residents do (Keyser, 2002:296; Mihalic, 2015:107).

The respondents generally perceived that, in the region where the stadium was located, the businesses would strengthen (83.3%). The results were justified, as many festivities associated with the event took place in the host area. The post-2010 study results of most established businesses (61%) that were located in Cape Town (i.e. a host area) revealed that, during the World Cup, business did strengthen (Hendricks *et al.*, 2012:69).

6.3.7.2.3 Perceived social impacts, according to the established businesses

As noted in Table 6.46, several social impacts can be linked to the hosting of the FIFA World Cup™. The results demonstrate a degree of concern among the respondents as to how the event was likely to impact on their lives. The reflection of the respondents (60.2%) who

disagreed to strongly disagreed that the event had no negative social impact attests to the above, and it serves as an acknowledgement that mega-events like the FIFA World Cup™ have both negative and positive social impacts.

In relation to such inconveniences as traffic congestion and parking difficulties, just over half of the respondents (51.9%) suggested that this issue was one that could not be avoided, as they agreed to strongly agreed with the statement. Similar assertions were made by the residents regarding the statement (see Table 6.27), with almost half of them (49.3%) agreeing to strongly agreeing with the statement, projecting the view of the established businesses as being slightly more concerned than that of the residents. The p-value is 0.000, with the difference being significant at $p<0.05$. The hosting of the event was likely to experience what Bennett (2000c:375) refers to as the arrival of tourists in numbers at a destination, thus causing congestion that could lead to competition for services between the tourists and the locals. Such competition might have resulted in discomfort and created a negative attitude towards the tourists and the event, particularly for those who were not involved in the event and the activities that were associated with it. This might be the reason for such a factor influencing the results. It is also important to note that the disruption and inconvenience that might have been caused was bound to be only temporary. The 'feel good' aspects noted by Bull and Lovell (2007:236) posit the hosting of such an event as the 2010 FIFA World Cup™ as being likely to translate into tolerating such disruption and inconvenience as being acceptable. The residents who were close to the stadiums in Cape Town and Durban shared stronger views than the above, demonstrating more concerns regarding the statement, as the majority (89.0%, 77.0%, 84.0% and 89.4%) agreed to strongly agreed with the statement (Chain, 2009; Bassa & Jaggernath, 2010; McKenna & Bob, 2010; Bama, 2011, respectively).

The high levels of safety and security that are aimed at in hosting an event like the FIFA World Cup™ are always at the centre of discussion in the related planning (Consultancy Africa Intelligence, 2008). Crime, including theft and muggings, was highlighted as being one of the major concerns among the respondents, as most of the respondents (64.8%) agreed to strongly agreed with the statement, while only a few of the respondents (6.5%) disagreed with it. The concerns of the business respondents were noted as being similar to those of the residents (see Table 6.27), with the residents indicating 50.4% in favour of the statement on the issue of crime. The results translate into possible social costs if the locals' (i.e. both the residents' and the businesses') perceptions turned out to be the reality, as the perceptions of crime were likely

to impact on the future tourism demand in the area. The comparative analysis presented established businesses as being more highly concerned than were the residents on the issue of crime. The p-value is 0.000, reflecting the difference as being significant at $p<0.05$. As businesses might have been mostly negatively affected should crime have been an issue that got out of hand during the hosting of the 2010 FIFA World Cup™, this could have been the reason for there being more concern regarding crime among the businesses than there was among the residents. In another study, the results revealed that more concern regarding the statement was expressed by the established businesses (93%) that were in close proximity to the stadium (McKenna & Bob, 2010:212). Even though it is not clear whether the results were influenced by the concerns raised in relation to crime prior to the event or the media influence, Swart *et al.* (2010:243) note that the negative perception of crime and personal safety in South Africa, as presented in the media, is a threat to the country's image. Although crime, in terms of the hosting of the 2010 FIFA World Cup™, was anticipated to have been an issue, this was, in fact, not the case, as George (2012:79) posits crime and safety issues as not appearing to have an adverse effect on tourists' future travel intentions. The findings in this study suggest that a holistic understanding of crime is an integral part of the image of a destination, as tourist perceptions concerning their decision to travel to, and within, a country might be influenced by their perception of their own safety, the rate of crime, and the nature of crimes committed against tourists, including the governmental response to tackling such crimes. The high neutral response (53.7%) to the possibility of experiencing vandalism suggests that the act does not seem to affect many South Africans in relation to the hosting of such events, as only 37.1% of the respondents agreed to strongly agreed with the statement.

In the light of the response to terrorism taken by governments, due to the fear that it induces, as well as it being inimical to global peace and development, most of the respondents (41.7%) agreed to strongly agreed that terrorism would be a concern during the event, with 24% disagreeing to strongly disagreeing with it. These results support the assertions that have been made by several authors (Toohey, Taylor & Lee, 2003; Toohey & Taylor, 2008; Boyle & Haggerty, 2009; Zekulin, 2009) linking terrorism with mega-events, thus suggesting risk and security to be a major concern in the hosting of such events as the 2010 FIFA World Cup™. The high number of neutral responses (34.3%) received did not, however, suggest that South Africa is a country that can view itself as being entirely free from terrorist attacks. Similar assertions as to the doubt or uncertainties regarding South Africa's ability to counter terrorism are highlighted by Kapinga (2004:2), who finds the country to be weak and crippled by the lack

of technical expertise, poor intelligence gathering, and the non-computerised analysis of threat data. Despite the mixed responses obtained, the country was reassured that there was no known terror threat to the 2010 FIFA World Cup™ (South African Government Information, 2010:1), despite the terrorism concerns that were raised by the Cable News Network (2010).

On the possibility of the event leading to excessive noise that would annoy the local residents, most of the respondents (41.7%) remained neutral on the issue, with slightly less (30.5%) disagreeing to strongly disagreeing with it, and only a few (27.8%) agreeing to strongly agreeing with it. The high level of neutral responses could have been influenced by the fact that an excessive amount of noise was likely to take place in the event precinct, notwithstanding the fact that noise would also take place in areas far from the event area, as long as there were supporters around. Comparing the views of the business respondents with those of the residents on noise (see Table 6.27), 43.4% of the residents agreed to strongly agreed with the statement made in this regard, with 37.8% disagreeing to strongly disagreeing with it. Furthermore, the p-value is 0.000, reflecting the difference to be significant at $p<0.05$. The significant difference that was encountered in relation to the statement might have been due to the fact that the residents were likely to rally behind their team(s) and to associate themselves with the pre- and post-match festivities linked to them.

Further substantiating the results on noise, almost half of the respondents (49.1%) agreed to strongly agreed that the event would provide entertainment opportunities for the local residents, with some of the respondents (44.4%) remaining neutral on the issue. However, the neutral responses can be interpreted by arguing that the amount of entertainment for the local residents in close proximity to the event location differed from the amount that was available to the local residents staying at a distance from the event area, hence the level of noise might have differed. When the same statement was posed to the residents, the majority (68.4%) agreed to strongly agreed with it, with only a few (17.5%) being uncertain about it. Moreover, the p-value is 0.000, reflecting the difference to be significant at $p<0.05$. The significant difference between the responses of the residents and businesses might have indicated that the residents were more optimistic than were the businesses on the possibilities of the event creating entertainment opportunities for the local residents.

As is evident in Table 6.46, the results revealed a concern among the respondents, as almost half of them (49.1%) agreed to strongly agreed that the 2010 FIFA World Cup™ would benefit only some members of the community, and that it would increase social inequalities. Of the

remaining percentage (50.9%), 36.1% were uncertain and 14.8% disagreed to strongly disagreed with the statement. As the disparities between those that have and those that have not are evident in South Africa, the results are justified. Pillay and Bass (2008:344) note that the existing inequalities might even have been exacerbated by the hosting of the World Cup. Similar concerns regarding the event benefiting only some members of the community, and increasing the existing levels of social inequality, were raised by the residents (see Table 6.27), as 55.6% agreed to strongly agreed with the statement, with the residents demonstrating more concern in this regard. However, the ρ-value is 0.301, and the result is not significant at $\rho<0.05$.

In terms of the hosting of the event stimulating training and skills development for members of the community, there were expectations among some of the respondents (43.6%) in this regard, as they agreed to strongly agreed to the statement. As it had been anticipated that the event would create employment opportunities for the local communities, the training and development of members of the community was likely, as businesses employing members of the community would have been likely to maintain high standards of service so as to impress mostly the international tourists. These results are supported by AT Kearney (2005:3), who projects the local workforce as being one of the major beneficiaries of a mega-event, further arguing that skills development programmes should reach beyond sport to the development of talent in areas that will be of lasting value to the host city or country concerned. The 42.5% of the respondents who were neutral in their responses indicated that they were not sure whether the hosting of the event would stimulate opportunities for the training and skill development of members of the community. The latter views are justified, as the opportunities might have been open to only a few, as not everyone who wanted to benefit from the event would have done so. This is the reality of hosting an event, as not everyone benefits from one.

The respondents were overwhelmed by the country, including the province, hosting the 2010 FIFA World Cup™, as they believed that it would be a major boost for national pride and nation-building (75%), with the majority of the respondents (79.6%) further indicating that they felt proud that the event was to be hosted in their town, city or area. Despite the concerns as to traffic congestion and crime, the established businesses that were in close proximity to the stadium also shared similar views (77%) that the event would be a major boost for national pride and nation-building (McKenna & Bob, 2010:217). How people reacted to the event and to visitors would play a significant role in its success. The results obtained were not surprising, as the hosting of the event was historical in nature, with South Africa being the first country on the

African continent to host it. The inspiring of a sense of national pride and unity was a strategic area identified in the CoCT (2007:35) 2010 FIFA World Cup™ Strategic Document, with the intention thereby of building a sense of racial, ethnic, gender and class understanding, tolerance and appreciation. With South Africa being a country that has a strong historical past of racism both on and off the field of play, and with soccer being traditionally perceived as a black sport, there are, nevertheless, white people who are making inroads into the sport both as spectators and as participants. The hosting of the event might have seen more interest being aroused in the sport, both at the level of spectatorship and as a recreational activity, among races that were previously not dominant in the sport. The latter assertions might have translated into the sense of pride that was taken in hosting the 2010 FIFA World Cup™ spilling over beyond the event itself. The findings are similar to those that were found with the residents (see Table 6.27), with the majority of the resident respondents (70.2%) indicating that they felt proud that the event was to be hosted in their town, city or area. These results reflect the majority of the CWDM locals (i.e. both the residents and business) as being proud citizens of their country, in terms of its hosting of the world stage event. The p-value is 0.000, reflecting the difference as significant at $p<0.05$. The significant difference might be seen as the greater readiness of the communities than the businesses for the event. As noted by Costa (2009), community readiness could be used to leverage the social legacy of the 2010 FIFA World Cup. The pride of South African citizens, including that of the CWDM locals, should have been translated, both on and off the field, into soccer fans supporting the event and the activities associated with it. The level of pride that was felt among the citizens could have been heightened even further to the level of ambassadorship by those who were responsible for mobilising the event. The sense of pride felt might have contributed to creating an ambience of friendliness and cooperation.

Another social impact that was assessed was whether the disadvantaged could experience the glory and glamour of the 2010 FIFA World Cup™. Almost half of the respondents (49.1%) agreed to strongly agreed with the statement made in this regard, with a further 33.3% being uncertain about it, as they provided a neutral response. Even though the findings suggest that, by and large, the disadvantaged could experience the glory of the event, it was the availability of the resources and the access to the event, and to its associated festivities, that would determine whether they could also experience the glory and glamour of the World Cup. The high level of uncertainty that prevailed might have been based on the fact that the respondents

were not part of the 'disadvantaged', so that they might not necessarily have been able to express the views of the disadvantaged accurately.

Table 6.46: Perceived social impacts of hosting the 2010 FIFA World Cup™, according to the established businesses (in %, *n*=108)

Statements	A/SA	N	D/SD
There will be many inconveniences, such as traffic congestion and parking difficulties.	51.9	37	11.1
An increase in crime (e.g. thefts, muggings, etc.) will be experienced due to this event.	64.8	28.7	6.5
An increase in vandalism (damage of properties) will be experienced due to the hosting of the event.	37.1	53.7	9.2
Terrorism will be a concern during the event.	41.7	34.3	24
The event will lead to excessive noise, which will annoy the local residents.	27.8	41.7	30.5
Entertainment opportunities related to the event will be provided for the local residents.	56.5	44.4	6.5
The 2010 event will only benefit some members of the community, and it will increase social inequalities.	49.1	36.1	14.8
The event will stimulate training and skills development for members of the community.	43.6	42.5	13.9
The 2010 event will be a major boost for the sense of national pride and nation-building.	75	22.2	2.8
I feel proud that this event is to be hosted in my town, city or area.	79.6	17.6	2.8
The event has NO negative social impacts.	14.8	25	60.2
The disadvantaged can experience the glory and glamour of an international event.	49.1	33.3	17.6

6.3.7.3 Public money, according to the established businesses

Much expenditure is associated with the hosting of events like the FIFA World Cup™, with the event coming at a time when the government had not fulfilled some of the promises that it had made to its citizens. The issue of the prioritisation of hosting the event and of fast-tracking service delivery particularly for those who had been waiting for the promised water, sanitation, electricity and telecommunication services, as well as proper roads, the meaning of spending in relation to the event was different. The results that were obtained in regard to the use of public money, as they are presented in Table 6.47, show the respondents' general dissatisfaction with

the manner in which public funds were administered in hosting the event, with the analysis and the discussion of the results being presented beneath the table.

Table 6.47: Use of public money, according to the established businesses (in %, *n*=108)

Statements	A/SA	N	D/SD
I feel that the use of public funds in support of this event is acceptable.	27.8	40.7	31.5
Too much money has been, and is being, spent on the 2010 event that could be spent on other activities.	49.1	24.1	26.8

Despite the high level of uncertainty expressed (40.7%), of the remaining percentage (59.3%), 31.5% expressed their dissatisfaction by arguing that the manner in which the public funds were used on the 2010 FIFA World Cup^{TM} was unacceptable. In addition, almost half of the respondents (49.1%) stated that the excessive amount of money that had been, and which was being, spent on the event could have been spent on other, more urgent, activities. These views of the business respondents were almost the same as those of the residents (see Table 6.29), as 47.% of the latter respondents agreed to strongly agreed with the statement, reflecting that the opinion of the established businesses was slightly stronger than was that of the residents in this respect. The *p*-value is 0.228, and the result is not significant at *p*<0.05. Post-2010 studies have indicated that the sudden amount of interest that developed in relation to the expenditure of public funds on the 2010 campaign led to it attracting fierce public criticism, not only from the opposition, but also from the local government (Bijkerk *et al.*, 2012:86). Understanding the rural and semi-urban nature of the CWDM, the results are justified as there were still major development challenges in the district such as unemployment and poor infrasturture. It is against this background that the assertions that were made by the respondents in relation to this issue can be understood. The findings project the respondents as being very concerned with the amount of public money that was spent on the event, despite the assertions that were made by Davies (2009:47-48) in connection to the budgets and to the investment of public money being directed not only towards the hosting of a successful tournament, but also towards the government's development objectives.

The result brings to the fore the plight of the have nots, whose basic needs the government had promised to supply. The results further question the value and meaning of hosting the 2010 FIFA World Cup^{TM}, which might have been different for the haves and the have nots, in addition to having differed among the haves.

6.3.7.4 Regional showcasing, according to the established businesses

Table 6.48 below shows the local businesses' responses to how they perceived the 2010 FIFA World Cup[TM] to impact on the showcasing of the region. In addition to the regional values espoused, a comparative reflection between the responses obtained from the established businesses and from the residents is also provided.

Table 6.48: Regional showcasing, according to the established businesses (in %, *n*=108)

Statements	A/SA	N	D/SD
The event will attract tourists to the area.	73.1	21.3	5.6
The event will attract future businesses to the area.	42.6	47.2	10.2
The event will increase positive media coverage of the area.	55.6	39.8	4.6
Crime will showcase South Africa in a negative light.	65.8	20.3	13.9

Despite the respondents being at a distance from the event location, there was a general feeling among them that the event would attract tourists to the area (73.1%). The results presented were similar to those that were obtained for the residents (see Table 6.28), of whom 79.7% agreed to strongly agreed with the statement. Moreover, the p-value is 0.001, reflecting the difference as being significant at $p<0.05$. The residents were more optimistic than was established business in terms of the statement, which might have been the factor that influenced the results.

The respondents also held that the event would increase the positive media coverage of the area (55.6%). The majority of the responses (70.7%) that were provided by the residents, when compared to those of the established businesses on the event, present an objective understanding of the statement (see Tables 6.28 and 6.48). The p-value is 3.333, with the result not being significant at $p<0.05$. Even though the hosting of mega-events is becoming increasingly important for the development and global acknowledgement of the tourism product, with it leading to a 'recognition effect', (Jones, 2001:242), and to growing large media coverage (Chalip *et al.,* 2003:214; Kasimati, 2003:242), it is through the successful preparation and hosting of an event that it is likely to be able to dictate the kind of media coverage that the area in question is likely to receive. The kind of media coverage received determines the future of a host area, not only in terms of hosting of the event, but also in terms of its future growth and the development of tourism. The notion of increased positive media coverage of the area linked to

the event could have been better explored if the planning initiatives of the district/LM had been fully integrated and coordinated, hence 39.8% neutral responses were received. As noted by Atkinson (2009:153), the lack of government initiatives to maximise spillover benefits raised some doubts as to whether such potential benefits would be actualised.

The respondents further stated that the event would attract future business to the area (42.6%). In response to the same statement, the residents indicated a 75.1% agreement to strong agreement with the statement (see Table 6.28). The comparative findings of the residents and the established businesses in relation to the statement can be argued on the basis that the latter understood the business environment better than did the residents, hence their cautious agreement with the statement. Additionally, the p-value is 0.000, reflecting the difference as being significant at $p<0.05$. The views in regard to the attracting of visitors to the area can be linked to the possibilities of spillover effect and to the tourism potential of the region, as it is famous for its wine routes, architecture and cuisine. Such a factor could have influenced the results. The high level of uncertainty (47.2%) that was obtained in assessing the possibility of the event attracting future businesses to the area could be based on the fact that not all of the established businesses were located in a vibrant tourism location.

In terms of crime showcasing South Africa in a negative light, most of the respondents (65.8%) also agreed to strongly agreed with the statement concerned. The results suggest relatively great concern among the established businesses about the state of crime in the country/region, as the existence of such crime could compromise not only the image of the country in hosting the event, but also have a bearing on the country being considered for the future hosting of international events. As supported by Swart *et al*. (2010:239),

> the negative perceptions of crime and personal safety in South Africa are a threat not only to its image but also [to] South Africa's ability to successfully host the 2010 FIFA World Cup [and future sport mega-events].

The role of the media in influencing the perceptions of the respondents remains unknown. Only a few of the respondents (13.9%) disagreed to strongly disagreed with the statement made in this regard, with some (20.3%) expressing uncertainty regarding it. The uncertainty about, and the disagreement with, the statement could have translated into the confidence of a few regarding the government's attempts to combat crime. The discomfort of the residents, as was presented in Table 6.25, on the issue of crime (58.2%) was similar to that of the established

businesses, with the latter indicating 65.8% agreement with the statement (see Table 6.48 above). The results highlight that the established businesses shared the same concern with the residents in respect of the statement. The p-value is 0.085, with the result not being significant at $p<0.05$. The results suggest that the businesses might have been the entities to have been highly affected if the image of the country had suffered adversely as a result of the perpetration of crime. Putting the two groups of respondents (i.e. the residents and the established businesses) into perspective, the established businesses might have been highly vulnerable to the image that crime could project to the world. As is shown in Table 6.28, the views of the residents who disagreed to strongly disagreed with the statement (18.7%) could be argued on the basis that no country is crime-free, and, therefore, that the crime incidents that were linked to the event should not have had an undue amount of attention shown to them. However, it must be stated categorically that the hosting of events like the 2010 FIFA World Cup^{TM} requires safety and security measures to be put in place as an important aspect of their planning. Tourists would prefer not to travel to a destination that has a dark cloud of crime hanging over it, as their safety is a matter of priority to them. Several studies conducted on crime (Ferreira & Harmse, 2000; George, 2003; Mates, 2006; Donaldson & Ferreira, 2007) suggest that the success or failure of a tourism destination depends on it being able to provide a safe and secure environment for visitors.

Perry, Chunderduth and Potgieter's (2012) study on the issue of safety and security in relation to the 2010 FIFA World Cup^{TM} suggests the prioritisation of crime not to be limited to the hosting of sport mega-events, but to be built in as an important aspect of the development agenda of the country in advancing both the social and the economic well-being of both the local population and the visitors concerned.

6.3.7.5 Infrastructural development, according to the established businesses

The results that are presented in Table 6.49 acknowledge the responses about the hosting of the 2010 FIFA World Cup^{TM} and its impact on infrastructural development.

Table 6.49: Infrastructural development, according to the established businesses (in %, *n*=108)

Statements	A/SA	N	D/SD
Access to amenities and an improvement in road facilities will result.	74.1	19.4	6.5
Roads, parking facilities and amenities will be refurbished.	62	35.2	2.8
There will be a delay in the delivery of basic services in the poor areas.	62	25	13
Run-down parts of the area will be upgraded.	32.5	53.7	13.9

The majority of the respondents (74.1%) agreed that access to amenities and the improvement of road facilities would result, and that roads, parking facilities and amenities would be refurbished (62%). That run-down parts of the area would be upgraded was not such a certainty (32.5%), however, with most of the respondents (53.7%) stating that they were uncertain about the issue. Although several authors (Hiller, 2000; Shone & Parry, 2005; Cornelissen & Swart, 2006) listed infrastructural development as being among the benefits that were linked to the hosting of mega-events, those who were not in close proximity to the host area were likely not to benefit from such development. If the latter did, in fact, benefit from the development, it would be nothing compared to how much those who were in close proximity to the event location benefited from it.

The findings on the acknowledgement of the positive infrastructural development did not dismiss the view that the delivery of basic services to the poor or rural areas might have been delayed, as was reflected in the views of the respondents (62%), with a quarter of the respondents (25%) being uncertain about it. These results suggest that service delivery benefits might have benefited those who were close to the host city, as biased infrastructural development linked to the service delivery of such developments were mainly linked to the host area and its surroundings. A comparative reflection between the residents (44.2%), whose responses were indicated in Table 6.27, and the established businesses (62%), whose responses appear in Table 6.49, reveals the latter to have been more concerned than were the former about the World Cup causing a delay in the delivery of basic services to the poor areas. The established businesses might be looked at as advocating for basic service delivery to the poor areas during the course of the event. This factor might have influenced the results obtained in this respect. Moreover, the p-value is 0.000, reflecting the difference as being significant at $p<0.05$.

Except for the statement on the upgrading of the run-down part of the area, the results on the statements presented in Table 6.49 were found to be similar to those of the established businesses that were located in close proximity to the stadiums, with most of the established businesses agreeing to strongly agreeing that the access to amenities and the improvement of road facilities would improve (74.%), the roads and parking facilities and amenities would be refurbished (73%), and that there would be a delay in the delivery of basic services to the poor areas (67%) (McKenna & Bob, 2010:218-219).

In the light of the analysis of both the residents' and the established businesses' data, Appendix F provides the chi-square test (X^2) results that were used to test the statistically significant difference on the statements that were presented in common to both the residents and the established businesses, using the p-values as a means of measurement. In an instance where $X^2 = p<0.05$, the difference is noted as being significant, and where $X^2 = p>0.05$ the difference is noted as being insignificant. A summary of both the significant and insignificant differences in relation to the statements is presented in Appendix F. In the appendix, statements reflecting significant difference are indicated in bold under the p-values column.

6.4 Municipal officials from various municipalities within the CWDM

This section provides an analysis of the data that was collected from the various municipalities within the CWDM. The data were collected through surveys that were administered electronically to the municipal officials within the CWDM. It is important to highlight that the municipal officials were 2010 FIFA World Cup™ coordinators of the respective LMs in the CWDM. By virtue of their portfolios (as 2010 FIFA World Cup™ coordinators), their knowledge and experience, in relation to this study, provided an in-depth perspective on the issues at hand, as the data provided came from the accounting officers concerned. The CWDM officials were the custodians of the event planning initiatives in the district.

6.4.1   Participating municipalities

The CWDM is made up of five LMs, being:

- the Drakenstein;
- the Witzenberg;

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- the Langeberg;
- Stellenbosch; and
- the Breede Valley.

All the municipalities cited above had 2010 FIFA World Cup™ coordinators who were respondents, thus they were able to provide a full (100%) representation of the municipal reflection, in relation to the research objectives and the study questions. In substantiating the latter, the questions that posed to the municipality officials are aligned with the following research questions:

- What are the 2010 FIFA World Cup™ key initiatives planned by the CWDM?
- How are the CWDM planning initiatives for the 2010 FIFA Word Cup™ structured to benefit the LMs?
- In what ways are the various stakeholders involved in the planning of the 2010 FIFA World Cup™ initiatives in the CWDM?
- How do various stakeholders perceive the benefits/ spillover effects being linked to the 2010 FIFA World Cup™ as a non-host area?
- What is the level of alignment, integration and coordination of the 2010 FIFA World Cup™ planned initiatives in the CWDM?

The responses that were provided by the respondents were further analysed to provide a district-wide perspective, as all the research questions and objectives of the study were largely centred on the municipalities. Due to the low number of respondents involved (n=5), most of the data are not presented in percentages, but in frequencies, so that the meaning, interpretation and analysis is not obscured by virtue of using percentages. In areas where a percentage reflection is provided, a sample number is also provided, for example: (60%, n=3).

6.4.2   Awareness of and/or involvement of the LMs in 2010 FIFA World Cup™ planning

The awareness of the LMs can be perceived as having been the basis for their involvement in the 2010 FIFA World Cup™ planning in the CWDM, and for their ability to influence the plans at the local level. On the one hand, if the LMs had not been aware of the plans, their involvement might have been unlikely to take place, whereas, on the other hand, their involvement might have been interpreted as an integral part of their awareness. The above was pivotal to the

planning involved, as the implementation of the district 2010 FIFA World Cup™ planning initiatives rested on the implementation that took place at the local level. The rationale for assessing the LMs' awareness of, and/or involvement in, the planning initiatives linked to the 2010 FIFA World Cup™ also served to justify broadly the stakeholders' awareness, participation and involvement in the respective municipalities of the CWDM. Table 6.50 provides a summary of the level of awareness and/or involvement of the LMs in the 2010 FIFA World Cup™ planning initiatives in the CWDM. A detailed interpretation, analysis and discussion of the presentation of results in Table 6.50 is given below the table.

Table 6.50: LMs' awareness and involvement of planning initiatives

Municipalities	Planning initiatives	Yes	No
Drakenstein & Breede Valley	Base camp bid	2	3
Drakenstein Breede Valley Witzenberg Stellenbosch	Public Viewing Areas	4	1
Breede Valley	Volunteer training	1	4
Drakenstein & Langeberg	Tourism	2	3
Drakenstein Langeberg Witzenberg Breede Valley Stellenbosch	Sports development	5	–
Drakenstein Witzenberg Breede Valley Stellenbosch	Infrastructure development	4	1
Drakenstein & Breede Valley	Safety and security / Disaster management	2	3
Drakenstein & Breede Valley	Social development	2	3
Breede Valley	Media centre	1	4

As is shown in Table 6.50, the respondents were asked to indicate their awareness and/ or involvement in the planning initiatives that were linked to the 2010 FIFA World Cup™ in the CWDM. The results revealed a district-wide level of awareness and/or involvement in the event planning initiatives in the CWDM. However, the degree of involvement differed on the basis of to which planning activities an LM was linked. As projected in Table 6.50, the common planning

initiatives on which all LMs centred their plans related to sports development. The common adoption of sports development across the LMs of the CWDM might have been linked to sports development as an important legacy focus of the 2010 FIFA World Cup™. Sports (soccer) development in this context might have translated into community development, since the outcome of such development was the development of sport and the upliftment of the communities concerned. Coetzee and Graaff (1996:13) contextualise community development as being the oldest form of participation in development, with Roodt (1996:314) citing the top-down approach in implementation as being a shortcoming. In line with such assertions, the danger in adopting an approach like this might have lain in it posing a threat to the sustainability of such initiatives, as it was not clear whether such initiatives were demand-based or supply-based (i.e. not necessarily needed by the communities, but available due to a government programme/plan). As cited by Swart and Bob (2012:8),

> many of them [sport development programmes] tended to be short-lived in nature, although their introduction potentially stimulated new direction in the broader sport-for-development landscape in South Africa.

Since soccer has historically been a black sport, the findings projected the hosting of the 2010 FIFA World Cup™ as being transformative, as the results obtained acknowledged the importance of sport (soccer) development. This held particularly true for the CWDM, which is dominated by coloured people, for whom rugby is a dominant sport, as it is for the white residents of the area.

Despite the district-wide focus on sport development, this legacy area has been cited in several studies as being clouded by challenges to the yielding of lasting legacy impacts, such as the lack of sufficient funding (Alegi, 2007; Vidacs, 2010) and of an adequate infrastructure (Pannenborg, 2010). These concerns might have been widespread in the CWDM, considering that most parts of the district were rural.

In line with the sports development, the majority of the respondents (four out of five) centred their planning activities on the PVAs and on infrastructural development. The LMs' awareness of, and involvement in, the PVAs was an attempt to ensure that the ordinary citizens who were not able to purchase tickets to watch the matches live were at least provided with venues at which they could experience the feel of the World Cup. Haferburg, Golka and Selter (2009:174) project the PVAs as being a facility that can provide live broadcasts of any major sporting event

(in this case, the 2010 FIFA World Cup™). It offers sufficient space for a number of people to watch the game, with such added benefits as the promotion of the public sphere and of social interaction. In addition, the Paarl 2010 Evaluation Report presented the existence of PVAs as having created more than 200 part-time jobs, and as having contributed to the volunteer programme (Drakenstein Municipality, 2010:1). The focus of the planning initiatives on infrastructural development was not surprising, as such development falls within the responsibility of the municipalities. The mandate of the municipalities to provide the necessary, or required, infrastructure where and when it is needed is enshrined in policy documents of the state (South Africa, 1998, 2000). Infrastructure is cited as having been one of the legacy indicators by means of which to assess the 2010 FIFA World Cup™. The measuring of its impact might result in its use to justify future investments in relation to coming mega-events (Bob & Kassen-Noor, 2012:17).

Only a few of the respondents (two out of five) centred their plans on the base camp bid, tourism, safety and security / disaster management, tourism, and social development. In terms of the base camp bid, these results were not surprising, as only two towns (i.e. Paarl and Worcester) remained in the offing out of the three towns in the CWDM (i.e. Stellenbosch, Paarl and Worcester) that were initially identified in the 2010 FIFA World Cup™ Business Plan for the Western Cape and Cape Town (CoCT, 2006:44) as having the potential to be a base camp. The later withdrawal of Stellenbosch from the bidding might have resulted from the municipality in question anticipating that the base camp bid was likely to be unsuccessful. The failed attempt for the district to become a base camp is noted by Bijkerk *et al.* (2012) as having been caused by narrow-minded planning, as the CWDM lacked the facilities and training venues of a world-class base camp. The failure of the planned and proposed base camps in the CWDM not only hampered the 2010 FIFA World Cup™ municipal plans devised, but also frustrated the expectations of the local businesses and residents. Even in the EDM, where the base camp bid was successful, it is argued that the benefits to accrue from the hosting of the base camp were not spread outside of the host estates (Daniels & Swart, 2012:159).

Only two out of five municipalities linked their planning initiatives to safety and security / disaster management, despite the former issue having become the cornerstone of the hosting of events of the magnitude of the 2010 FIFA World Cup™. The adoption of such an approach, as perceived by most of the respondents, was likely to have compromised the position of the CWDM in so far as maximising the possible benefits linked to the event went, as a result of the

possible spillover effects involved. The assertions that are made by Consultancy Africa Intelligence (2008) in highlighting the uncontrollable crime situation as being a major negative aspect clouding the realisation of the African dream by South Africa in its hosting of the 2010 FIFA World Cup™ indicate that those regions that wanted to benefit from the event needed to prioritise safety and security in their planning initiatives. Although individual municipalities (two out of five) prioritised such a concern, district-wide, the CWDM did not fully project itself as a safe and alternative destination to which tourists could escape, or which they could visit during their presence in the country. The implications of these results, in terms of safety and security, are twofold. On the one hand, the tourists were likely to visit the regions or destinations that had portrayed themselves as a safe haven to visit before, during and after the 2010 FIFA World Cup™. On the other hand, the efforts that were made by established businesses in the district might have been compromised. Even the municipality (i.e. Langeberg) that linked its planning initiatives to tourism without integrating the issue of safety and security into its plans might not necessarily have translated its efforts into an attempt to maximise the benefits linked to the event.

Although the CWDM might have experienced benefits linked to the 2010 FIFA World Cup™, it might largely have relied on repeat visits, or on receiving relatively few visitors, as its involvement ignored this important aspect of security, choosing to focus solely on tourism instead. The notion of linking security to planning so as to be able to gain leverage from the event is viewed by Matheson and Baade (2004:1095) as being a critical success factor that should be linked to the hosting of an event. This is because the fear of crime limits potential development opportunities. The municipalities that had incorporated the issue of social development in their 2010 FIFA World Cup™ planning initiatives showed that the municipalities concerned planned for the event not only from an economic perspective, but also from a social perspective.

Table 6.50 further reveals the lack of prioritisation of volunteer training by the LMs in their planning initiatives that were linked to the 2010 FIFA World Cup™ in the CWDM. The low number of residents (14%; Table 6.18) reflecting their perceived involvement in the 2010 FIFA World Cup™ can be seen in terms of the lack of prioritising of this aspect by the municipalities concerned. It is disconcerting to note that the municipality that prioritised this aspect of involving the communities in the event through volunteering was not even among the municipalities that were closest to the host location. The results leave much to be desired, as the district is beset

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by high levels of unemployment, which is evident in the CWDM (2007) profile. Although volunteerism might not be formally linked to employment, a district-wide focus on volunteerism would have given the locals experience, a chance to associate with the event, and a level of involvement and ownership in its successful hosting. Opportunities for volunteering would have been of historical significance to the locals, as this was a unique occasion, with it being the very first time that the FIFA World Cup™ was held in South Africa and on the African continent. The experience that might have been gained by the locals being given an opportunity to volunteer would have provided them with an understanding of the concept of volunteerism, while simultaneously paving the way forward for them to be involved in the hosting of events in the region. As noted by Baum and Lockstone (2007:30), volunteers have become particularly vital for the delivery of special events, as most events are now dependent, at least to some degree, on the services of volunteers for their event planning and operations.

Above all, the different planning initiatives adopted by the various municipalities (as cited in Table 6.50) are a reflection of the municipalities moving beyond the scope of providing basic services and administration, to a position from which they can strike a balance in improving the quality of life of their communities. However, a district-wide prioritisation of the planning initiatives involved in the present instance would have projected the region better, in terms of it being able to maximise the benefits linked to the hosting of the event.

6.4.3   Awareness and involvement in terms of the integration of planning initiatives

The success of the 2010 FIFA World Cup™ did not rest solely on the government, hence the integration of planning initiatives with those of other stakeholders or parties was underscored. Table 6.51 presents a summary of how the LMs located in the CWDM integrated their 2010 FIFA World Cup™ planning initiatives. As presented in the table mentioned, all the LMs integrated their planning initiatives with those of the stakeholders and interested parties within their municipalities, including the local sporting bodies. The results, in terms of such integration, possibly projected the municipal plans as not being highly effective, as only 12.0% and 10.2% of the established businesses integrated their plans with those of the CWDM and the LMs, respectively (see Figure 6.11). The integration of 2010 FIFA World Cup™ planning by all the LMs with that of the local sporting bodies might have been linked to the development of soccer across the LMs in the DM, in order to realise what the CoCT (2007) calls a 'sport legacy', by means of building up love for the game among all the communities.

Table 6.51: Cross-tabulation of the LMs, in relation to the integration of the 2010 planning initiatives

Bodies with which 2010 plans integrated	Name of municipality					Total
	Drakenstein	Witzen-berg	Lange-berg	Stellen-bosch	Breede Valley	
CWDM	–	1	1	1	1	4
Stakeholders and interested parties within the municipality	1	1	1	1	1	5
Other municipalities in the district	1	1	–	–	1	3
LTO	1	1	1	1	–	4
Chamber of Commerce	1	–	–	–	–	1
Western Cape Provincial Government	1	1	–	–	1	3
Local sporting bodies	1	1	1	1	1	5
MATCH	1	–	–	1	-	2
SAFA	1	1	1	–	1	4

As can be noted in Table 6.51, most of the respondents (four out of five) from the different municipalities indicated their awareness of, and their involvement in, the integrated planning initiatives with the CWDM, the LTOs and SAFA. The results of such integration were not surprising, as the CWDM carried the mandate of coordinating beyond the 2010 FIFA World Cup™, with the LTOs playing an important role in promoting access to, and marketing of, the area. Such integration supports the principle of cooperative governance, as enshrined in the MSA (South Africa, 2000). Similarly with SAFA, and in keeping with it being the official organising association of the 2010 FIFA World Cup™, it might well have been expected that certain programmes that were centred on the event would filter down to different SAFA regions across the country.

In respect of the demonstration of cooperative governance in planning for the event indicated above, the results revealed that the majority of LMs integrated their planning activities with those of other municipalities within the CWDM. As is shown in Table 6.51, three out of five of the municipalities integrated their planning initiatives with those of other LMs and the WCPG. These results might have translated into an attempt to leverage more from the event through coordinated and integrated efforts across the different municipalities, and across the different spheres of government. Although the other two LMs did not respond to this approach of having

integrated their plans with other municipalities, their integration of planning could have been a platform for the municipalities to learn from one another. The lessons that were learnt from these processes would also have contributed to district-wide planning, and to a broader understanding of planning for mega-events than there might otherwise have been.

The results further demonstrate that three out of five of the respondents indicated that their 2010 FIFA World Cup™ planning initiatives were not integrated with those of their local chamber of commerce (LCoC), with one municipality not being certain about the integration of their plans with those of the LCoC. The results, in relation to this aspect, can be interpreted as indicating minimum interaction between the LMs and the LCoC. In terms of these results, the principles of multi-stakeholder participation in the 2010 FIFA World Cup™ planning initiatives compromised the role that was played by this important stakeholder, as the LCoC is a representative body of businesses that are affiliates in the respective LMs. The input of the LCoC in the planning processes was of paramount importance to the success of the event in the local area. The DEAT (South Africa. DEAT, 2009:7) denotes that "tourism development is a joint responsibility of local government with private sector". As the results demonstrated, by and large, the opposite of the latter, the CWDM's linkage with the 2010 FIFA World Cup™ planning initiatives, with the intention of improving the regional economy (CWDM, 2007), might have been crippled by such actions. These results are likely to have further impacted negatively on the relationship between the different stakeholders and to have affected future planning on any form of development planning in these areas.

An equal number of respondents (2) indicated their awareness of, or involvement in, the integration of their 2010 FIFA World Cup™ planning initiatives with those of MATCH, while the other two LMs indicated no awareness of, or involvement in, integrating their planning initiatives with those of MATCH, with one LM giving no indication on this aspect at all. These results are justified, as the two LMs (Stellenbosch and the Drakenstein) that indicated the integration of their plans with those of MATCH were municipalities within close proximity to the host city. As a result of the above, and because of the base camp bid, the two aforesaid municipalities seem to have positioned themselves as an accommodation alternative to the satellite accommodation offered by MATCH during the event period. The benefits of adopting this approach could have spilled over beyond the event and benefited other sectors of the economy in the region.

Despite the level of awareness of, and involvement in, the integration of plans by the LMs with those of other stakeholders or parties involved in the crucial delivery of the hosting of the event, two out of five municipalities further designed their 2010 FIFA World Cup™ planning initiatives exclusively for their own towns. Daniels (2012:160) emphasises that the integration and coordination of the planning that is undertaken by the district municipalities as pivotal to the capitalising of the opportunities linked to mega sport events. Although these municipalities (i.e. the Drakenstein and the Langeberg) had a minority of the respondents, the conditions for them to gain leverage from the event might have been dictated by the conditions of the local environment. As noted by the South African Government (South Africa, 1996:1311), planning for the local government should be determined by the existing local conditions, the availability of financial means, and the skills base that can be relied upon to carry out the intended plans.

6.4.4 Buy-in to planning initiatives in respect of the municipal perspective of established businesses

Assessing the level of buy-in from business establishments in relation to the 2010 FIFA World Cup™ planning initiatives conducted in the CWDM, inclusive of its LMs, was also imperative for the study. As successful delivery in the hosting of visitors in the name of the event, at least in part, rested in the hands of the businesses concerned, their buy-in was important. The established businesses were perceived to play a vital role that could lead to the realisation of some of the planning initiatives linked to the event, as they were crucial service providers. The level of buy-in is presented in twofold: buy-in from the established businesses into the CWDM 2010 FIFA World Cup™ planning (district level); as well as buy-in from the establishments into the planning of the respective LMs.

The respondents were asked to rate their perceptions of the level of buy-in from establishments at both levels (district and LM), using a rating ranging from low, through medium, to high. The results reflected an acceptable level of buy-in from the establishments into the planning initiatives that were conducted by the district and the LMs. None of the respondents cited a low level of buy-in into planning initiatives at district level, as most of them (three out of five, with the three in question being the Drakenstein, the Langeberg and Stellenbosch) projected a high level of buy-in from establishments into the 2010 FIFA World Cup™ planning initiatives conducted by the CWDM, with some respondents (two out of five, with the two in question being the Witzenberg and the Breede Valley) stating that the buy-in was medium.

At the local level, the results revealed an even number of respondents (two out of five) rated the buy-in from the establishments into the 2010 FIFA World Cup^{TM} planning initiatives that were conducted by the CWDM as ranging from medium (in the case of the Langeberg and Stellenbosch) to high (in the case of the Drakenstein and the Breede Valley). The low level rating by one municipality (i.e. the Witzenberg) can be linked to the distance involved, seeing that it was situated far from a host city, and perhaps had relatively low expectations of the event as a whole.

As can be deduced from the results presented on the level of buy-in from the established businesses into the planning initiatives organised by both the district and the LMs, it is also important to note that the high level of perceptions about business buy-in into the 2010 FIFA World Cup^{TM} planning initiatives by the Drakenstein Municipality did not come as a surprise, as Table 6.56 reflected a degree of engagement between the LM concerned, and the LCoC. The medium to high level of responses that were provided by the other respondents were also justified, as the study revealed that not all of the businesses were members of the business forums / LCoC (58.3%; Figure 6.8). In a study that was conducted on the 2010 FIFA World Cup^{TM} and the EDM, similar assertions were made by municipal officials, rating the level of buy-in from the establishments as standing at 60% (Daniels, 2012:120).

In view of the differences in the perceptions of buy-in from the established businesses at both levels (district and LM), constant communication, engagement, involvement and participation can be seen to be pivotal for the stakeholders to buy into in terms of any planning initiatives. Even though several authors (Darkey & Horn, 2009; Rogerson, 2009) have demonstrated the importance of taking into consideration the different business perspectives involved in hosting an event, the communication with stakeholders should be seen as the foundation for influencing such buy-in. As noted by Daniels (2012:160), clear communication between all stakeholders involved should be built in as an important step towards achieving integrated and coordinated plans, with the DM serving as drivers of the process.

6.4.5   Importance of communication with stakeholders from the district and local
        municipalities

The importance of communicating with the stakeholders in terms of 2010 FIFA World Cup^{TM} planning and developments is perceived in this study as having been crucial for the realisation of the CWDM plans linked to the event. The respondents were asked to provide an indication of whether they perceived communication from both the DM and the LMs with the stakeholders and the role players in terms of the 2010 FIFA World Cup^{TM} planning was significant.

On the one hand, an overwhelming majority of the respondents (four out of five, with the four in question being the Drakenstein, the Witzenberg, the Langeberg and Stellenbosch) perceived communication on planning and development around the event from the district with the stakeholders and the role players as being important. On the other hand, three out of five (with the three in question being the Drakenstein, the Witzenberg and the Breede Valley) of the respondents perceived communication on planning and development around the event from the LMs with the stakeholders and the role players as being important, with two LMs providing the opposite response. In the self-evaluation of the respondents regarding how communication had been between the stakeholders of both the district and LMs, it is important to cite that the failure to realise the goals and objectives of the CWDM planning on the event could not have been beneficial to any of the LM areas in the district. If communication, therefore, had not been regarded as having been as important as desired, according to the goals and objectives of the CWDM in relation to the 2010 FIFA World Cup^{TM} plans, it could have resulted in low levels of awareness (with a 12.7% rating for residents' awareness, and a 22.2% rating for the awareness of established businesses). It could also have resulted in a low level of interest being shown in involvement and participation, with the rating for the residents being 1.8% (see Table 6.22), with 65.6% of the residents not being aware, and with 19.1% of them not being interested (see Table 6.23), and with 33.3% of the businesses not being interested, while 55.6% showed an average interest (see Table 6.37). This translated into a lack of ownership among the stakeholders and role players.

For LMs like the Langeberg and Stellenbosch, which indicated communication as not being important to the stakeholders in their municipalities, there was a dire need to reinforce the importance of communication so that all the stakeholders in these respective LMs could come to clearly understand any plans involved, and how the event would be likely to impact on their environments. As noted by Miller and Twining-Ward (2006:52), communication has become

one of the strategically important activities that occurs among stakeholders, with Gunn and Var (2002:145) presenting communication among key stakeholders as being a basis for their collaboration.

6.4.6   Legacy focus of planning initiatives

Even though the CWDM was not a host area for the 2010 FIFA World Cup™, by virtue of the proximity of certain municipalities to the host area (Cape Town), and in an attempt to assess whether there was value in the planning initiatives undertaken by the DM and LMs beyond the event, it was of paramount importance to understand the legacy focus of the plans involved. The respondents were, accordingly, asked to provide an indication of their perception of the event planning initiatives and their legacy focus.

The projections that were given by the majority of the respondents (four out of five, with the four in question being the Drakenstein, the Witzenberg, the Langeberg and Stellenbosch) perceived the planning initiatives that were linked to the hosting of the 2010 FIFA World Cup™ as having a strong legacy focus. Except for the Breede Valley, the respondents indicated that their approach to planning in relation to the 2010 FIFA World Cup™ had a strong legacy focus. Mann (2008:2) posits the benefits of adopting a legacy-focused approach as ensuring that many long-term benefits are generated for the host city, region and nation well before, during and after the event. In the light of the above-mentioned view, it might well have been anticipated that the planning initiatives for the Breede Valley would yield short-term benefits. Even with the other municipalities, the implementation of the plans was key in determining the extent of the legacy, both in the short-term and in the long-term. Bob and Kassen-Noor (2012:16) highlight the understanding of the extent (whether short-term or long-term) of the legacy impacts to be informed by continuous assessment over a period of time. They further argue that such assessments can be used as a basis for developing better plans, so as to leverage positive benefits from the hosting of sport events.

6.4.7   General opinion linked to planning

In an attempt to broaden the understanding of the study, the respondents were asked to indicate their level of agreement by indicating whether they strongly agreed or agreed with, were neutral on, or disagreed or strongly disagreed with the statements given. A discussion of the findings obtained is presented next.

District-wide, there was a strong perception among the respondents that the event would provide various opportunities in different towns of the CWDM, as most of the respondents (three out of five) agreed (the Breede Valley) to strongly agreed (the Drakenstein and Stellenbosch) with the statement made in this respect, with a considerable percentage of the respondents (two out of five) expressing their uncertainty about the event providing opportunities that could be linked to the event in their respective town(s). This level of uncertainty could have been influenced by the distance of certain municipalities from the host city, as not all towns that fell within the municipalities of the CWDM were in close proximity to the host city. The towns of both the Witzenberg LM and the Langeberg LM that provided a neutral response to the statement were far from the host city, with the majority of their towns being in rural areas.

There seemed to be a high level of understanding of the stakeholder guidance and support offered by the DM to those stakeholders who wanted to become involved in the 2010 FIFA World Cup^{TM}, as an overwhelming majority of the respondents (four out of five) agreed (the Witzenberg, the Langeberg and Stellenbosch) to strongly agreed (the Drakenstein) with the statement, while a few (one out of five) provided a neutral response (Breede Valley) to the statement made in this regard. These results project a government that was willing to involve and engage with various stakeholders in the CWDM on the best possible way for the stakeholders to plan and leverage benefits from the event.

The statement of whether different LMs had the facilities to provide a base camp for a travelling national team seemed to have been met with mixed responses. District-wide responses suggested an impasse on this statement, as two out of five of the respondents equally disagreed (the Witzenberg and the Langeberg) to strongly agreed (the Drakenstein and Stellenbosch) with the statement, with one out of five providing a neutral response (the Breede Valley) on it. The results of the respondents who strongly agreed with the statement might have

been influenced by the 2010 FIFA World Cup™ Business Plan Western Cape and Cape Town document (CoCT, 2006:43-44), wherein the towns of the LMs of Stellenbosch and the Drakenstein were identified as potential base camps and training venues. These LMs (Stellenbosch and the Drakenstein) were the closest of the LMs of the CWDM to the host city, with these results projecting them as being likely to reap more rewards compared to the other LMs in the CWDM, as a result of the CoCT hosting the event.

The respondents were further asked to rate their level of agreement to disagreement with the statement on whether the success of the 2010 FIFA World Cup™ in the district was dependent on the need for consolidated planning incorporating all stakeholders and interested parties. All the respondents (100%) agreed to strongly agreed that the success of the 2010 FIFA World Cup™ planning initiatives in the district needed to be consolidated, incorporating all stakeholders and interested parties. Despite the respondents citing their event initiatives as integrating the stakeholders and interested parties within their LMs (see Table 6.51), the successful hosting of mega-events requires a multi-stakeholder engagement to yield effective planning and implementation.

In a study conducted by Daniels (2012), the same questions in relation to the 2010 FIFA World Cup™ planning were posed to the municipal officials concerned. Except for the statement on the municipality having the facilities to provide for the base camp, the results revealed similar views between the CWDM officials and the EDM officials, with the CWDM officials reflecting high levels of agreement to strong agreement on the statements. Despite these results, the effectiveness of the district coordination in relation to the 2010 FIFA World Cup™ plans could be measured in terms of their ability to deliver.

The results presented above on the general opinions linked to planning projected a strong opinion among the respondents that the individual towns in the CWDM should develop individual 2010 FIFA World Cup™ planning initiatives, as the majority of the respondents (four out of five) agreed (the Witzenberg and the Breede Valley) / strongly agreed (the Drakenstein and the Langeberg) with the statement. Even though only a very few (one out of five) of the respondents disagreed (i.e. Stellenbosch) with the statement, the development of individual plans by each of the towns concerned should have cascaded from the district plans to allow for the integration and the coordination of planning activities or initiatives. A consolidated plan at district level was likely to project a comprehensive picture of the district, rather than of

municipalities in isolation. This would have even assisted the LMs that might not have had either the resources or the capacity to implement such plans. Whether the approach was centred on individual towns or at district level, it would have required the common prioritisation of activities, and it would have taken into cognisance the interest of all spheres. Of the five LMs, only a few (two, being the Drakenstein and the Langeberg) had further developed their 2010 FIFA World Cup™ planning initiatives exclusively for their own towns.

6.4.8   Prioritisation of activities towards an integrated and consolidated plan

This subsection looks at how the respondents perceived the prioritisation of activities so as to realise the 2010 FIFA World Cup™ planning initiatives of the CWDM, in terms of the fostering of an integrated and coordinated approach. The respondents were asked to rate the prioritisation of activities that they considered to be necessary for the success of an integrated and consolidated plan by the CWDM. They were asked to respond to the questions by using a rating scale of 1 to 5 (1 = Less Important; 2 = Slightly Important; 3 = Average; 4 = Important; and 5 = Most Important).

There seemed to be common thinking on certain activities being regarded as priority areas for ensuring that the success of the 2010 FIFA World Cup™ planning initiatives in the CWDM was informed by an integrated and consolidated plan. All of the respondents (100%) agreed unanimously that the following areas should be prioritised as the most important activities for the success of integrated and consolidated planning by the CWDM:

- effective communication by the district to all the stakeholders and interested parties;
- effective communication by the LMs to all the stakeholders and interested parties within their municipality; and
- buy-in and support from the provincial government.

The areas listed above reflect a clear understanding of the central role and responsibility of the government in different spheres of the government as being pivotal to any planning. The gaining of support from the provincial government would have contributed to the success of the integrated and coordinated 2010 FIFA World Cup™ plans by the CWDM. In addition, such support would also have helped to ensure alignment with the implementation of the broader goals and objectives of the provincial government in the hosting of the World Cup. This would

have been in line with the principles of cooperative governance, as were discussed in Chapters 3 and 4.

The results reflect that the majority of the respondents (four out of five, being the Drakenstein, the Witzenberg, the Langeberg, and Stellenbosch) rated buy-in to the CWDM's 2010 FIFA World Cup™ plans by all the stakeholders and interested parties as being most important, with one out of five (the Breede Valley) rating the activity average. These results indicate that the success of the planning initiatives around the 2010 FIFA World Cup™ required not only effective communication, as was suggested by the respondents, but also a multi-stakeholder approach that fostered a sense of collaboration among the stakeholders. These results are supported by the assertions made by Edgell *et al.* (2008:111) projecting collaborative multi-stakeholder processes as leading to an agreement on priority issues and to the formation of partnerships.

Relating to the projection of the activity of effective communication by the tourism offices to all the stakeholders and interested parties within their municipality, no common understanding seemed to exist on the role and ability that such offices could have in communicating with the above-mentioned parties within the respective municipalities on the planning initiatives for the 2010 FIFA World Cup™ in the CWDM. Only two out of five LMs (i.e. the Drakenstein and Stellenbosch) indicated that the activity was most important, with two out of five (i.e. the Witzenberg and the Breede Valley) providing an average response, and one out of five (i.e. the Langeberg) indicating the activity to be less important. The results suggest that gaining a broader understanding of the role that the LTOs could have played in contributing to the success of event planning by the respondents was important.

In terms of considering affiliation with MATCH as a means of attaining success with the integrated and consolidated 2010 FIFA World Cup™ planning initiatives by the CWDM, some of the respondents (two out of five, with the two being the Langeberg and the Breede Valley) rated the activity as being less important while one out of five (i.e. the Witzenberg) rated the activity as being slightly important, average (i.e. Stellenbosch) and most important (i.e. the Drakenstein), respectively. These results mirror a true reflection and the actual practice of what the LMs have actually done in integrating their planning initiative with those of MATCH (see Table 6.51), as the same percentage was reflected. Informed by both of the results presented

in Table 6.51 and by these results, proximity to the host city could have influenced the amount of support granted to the prioritisation of affiliation with MATCH.

The respondents were asked to indicate whether they considered the awareness of FIFA guidelines and requirements as being necessary for the success of the integrated and consolidated 2010 FIFA World Cup™ planning initiatives by the CWDM. The respondents indicated their level of agreement in considering this activity as being most important (3 out of 5, with the 3 being the Drakenstein, the Langeberg and Stellenbosch), with one out of five citing the activity as average (i.e. the Breede Valley), and one citing the activity as being slightly important (i.e. the Witzenberg), respectively. To a relatively large extent, these results reflect the district as being conscious of the fact that the plans that were centred around the hosting of the event would require them to adhere to the FIFA guidelines and requirements, especially in terms of the LMs that wanted to derive more benefits from the event, taking into cognisance the different stakeholders existing in their municipalities, such as businesses and residents. Although South Africa was given the rights to host the 2010 FIFA World Cup™ it was required that such hosting should be done within the guidelines and the requirements of FIFA.

On the prioritisation of seminars that were linked to planning for the event, three different views were presented. Even though most of the respondents (three out of five) rated the activity of organising regular seminars at district level as being necessary for the success of an integrated and consolidated 2010 FIFA World Cup™ plan by the CWDM as important (one out of five, with the one being the Breede Valley) / most important (two out of five, with the two being the Drakenstein and Stellenbosch), it is disconcerting to note that only one out of five rated the activity as average (i.e. the Langeberg) and as slightly important (one out of five, with the one being the Witzenberg). Although a similar question was posed at local level, very few saw the organisation of regular seminars and workshops at local level as being considered necessary for the success of an integrated and consolidated plan when compared to the DMs organising the activities. Most respondents (four out of five) rated the activity as important (two out of five, with the two in question being the Witzenberg and the Breede Valley) / most important (two out of five, with the two in question being the Drakenstein and Stellenbosch), with only one out of five (i.e. the Langeberg) rating the activity as being less important.

Putting the responses as presented above in context, the value of organising seminars and workshops at DM level was downplayed by the respondents, as the role of the DM was seen to

be making sure that the planning took place, and that the activities that were planned for were integrated and coordinated through a process of engagement and robust discussions aimed at creating a better understanding of, and at identifying, common interests. As it was the first time that the event was hosted on African soil, keeping stakeholders abreast of, and creating platforms for, engagement was seen as being pivotal to the success of such plans. The workshops and seminars were likely to provide grounds for stakeholder participation. Several authors (Gutierrez *et al.*, 2005; Hall, 2008; Mason, 2008) have referred to workshops and seminars as being among the methods that should be deployed when engaging stakeholders. Comparing the three out of five DMs', and the four out of five LMs', response ratings to similar statements, the strong view regarding the organising of the seminars and workshops in the LM could have been strengthened by the fact that the LM was an implementing ground.

6.4.9   Measuring progress in terms of the multi-stakeholder approach to planning

This subsection provides reflection on the progress and the challenges in terms of the multi-stakeholder approach to the planning of the CWDM 2010 FIFA World Cup™ planning initiatives. The research instrument (i.e. the questionnaire) and the data that were received from the respondents presented the results in twofold: firstly, in terms of the multi-stakeholder approach to the planning that went on between the CWDM and the local businesses, and, secondly, in terms of the multi-stakeholder approach to planning between the CWDM and the local communities.

 The presentation and analysis of results put emphasis on:

- stakeholder engagement;
- the facilitation of partnerships between the public and the private sector;
- cooperation;
- collaboration;
- participation; and
- the role played in the planning process.

Relating to the issues raised, the respondents were asked questions measuring the amount of progress that had been made in terms of the multi-stakeholder approach to planning, in response to which they were required to use the indicators 'poor', 'satisfactory', 'good' and

'excellent'. Whenever the respondents provided a poor or satisfactory response, the respondents were further asked to provide reasons for them having done so. This was done in an attempt to bring to the fore the realities of the challenges to the multi-stakeholder approach to planning in the 2010 FIFA World Cup™ planning initiatives in the CWDM. Since similar questions were asked, from both a business and a community perspective, a comparative analysis is provided, as is evident in Figures 6.14 and 6.15.

6.4.9.1 The district's role in engaging businesses and communities as potential stakeholders
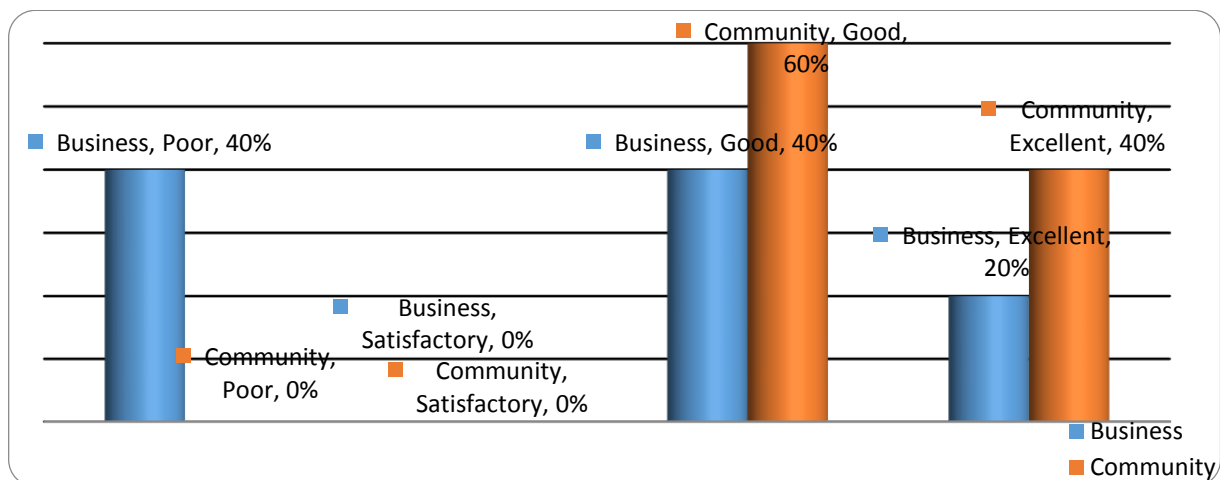
Figure 6.14: The district's role in engaging businesses and communities as potential stakeholders (*n*=5)

As can be deduced from Figure 6.14, the respondents' rating of the district's role in engaging communities as a potential stakeholder in the 2010 FIFA World Cup™ planning initiatives taking place ranged from good (60%, for the Langeberg, Stellenbosch and the Breede Valley) to excellent (40%, for the Drakenstein and the Witzenberg). On a similar question that was posed to the respondents on the district's role in engaging with business, most of the respondents (60%) rated the level of engagement as good (40%, for the Drakenstein and Stellenbosch) to excellent (20%, for the Witzenberg), while a considerable proportion (40%, for the Langeberg and the Breede Valley) gave the statement a rating of poor.

Of the 40% respondents who rated the activity of engaging with businesses as poor (see Figure 6.14), they contextualised their responses by explaining that no discussion took place with businesses, and organised businesses were only once called to meet on the CWDM 2010 FIFA World Cup™ planning initiatives.

Paraphrasing the results presented in Figure 6.14 on the district level of engagement between the communities and the businesses, the district role of engaging businesses seems to have been more complex than was its role in engaging with communities. With the results projected, and the explanation provided by the respondents, the businesses were left with an option of developing their own plans and perhaps of being able to commit to joint planning (partnerships) among the different businesses in their jurisdictions if they wanted to leverage more benefits from the event. As these were the responses of the LM officials, clearly only minimal dialogue was entered into in this respect. This amounted to a failure to provide platforms for businesses in some parts of the district from which they might have been able to supply input for the plans. This failure compromised the integrity of the CWDM 2010 FIFA World Cup™ multi-stakeholder planning processes, as most of the established businesses were not happy about the manner in which the district engaged with businesses in the planning process (57.4%; subsection 6.3.5). The challenge of the government has been noted by Hall (2008:164) as being that of being able to bring various organisations and agencies together to work for a common purpose. Apropos to the context of the study, Daniels (2012:160) proposes leveraging opportunities that are linked to the hosting of future mega-events as being dependent on the regions so as to establish clear programmes through which interested parties and stakeholders can become involved in future planning. These assertions denote the existence of structured engagement programmes for the relevant stakeholders, and the provision of necessary support towards the realisation of such programmes.

6.4.9.2 The district's role in facilitating partnerships between the public, private sector and the communities
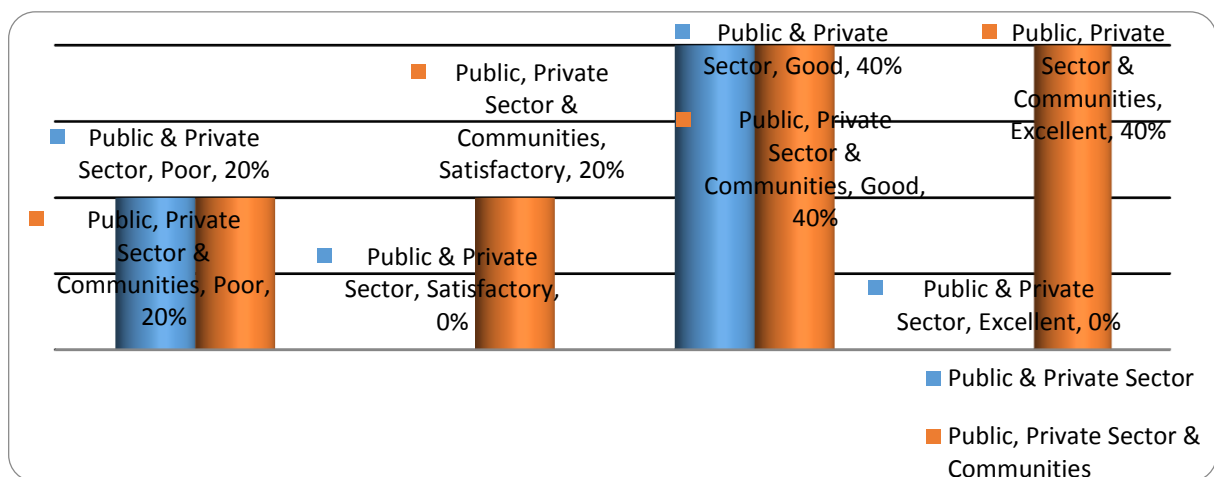
Figure 6.15: The district's role in facilitating partnerships between the public, private sector and the communities (*n*=5)

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In relation to the district's role in engaging businesses and communities and the facilitation of partnerships between the public and private sector and the communities, Figures 6.14 and 6.15, respectively, project a facilitation process that has not been immune to challenges. Of the two areas (businesses and communities), the facilitation of partnerships between the public and private sector and the communities was rated high (80%), ranging from good (40%, for the Langeberg and Stellenbosch) to excellent (40%, for the Drakenstein and the Witzenberg), as compared to a 40% good (for the Drakenstein and the Witzenberg) and 40% satisfactory (for Stellenbosch and the Breede Valley) response for the public and private sector partnership. Public-private partnerships have been cited as being an area requiring improvement in the development of tourism in South Africa, as a previously low success rate is noted (South Africa. NDT, 2011:48). Even though only a small proportion of the respondents (20%; one out of five) rated the role of the district in facilitating partnerships for both the businesses and the communities as being poor (in the Langeberg and the Breede Valley) respectively, the respondents concerned justified their rating by arguing the following points:

- Meetings were held with the representatives from the business, including the SMME, sector to inform them of the progress that had been made and not, as such, to involve them as partners.
- No discussion took place.
- Only a selected group of businesses was identified to collaborate in the planning of 2010 FIFA World Cup™.

6.4.9.2.1 The district's role in facilitating cooperation

The district's role in facilitating cooperation was explored based on the businesses and the communities involved. In relation to businesses, the district's role in facilitating cooperation among the local businesses was highlighted by most of the respondents as being an activity with challenges. Despite the established businesses rating inter-business cooperation as good (50%) to excellent (12%) (as can be seen in Table 6.42), 60% (three out of five, with the three being the Langeberg, Stellenbosch and the Breede Valley) rated the activity as poor, with 40% (two out of five, with the two in question being the Drakenstein and the Witzenberg) giving an indication that the activity had been well conducted. The respondents revealed that the poor response was due to the district doing nothing to facilitate the spirit of cooperation among the stakeholders in certain areas, with it also being due to the late involvement of the local

businesses in certain programmes (i.e. in legacy projects). The sense of cooperation among the local businesses could have helped them to identify a common interest so as to advance their businesses and to influence the 2010 FIFA World Cup^{TM} planning initiatives, in line with the district plan. Doing so would have also given the local businesses a collective voice. Despite the challenges cited by the respondents to the attainment of a sense of cooperation among the local businesses, competition is likely to have hindered any efforts that were made by the district to achieve cooperation, as individual businesses might have relied on their own plans to gain leverage benefits from the event. Since the district role was that of a facilitator and a coordinator, the established businesses needed to define the value of attaining cooperation among the businesses towards the planning for the 2010 FIFA World Cup^{TM}, to the level of their comprehension. As noted by Baum (2006:131) "success of any destination . . . initiative depends on stakeholders who are able to balance the 'importance' of destination priorities".

The responses provided on the district's role in facilitating cooperation between businesses and the district posit the process as not having been a smooth one. Of the respondents, 40% (two out of five) rated the activity as poor (i.e. the Langeberg and the Breede Valley) and good (i.e. the Drakenstein and the Witzenberg), respectively, with one out of five (Stellenbosch) rating it as satisfactory. In view of the results obtained, the respondents expanded the rationale of the results by stating that extensive communication between the DM and LM was important. Similar views were shared by the established businesses, reflecting 63.9% dissatisfaction with the manner in which the district had facilitated cooperation between the businesses (see Table 6.38).

On the question of the district's role in facilitating cooperation among the communities in relation to the 2010 FIFA World Cup^{TM} planning initiatives, success was demonstrated in making the communities understand the event and its implications. The 60% (three out of five, with the three in question being the Langeberg, Stellenbosch and the Breede Valley) majority of the respondents who rated the activity as good and the 40% (two out of five, with the two being the Drakenstein and the Witzenberg) who rated it as excellent attest to the above. The results that were obtained in relation to the amount of cooperation that was achieved between the communities and the CWDM are similar to those that were obtained in connection with the district's role in facilitating cooperation among the communities, as the respondents rated the activity as good (60%, by the Witzenberg, the Langeberg and Stellenbosch) and excellent (20%, by the Drakenstein). Gunn and Var (2002:340) project the attainment of cooperation as

being an important step in stakeholder engagement, as it removes or ameliorates the barriers to development.

6.4.9.2.2 The district's role in facilitating collaboration

Similarly with the district's role in facilitating cooperation, the district's role in facilitating collaboration was explored from a business and community perspective.

On the issue of collaboration among the local businesses, the respondents indicated a relatively high level of dissatisfaction with the manner in which the district was facilitating collaboration among the local businesses in terms of the 2010 FIFA World Cup™ planning initiatives. Most of the respondents (three out of five, with the three in question being the Langeberg, Stellenbosch and the Breede Valley) rated the activity as having been conducted in a poor manner, while two out of five (i.e. the Drakenstein and the Witzenberg) rated the activity as being well conducted. On the same question, similar responses were made by the established businesses, indicating 63.9% dissatisfaction (with 33.3% poor, and 30.6% satisfactory; see Table 6.38). On the district role in facilitating collaboration among the communities, the respondents gave a 'good' (four out of five, with the four being the Drakenstein, the Witzenberg, the Langeberg, and Stellenbosch) to 'satisfactory' (one out of five, with the one being the Breede Valley) response.

The poor response rate reflected in relation to the district's role in facilitating collaboration among the local businesses presumed the facilitation of collaboration by the district among the businesses as being difficult compared to the amount of collaboration that was achieved among the communities. The involvement of several stakeholders might have increased the amount of social acceptance, so that the implementation and enforcement of the collaboration might have been easier to effect than it might otherwise have been (Bramwell & Lane, 2000:7).

Despite the projected results on the district's role in fostering partnership, cooperation and collaboration, the respondents rated the amount of progress that was made at the level of planning as being good (three out of five, with the three being the Witzenberg, Stellenbosch and the Breede Valley) to excellent (two out of five, with the two being the Drakenstein and the Langeberg). However, the respondents' reflection on the level of participation among the stakeholders raises concerns, as some of the respondents (two out of five) rated the level of

participation among the stakeholders as being satisfactory (i.e. the Langeberg and Stellenbosch), with two out of five rating it as good (i.e. the Witzenberg and the Breede Valley), and one out of five rating it as excellent (i.e. the Drakenstein).

In interpreting the satisfactory responses that were obtained on the level of participation among the stakeholders, the respondents revealed that the levels of participation among the local football associations had been good, but that such levels had been satisfactory to poor when it came to tourism, the businesses and the communities. Contextualising the planning results against the participation results, even though there was a good reflection on planning, to a certain degree, the challenge of participation could have hindered the realisation of the plans devised. These results may be viewed parallel with the concerns that were raised by the established businesses in Table 6.40 to Table 6.42.

6.4.9.3 The district's role in relation to the role of businesses and communities in 2010 FIFA World Cup^{TM} planning

Businesses and communities are perceived in this study as being important stakeholders in the hosting of events like the 2010 FIFA World Cup^{TM}. The respondents were asked to rate the district's role in ensuring that both businesses and communities were central to the 2010 FIFA World Cup^{TM} planning initiatives in the CWDM.

The question on the district's role of ensuring that local businesses were central to the event planning initiatives seems to have posed challenges for the district, as most of the respondents (three out of five, with the three being the Langeberg, Stellenbosch and the Breede Valley) rated the activity as poor, whereas two out of five rated it as good (i.e. the Drakenstein and the Witzenberg). As participants in the planning process, the established businesses indicated such centrality as being poor (57.4%), while it was rated as satisfactory by 23.2% (see Table 6.38). On the same question, but in relation to the communities, a significant proportion of the respondents rated the district's role as being good (two out of five, with the two being the Langeberg and Stellenbosch) to excellent (two out of five, with the two being the Drakenstein and the Witzenberg), with one out of five (i.e. the Breede Valley) providing a satisfactory response in this regard. Centring businesses within the ambit of the CWDM 2010 FIFA World Cup^{TM} planning initiatives proves to have been a complex and challenging process for the 2010 FIFA World Cup^{TM} coordinators. The above depicts weakness in the adoption of the multi-

stakeholder approach to planning for this important stakeholder (i.e. the established businesses).

In addition to the statements rating the district's role in ensuring that both the businesses and the communities were central to the 2010 FIFA World Cup planning, the respondents indicated that there were activities in place to involve both the businesses and the communities as stakeholders in the 2010 FIFA World Cup™ planning initiatives in the CWDM. A summary of these planned activities is presented in Tables 6.52 and 6.53.

With reference to Tables 6.52 and 6.53, the results revealed that there were activities in place to involve both the businesses and the communities as stakeholders in the 2010 FIFA World Cup™ planning initiatives in the different municipalities of the CWDM. However, the activities for involving the businesses in the Langeberg and Breede Valley municipalities were not highly visible from an early stage, as the respondents were unaware of any at the time of the current study. It is also important to note that some of the activities that are cited in these tables are merely a foundation for engagement, thus not being firm proof of whether the businesses and communities were really taken seriously as major stakeholders in the process.

Table 6.52: Activities to involve stakeholders in the planning initiatives, in terms of the businesses (*n*=5)

Municipality	Stakeholder	Activities
Drakenstein	Businesses	• A plenary committee formed, wherein all the business people of the Drakenstein were to take part in the relevant preparations.
Witzenberg	Businesses	• Businesses were provided with an opportunity to sell their products at the PVAs. • Businesses could engage with the CWDM to market their brands during the 2010 FIFA World Cup™.
Langeberg	Businesses	• No such activities were known of.
Breede Valley	Businesses	• Activities of this nature were not specified.
Stellenbosch	Businesses	• Key stakeholders and partners were identified to form a steering committee.

Table 6.53: Activities to involve stakeholders in the planning initiatives, in terms of the communities (*n*=5)

Municipality	Stakeholder	Activities
Drakenstein	Communities	• PVAs were set up at the Boland cricket grounds.
Witzenberg	Communities	• PVAs were set up, with the involvement of the regional football governing bodies, like SAFA and their affiliated local football associations and community-based organs.
Langeberg	Communities	• PVAs were set up in Worcester.
Breede Valley	Communities	• A meeting was held with potential/interested stall sellers, so that they could sell their products at the fanjol. • There was an invitation to network with the 2010 office. • A logo competition was held to design a 2010 FIFA World CupTM logo for the Breede Valley.
Stellenbosch	Communities	• Consultation and meetings were held with the local football association, the relevant sports councils and the community.

To a large extent, Table 6.53 is a better reflection than is Table 6.52 in so far as demonstrating the activities involving the stakeholders in the 2010 FIFA World Cup™ planning initiatives goes, as all the municipalities were clear on the aspects with which they were engaging with the communities.

Despite the reflection in terms of how assessing the district role went in ensuring that both the businesses and the communities were central to the planning initiatives for the 2010 FIFA World Cup™ and in terms of the recognition that was provided to the businesses and the communities as stakeholders through their involvement in the planning (see subsection 6.4.9.3), the respondents rated the level of integration and coordination of the 2010 FIFA World Cup™ planning initiatives from good (two out of five, with the two being the Witzenberg and the Langeberg) to excellent (three out of five, with the three being the Drakenstein, Stellenbosch and the Breede Valley). The integration and coordination of planning in terms of the event initiatives are cited by the respondents as having been beset with challenges. Among these challenges the respondents mentioned:

- bringing all the stakeholders together to hear their opinions;
- implementing the concepts to such an extent that doing so ensured sustainable development regarding football in the district, region and local areas;
- the marketing of PVA events;
- the process of setting up a base camp; and
- the lack of funding.

In view of the discussion that was presented in this section, if a multi-stakeholder approach was to be adopted to planning, with the intention of achieving partnerships, cooperation and collaboration through robust stakeholder engagement, and through the integration and coordination of activities that required prioritisation, then the realisation of a consolidated plan was highly dependent on the key activities involved. As Jordaan (2004:2) asserts, "it is up to local government to make sure the 2010 FIFA World Cup™ is a world class event".

6.5 Summary

The presentation, interpretation, discussion and analysis of data presented in this chapter has demonstrated the congruence between the literature reviewed and the theoretical and conceptual framework of the study, relative to the research aim, objectives and questions asked. This has been complemented by a considered process of identifying and selecting relevant research methods and techniques that suited the different respondents in the study. This process has contributed to the reliability and validity of the findings of the study. Various stakeholders who were identified for this study have contributed in providing their understanding of the subject involved. These stakeholders included a representative sample of the residents, the businesses and the local government officials from the CWDM, inclusive of its LMs.

The outcomes of this chapter contributed to drawing up the recommendations and the conclusions that are presented in the next chapter, in such a way that they allow for the generation of new knowledge and understanding. Even though the study focuses on the adoption of a multi-stakeholder approach to CWDM 2010 FIFA World Cup™ planning initiatives, with the area in question being a non-host area, attempts to address all the shortcomings evident in the study will be made, such that the study will not only be beneficial to the CWDM and to future non-host areas, but to the broader sport tourism fraternity in general.

As the 2010 FIFA World Cup™ was a mega-event, this chapter has demonstrated that the adoption of a multi-stakeholder approach to the planning of such an event is pivotal. The failure to recognise the importance of adopting such an approach might have undermined not only the principles linked to this approach (i.e. to multi-stakeholder planning) but also have led to a failure in the realisation of the envisaged plans. The next chapter is the last chapter, outlining the presentation of the recommendations and the conclusions of the study.

CHAPTER 7

CONCLUSIONS AND RECOMMENDATIONS

7.1   Introduction

Having presented the importance of adopting a multi-stakeholder approach to planning throughout this study, and informed by the gaps that have been found in the literature, and by the findings made, this chapter provides the appropriate conclusions and recommendations. In an effort to present an understanding of how the conclusions and recommendations of the study were arrived at, a general overview of the study as a whole is presented. As it has been evident that the research process in the study was not immune to challenges posed by the research environment, as have been reflected in the chapter on methodology (see Chapter 5), the limitations of the study are also reiterated.

An overview of the expected outcome against the actual outcome of the study is presented as an important aspect of this chapter. With this being the last chapter, it also maps out the issues that are critical to the future of sport tourism events. These issues are raised in relation to their relevancy, and how they will continue to impact on the growth and sustainability of sport tourism events in future. The attainment of the research objectives is also measured and presented as a basis for drawing up the conclusions to, and the recommendations of, the study. In evaluating these objectives, the implications of the outcome of the research objectives for the stakeholders involved are also presented.

Since the results in the previous chapter demonstrated the challenges existing in the multi-stakeholder approach to the planning initiatives linked to the 2010 FIFA World Cup™ by the CWDM, further recommendations are presented by making reference to two models developed. The first model illustrates how the multi-stakeholder approach to planning for mega-events might be enhanced. The second model outlines the value of multi-stakeholder planning beyond the engagement processes concerned. These models are also linked to the evaluation of the objectives presented in this chapter. As the study was very broad, the possible future research areas that might contribute to the corpus of literature on mega-events and the non-host areas

are highlighted. This also serves as an attempt to broaden the scope of the research agenda upon which sport tourism events should be shaped beyond the context of the non-host areas.

The recommendations and conclusions drawn in this chapter demonstrate the level of contribution made by the current study to the relevant body of knowledge for the benefit of all the stakeholders involved. This is done by reflecting on the implications that the results of the study posit for various stakeholders who participated in the study. It is also highly informed by looking at the research problem of the study, relative to both the anticipated and the actual outcomes that were presented through examining the scientific evidence in the previous chapter.

Even though the study investigated the adoption of the multi-stakeholder approach to 2010 FIFA World Cup^{TM} planning initiatives by the CWDM as a non-host area, the recommendations and the conclusions drawn might not only be viewed as being limited to the 2010 FIFA World Cup^{TM} planning, but they should also be regarded as important in strengthening the value and importance of adopting the multi-stakeholder approach to planning in the CWDM. Informed by the above, the contribution that is made by the study should not only prove useful to the CWDM, but also to other non-host areas that might want to position themselves more favourably than they have done in the past in an attempt to gain leverage from the event. It should also prove useful to the developing countries that have yet to host such an event, and to the sport tourism industry as a whole.

7.2   Limitations of the study

This section acknowledges that, despite the attempt that was made to address the research problem, the study has some limitations, which are discussed in the following subsections.

7.2.1   The negative impact of the late approval of the study on the sample size

Late approval of the study by the CWDM delayed the planning and implementation of the study. The project was approved late in January 2010 (see Appendix D). This factor also affected the sample size, as the research had to cover the entire CWDM, which is spread across a wide area. The initial targeted sample size for the residents was (*n*=380) in each municipality, as informed by Isaac and Michael (1981:193) and Uys (2009), who determined the needed size of

a sample from a given finite population. The late approval of the study meant that a rule in this regard had to be set prior to the fieldwork. This rule meant that 250 respondents had to be solicited across all LMs constituting the CWDM. Based on the rule, the sample was viewed as sufficient. The above was done in consultation with the CPUT statistician and the research supervisor involved. As a result of the late approval, the residents' survey was conducted a month before the event, with it being completed 11 days before the event.

Not only was the sample of residents affected by the late approval of the study, but so, too, was the sample of the established businesses in the CWDM. The initial planning of the project had suggested the advisability of a district-wide survey of established businesses in the CWDM. However, due to the time limitations that were imposed, a rule was also set that the focus of the business survey would be on the areas that were closest to Cape Town (a host area), as the surveys of the established businesses were conducted a week before the event.

7.2.2   Budgetary constraints

Although the late approval of the study could have been curbed by employing more fieldworkers, given the short space of time, and the vastness of the area to be covered for both the residents and the businesses, the limitations in terms of the budget that was allocated for the project could not cover taking on additional fieldworkers.

7.2.3   Change in data collection methods and techniques

As presented in Tables 5.1 and 5.2, the changes that were made in data collection methods also contributed to the limitations of the study. The most affected respondents included the CWDM and the established businesses. Despite the contributing factors to the limitations being evident in these tables, the value and integrity of the study was not compromised. An explanation of the limitations that were linked to changes in the data collection methods and techniques was provided in subsections 6.3.2.1 and 6.3.2.2.

7.2.3.1 CWDM officials

The unavailability of the municipal officials for interviews is interpreted as a limitation to the study. Although the information contained in the surveys of the CWDM officials is sufficient to contribute to an understanding of the broader objectives of the study, interviews with the municipal officials would have provided more in-depth insights into the issues that were central to the 2010 FIFA World Cup™ planning initiatives for the CWDM. In some instances, where a follow-up had to be made, the 2010 FIFA World Cup™ incumbents had left the employ of the CWDM, or they were no longer in a position to provide more information on the event than they had previously done.

7.2.3.2 Established businesses

Since the surveys for established businesses were meant to be administered face to face, a small percentage of the respondents opted for providing the responses via e-mail, due to their busy schedules. As a result of this, not all of the established businesses that promised to e-mail their responses did so, as the researcher did not have control over the subjects, despite making follow-up phone calls and on-site follow-ups. This limitation made it difficult to ascertain whether the respondents replied only to the questions that were convenient for them to do so.

In view of the limitations that were linked to the changes made in the data collection methods and techniques being presented as a limitation to the study, it is also important to reflect this approach as revealing of the dynamic nature of the fieldwork environment. Despite the limitations cited, the data collection methods and techniques that were deployed in this study did not compromise the degree of reliability and viability thereof.

7.2.4   Lack of available literature on mega-events and non-host areas

Although resounding efforts have been made by various researchers to contribute to the literature and understanding of sport tourism events in the context of mega-events and the FIFA World Cup™, there is an apparent lack of research linking such events to the non-host areas. The focus of these studies has been more on the impacts (i.e. the benefits and the costs), with minimal attention being given to the actual planning of the event, particularly in terms of the

multi-stakeholder approach to planning for such events, and the implications of such planning on the host and non-host areas.

The above prompted the researcher to adapt certain aspects of literature, and to modify them in the context of the study. Even though the lack of available literature on mega-events and non-host areas is presented as a limitation, the little amount of literature that was available has contributed to the research study being able to bridge the existing knowledge gap in this regard.

7.3 Expected outcomes vs. actual outcomes

Providing clarity on the expected outcomes vs. the actual outcomes of the study is an important aspect of this chapter. The 2010 FIFA World Cup^{TM}, was a world-class event that was held on African soil for the first time, required much planning and coordinated effort to be successful. Accordingly, it was expected that the process of engaging with the stakeholders at a multi-stakeholder level would pose challenges, as the event had many FIFA requirements and restrictions that had to be met.

Even though the actual outcomes were not far from the expected outcomes, what makes this section important and highly significant is the evidence that emerged from this study. Comparing the two (i.e. the expected outcomes with the actual outcomes) contributed to the model presented in this chapter.

7.4 Measuring the attainment of the study objectives and the implications of the outcomes for each stakeholder concerned

Since this chapter is the closing chapter, in drawing the conclusions and recommendations, it is important to ascertain the extent to which the study objectives have been met. The following objectives, which served as a guiding principle throughout the study, are presented below:

- to identify the 2010 FIFA World Cup^{TM} key initiatives planned by the CWDM;
- to assess the CWDM 2010 FIFA World Cup^{TM} planning initiatives in relation to the beneficiation of the LMs;
- to gain an understanding of the different ways in which various stakeholders were involved in the planning of the 2010 FIFA World Cup^{TM} initiatives undertaken in the CWDM;

- to ascertain ways in which the various stakeholders perceived the benefits/spillover effects linked to the 2010 FIFA World Cup™ in respect of a non-host area; and

- to examine the level of alignment, integration and coordination of the 2010 FIFA World Cup™ planned initiatives in the CWDM.

The objectives of the study were set in line with its overall aim, which was to conduct an investigation of the multi-stakeholder approach to the planning initiatives of the 2010 FIFA World Cup™ in the CWDM, a non-host area. The study objectives have brought about congruence between the literature reviewed, the questionnaires developed, and the research questions, while simultaneously representing a point from which the recommendations and conclusions were discharged. In measuring the attainment of these objectives, each objective is presented and evaluated in the following subsections. In addition, the implications that the outcome of these objectives had on the stakeholders is highlighted.

7.4.1 The first objective: to identify the 2010 FIFA World Cup™ key initiatives planned by the CWDM

In terms of the first objective, the study has identified that there were 2010 FIFA World Cup™ key planning initiatives that were undertaken by the CWDM. These were assessed by aligning the country's objectives in hosting the event with those of the district, together with the 2010 FIFA World Cup™ Strategic Document for the Provincial Government of the Western Cape and the CoCT. The latter has been highlighted in Chapter 4 of the study. Furthermore, the results that were presented in Chapter 6 provide more evidence of the probe, as some of the respondents were able to identify with certain of the planning initiatives of the CWDM that were linked to the 2010 FIFA World Cup™. Apart from the municipalities, not all of the respondents (i.e. the established businesses and the residents) were able to identify with these plans.

Despite the alignment that was found in terms of the 2010 FIFA World Cup™ key initiatives planning that took place between the national, provincial and district governments, a degree of disjointedness occurred at district level, and there was a lack of harmonisation of the plans at the local level. Even though, district-wide, the study revealed several event key planning initiatives as being centred around base camps, PVAs, volunteer training, tourism, sport development, infrastructural development, safety and security, and the media centre, only one common key planning initiative was identified across the municipalities.

One key common planning initiative that the study was able to identify in the case of all the municipalities was sport development. This initiative (sport development), which was a social aspect that was associated with the event, was linked to sport legacy in terms of the 2010 FIFA World Cup™ key planning initiatives. The common planning and the prioritisation of this key initiative might have projected a 'transformative model' of the event, considering the conceptualisation of soccer as a Black sport in a region that is dominated by coloured people who regard rugby and cricket as being the most dominant sports played and followed. This might also have been in line with the vision of building up a love of the game among all the communities in the Western Cape. Whether or not there was to be a lasting impact from this aspect, it had become important to monitor the growth and development of soccer in the region. For the latter to be achieved, a demand-based implementation plan had to be upheld and, in areas where the level of interest was, as yet, low, it needed to be stimulated prior to the implementation of the plan concerned. The above was crucial for the sustainability and the successful implementation of the planned initiative beyond 2010. A clear and well-considered process involving people, systems and financial resources had to be in place as to how the municipalities were going to sustain such an initiative beyond 2010.

The infrastructure and the PVAs were also among the CWDM 2010 FIFA World Cup™ key planning initiatives with which most LMs identified. The fact that the LMs had not commonly identified with the planning initiatives linked to tourism and safety and security not only raised concerns regarding the district's ability to gain meaningful leverage from the event, but it also reflected disjointedness at district level, and the lack of harmonisation at the local level. Common identification with tourism and security would have presented the CWDM with an opportunity to offer and market an inclusive tourism product, thus enabling the promotion of partnerships, while simultaneously reassuring its potential markets of a safe and secure environment during the event.

The implications of this disjointedness of plans between the district and local levels might merely have translated into the districts' failure to maximise on the benefits that were linked to the hosting of the event, due to the poorly coordinated efforts of both the district and the LMs. It might also have reflected poor planning from the municipality, thus making it difficult for the stakeholders in the district to partner with, and to trust it as an able player in the coordinating of multi-stakeholder plans beyond the 2010 FIFA World Cup™. Although the municipality was entrusted with such a coordinating role, the implications of the lack of coordination, integration

and harmonisation in planning might not only have hindered multi-stakeholder participation, but it might also have negatively affected the established businesses and residents, as they might have had expectations related to the plans. Consequently, the result might not have been the attainment of the broader objectives planned by the CWDM in an attempt to leverage benefits from the event.

7.4.2   The second objective: to assess the CWDM 2010 FIFA World Cup™ planning initiatives in relation to the beneficiation of the LMs

The second objective was to assess the CWDM 2010 FIFA World Cup™ planning initiatives in relation to the beneficiation of the LMs concerned. The prioritisation and nature of the planning initiatives with which the LMs were involved determined their beneficiation. As the lack of coordination and integration at the district level has been previously cited as having been a challenge resulting from a lack of harmonisation and the disjointedness of plans between the district and the LMs, the study has revealed that not all the municipalities integrated their plans with those of the CWDM. This suggests that it might have been difficult to assess the CWDM 2010 FIFA World Cup™ planning initiatives fully in relation to the beneficiation of the LMs. This is largely due to the findings of the study in relation to certain of the LMs that preferred to devise individual plans that were not integrated with those of the district, or with those of other LMs. On this issue, two different, but parallel, views emerged in relation to the results.

The current study underscores the importance of cooperative governance in terms of the adoption of a multi-stakeholder approach to planning as a means for maximising benefits by the LMs, notwithstanding the fact that the development of individual plans by the LMs concerned might have been dictated by the conditions of their local environment. In terms of the intergovernmental system, the local plans should have flowed from the district plans. Emanating from the district plans, what it has also become equally important to highlight is that different municipalities benefited differently from the event. Those LMs (i.e. Stellenbosch and the Drakenstein) that were in close proximity to the host area might have been positioned to benefit better than did the others from the event. The above-mentioned municipalities had their planning initiatives integrated with those of MATCH, in terms of which they projected themselves as providing alternative accommodation to that which was provided in the host areas, with the towns of Stellenbosch and Paarl being 30 minutes away from the host city. In addition, even though the training venue and base camp bid plan for the towns of Stellenbosch, Paarl and Worcester did not materialise, by virtue of it having been publicised in the media and

in the 2010 FIFA World Cup™ Strategic Document for the Western Cape Provincial Government and CoCT, the towns were positioned better than were the other areas concerned to benefit from the event.

Although the objective involved here was concerned with assessing the CWDM 2010 FIFA World Cup™ planning initiatives in relation to the beneficiation of the LMs, the LMs in question should have led the successful implementation of their plans, with the district playing a more meaningful role in the integration and coordination of the plans, for the beneficiation to have been able to filter down effectively to the LMs. The beneficiation of the LMs not only rested on the availability of the plans on paper, but also on the leadership and the skills base that were required to implement the plans.

7.4.3   The third objective: to gain an understanding of the different ways in which various stakeholders are involved in the planning of the 2010 FIFA World Cup™ initiatives undertaken in the CWDM

The third objective looked at how to gain an understanding of the ways in which various stakeholders were involved in the planning of the 2010 FIFA World Cup™ initiatives in the CWDM. Stakeholder involvement has been presented in this study as having been the basis for effective planning in relation to the 2010 FIFA World Cup™ initiatives in the district. In terms of this objective, the current researcher acknowledges the communities, businesses and CWDM officials (i.e. the 2010 FIFA World Cup™ coordinators) as being the key stakeholders through which the attainment of this objective was made possible. Although the CWDM officials were acknowledged as being key stakeholders, their role, in line with this objective, was a coordinating one, entailing the application of different, but relevant, approaches to bring the stakeholders to the planning stage of this event.

District-wide, the findings of the study have revealed this objective to have been challenging. On the side of the municipalities, both local and district (whose role has been that of coordinating the planning initiatives linked to the event), and as has been noted above, the study confirms that there was a degree of engagement both with the communities and with the established businesses. Engaging with businesses on the 2010 FIFA World Cup™ planning initiatives seemed to be more complex than was such engagement with the communities, as the former was rated by the municipal officials as ranging from poor to satisfactory. The failure to engage fully, and at acceptable levels, with the established businesses may have negative implications

for the future. Established businesses are major role players in the local economy, and failure to engage with them might translate into poor economic growth for the region and its people.

As a minimal amount of involvement can be seen as having been one of the major concerns when engaging with businesses in relation to the 2010 FIFA World Cup™ planning initiatives, greater expectations of the facilitation of partnerships between the CDWM and businesses proved to be challenging. It was through robust engagement that the stakeholders concerned could have identified the need and the importance of partnering in terms of leveraging opportunities linked to the event, provided that they found value in the engagement processes. In relation to the communities, none of the municipalities rated the facilitation of partnership between the CWDM and communities as poor. Linked to the facilitation of partnership was the facilitation of cooperation. On this matter, the study further revealed the facilitation of cooperation between businesses and the CWDM to have been rated as satisfactory to poor, and when it came to the district's role in facilitating collaboration among the local businesses. With business challenges in relation to the engagement and facilitation of cooperation between the CWDM and businesses, and among the businesses, the grounds for partnership might have been minimal. In contrast, the issue of the facilitation of cooperation between the CWDM and the communities, and among the communities, was highlighted as being successful. This form of stakeholder involvement (i.e. the CWDM and the communities) in the 2010 FIFA World Cup™ planning initiatives was rated by the majority of the respondents (i.e. the CWDM) as being good to excellent. As the successful hosting of the event did not solely depend on the availability of a suitable infrastructure, the readiness and the preparedness of the communities to host visitors and the understanding of the possible impacts linked to event planning within the region were key. From the municipal perspective, gaining cooperation from the communities in relation to the hosting of the event had been largely achieved, despite the majority of the residents raising the issue of non-involvement in the 2010 FIFA World Cup™ initiatives. Despite the residents' non-involvement, there seemed to have been cooperation between the CWDM and the residents concerned. The fulfilment of this objective contributed to the gaining of an understanding that there was better support of the event from the communities than there was from the businesses involved as a result of the way in which the various stakeholders were involved in the planning of the 2010 FIFA World Cup™ initiatives.

Even when it came to the CWDM facilitating a spirit of collaboration, the study projected such facilitation among the local businesses as being difficult to achieve when it was compared to that of attaining collaboration among the communities. If the grounds for engagement with the businesses were minimal, in the light of the challenges encountered in facilitating engagement, cooperation and partnership, it might have been expected that the lack of facilitation of an interactive process by the CWDM might have failed to yield possible collaborative efforts towards ensuring that the local businesses were central to the 2010 FIFA World Cup™. These were, in fact, mostly indicated as poor. Collaborative efforts in relation to the 2010 FIFA World Cup™ planning initiatives would have reflected a degree of commitment from businesses in relation to the plans concerned.

Concluding the discussion of this objective, it is necessary to draw attention to the dire need to improve the ways in which stakeholders were involved in the 2010 FIFA World Cup™ planning initiatives, in particular in relation to the local businesses. Such initiatives by the CWDM should have adopted the principles of the multi-stakeholder approach to planning, with a clear approach to and intention of how such planning would have achieved a spirit of cooperation, partnership and collaboration. The achievement might have been made possible through the creation of a platform from which to engage on a continuous basis with the CWDM and from which the local businesses might have been able to contribute to devising integrated and coordinated plans. In line with the literature reviewed in this study, the local businesses were pivotal in the development and the implementation of the plans, as they were a crucial stakeholder in such, in their capacity as service providers of the tourism product that was geared towards meeting the needs of the tourists at the time.

7.4.4   The fourth objective: to ascertain ways in which the various stakeholders perceive the benefits/spillover effects linked to the 2010 FIFA World Cup™ in respect of a non-host area

The fourth objective looked at ways in which various stakeholders perceived the benefits/spillover effects linked to the 2010 FIFA World Cup™ in respect of a non-host area. In measuring the attainment of this objective, the current researcher took into cognisance that the efforts that were made by the CWDM, as a non-host area, to plan around the event were an indication that the CWDM wanted to leverage perceived benefits linked to the event. Since the municipality was playing more of a coordinating role at the time, measuring the attainment of this objective was further explored from the residents' and local businesses' perspective.

The involvement of the businesses in activities related to the 2010 FIFA World Cup™ included:

- advertising;
- the additional training of staff;
- considering the employing of additional staff; and
- obtaining an update on the event and the opportunities related to the event.

Linking the advertising efforts of the local businesses in relation to the 2010 FIFA World Cup™ projected a positive perception among the businesses regarding the possibility of deriving benefits/spillover effects from the event. The popular use of the Internet and of flyers are a reflection that the local businesses' intent was that of capitalising on the domestic, as well as on the international, market, as the Internet is a global tool. The efforts that were made to capitalise on the markets might have been influenced by the extensive investment of the local authority in overseas travel and marketing efforts (Bijkerk *et al.*, 2012:81). The efforts might be viewed as having been in line with their perceptions of South Africa hosting a successful event and achieving a lasting legacy, with them anticipating the benefits of that success as spilling over into their area.

The shortcomings in this objective reflected low levels of the established businesses considering additional training of their existing staff and the employment of additional staff. Despite the levels being low, there was a common understanding among the few that leveraging opportunities/benefits/spillover effects might have required activities beyond advertising, as the additional training of staff and the employment of additional staff are linked to service quality. On the one hand, the additional training for staff is anticipated to sharpen staff skills, thus contributing to enhanced service and standards, giving a business a competitive advantage in terms of service excellence. On the other hand, not planning to employ additional staff and/or to send staff on additional training, which was the intent of the majority of the respondents, might be interpreted as reflecting the low expectations of the businesses regarding the receiving of a limited number of tourists, despite the possible spillover effect that might have occurred.

The consciousness of a service-oriented culture that was linked to the hosting of the event required further raising, as the quality of service that was received prior to, and during, the event affected not only the businesses concerned, but also how the visitors perceived the region.

While it was the responsibility of individual businesses to prioritise service quality in their attempt to gain leverage from the event, the adoption of a business-wide approach on the issue might have projected the region more effectively as a tourist destination beyond 2010.

The attainment of this objective is further assessed by means of providing a summary of how both the established businesses and the residents perceived the benefits/spillover effects linked to the 2010 FIFA World Cup™, using the triple bottom line.

7.4.4.1 The triple bottom line in relation to the established businesses' and residents' perceived benefits/spillover effects, as linked to the 2010 FIFA World Cup™

7.4.4.1.1 Social impacts

Regarding the perceived benefits/spillovers linked to the social impacts of the event, the established businesses identified entertainment opportunities for the locals, the stimulation of skills and training, and the development of a sense of national pride and nation-building. The perceived benefits/spillovers in terms of the entertainment opportunities for the locals might have been linked to the planning of the PVAs. Those who were part of the CWDM 2010 FIFA World Cup™ Committee included volunteers, with those who were likely to secure employment through the event might have benefited from the stimulation of skills and training. The benefits that were gained from the building up of the spirit of national pride and nation-building were reflected as not only being limited to the host area. The sense of national pride that was linked to the hosting of the 2010 FIFA World Cup™ can be seen as having been one of the important steps taken towards nation-building, as South Africa's sport had suffered from a historical divide along the lines of race in terms of both the spectators' and the participants' views.

Despite the perceived benefit/spillovers cited above, the study revealed the great concern of the majority of established businesses (representing above 50.0% of the population), which strongly associated the event with such inconveniences as traffic congestion, crime and the government spending of public money on the 2010 FIFA World Cup™ despite numerous service delivery concerns. The respondents had mixed concerns regarding the association of the event with an increased amount of vandalism and terrorism.

The study also revealed the creation of a sense of pride, the development of employment and entertainment opportunities, and the influence of the 2010 FIFA World Cup™ on the residents'

participation in sport as being the perceived benefits/spillovers that the residents were able to experience linked to the event. The perceived benefits of / spillovers to the residents were similar to those that were seen for the established businesses, with the sense of pride and the provision of entertainment opportunities being social impacts that were identified in common. Even though the residents did not cite skills and training as being part of the perceived benefits/spillovers, their anticipated benefit to be derived from jobs and volunteering might have closed this gap. However, little attention was paid to such benefits, as the established businesses anticipated the event as not having had much impact on their businesses, with the volunteering opportunities concerned having been likely to be limited, as the CWDM was not a host area.

The perceived benefits/spillovers did not affect the concerns regarding the event benefiting only some members of the community and increasing the levels of social inequality, as well as causing delays in the delivery of basic services to poor areas. Neither did they affect the concerns regarding the disruption of the local residents and inconveniences, increases in crime related to theft/muggings, vandalism and excessive noise. The major concerns in this regard were reflected in the views of more than half of the residents who feared: the disruption of the local residents; an increase in the amount of crime related to theft/muggings; and the event benefiting only some members of the community, while increasing the levels of social inequality.

It is evident from both the residents and the business respondents that it was felt that the development of levels of pride by the host community should always be at the centre of the hosting of the event. The sense of pride might have needed to be strengthened by the involvement and the participation of the communities in the plans. As the FIFA World Cup™ took place in an urban environment, the hosting of the event should have taken cognisance of the perceptions of the residents on the hosting of the event versus their demands for service delivery, especially in the poor areas, as well as of the needs of people located in the non-host areas. Sharing of the understanding of, and the giving of a realistic explanation by, those who were responsible for coordinating the planning initiatives with the stakeholders in the event was important, as successful hosting rests on the building up of effective partnerships.

7.4.4.1.2 Economic impacts

Generally, the perceptions of the established businesses portrayed their understanding of the positive economic impacts linked to the event. Despite being located in a non-host area, the established businesses acknowledged the perceived benefit/spillovers of the event to include the provision of employment opportunities and the increased spending that were likely to ensure that economic benefits would accrue from the event for the members of the local community. They also argued that other benefits/spillovers were that the event would attract tourists to the area, and that there would be increased media coverage of the area. The latter view might have emerged from the respondents concerned taking cognisance of the closeness of certain municipalities (i.e. the Drakenstein and Stellenbosch) of the CWDM to Cape Town, a host area. In reflecting on these possible benefits/spillovers, they contended that both big and small businesses would benefit from the event. The latter assertions might have largely depended on the individual efforts that were made in this respect, as the results disclosed the existence of collective efforts through cooperation, collaboration and partnership to be unsuccessfully high. The established businesses in the non-host area projected the host area as being likely to receive more benefits than their area.

The residents had generally positive perceptions that the event would bring about positive economic impacts (in terms of the multiplier effect, employment opportunities and the improvement of BEE levels) for the area. Their assertions might have been made on the basis of their perceived benefits/spillovers, in the light of which the event was likely to attract tourists, future businesses and increased media coverage to the area, as the above-mentioned impacts might not necessarily have been limited to immediate benefits, but they might also have become future benefits.

The residents were more optimistic than were the established businesses regarding the economic benefits/spillovers of the event. The ability of both the businesses and the residents to benefit from the perceived economic impacts might not solely have depended on the successful implementation of the 2010 FIFA World Cup™ CWDM planning initiatives, but also on how they positioned themselves for such opportunities, either as individuals, or as a collective. As economic impacts are a contested form of impact, the study underscores the realisation of opportunities linked to the event as being dependent on individual or collective efforts. Except for occasions of self-employment, the realisation of employment opportunities by the residents

might have depended on the effectiveness of the CDWM in making sure that the businesses concerned gained leverage from the event. The findings have revealed that those businesses that employed additional staff had done so in anticipation of increased business during the World Cup. The district's ability to promote the region as an alternative destination during and after the hosting of the event might have seen both residents and established businesses leveraging more benefits than they might otherwise have done.

Unlike the businesses, the residents perceived the 2010 FIFA World Cup™ as being likely to benefit only big business. As much as this perception requires careful consideration in regarding the support of such events, the location, accessibility, affordability and appeal of businesses, whether big or small, might determine the extent of beneficiation that they receive from such events.

Drawing on the perceptions of residents linked to this objective (objective four), the reflection of their perceived involvement (objective three) contributes to the gaining of an understanding of this objective. The manner in which the residents perceived their involvement in the 2010 FIFA World Cup™ translates to an understanding that the residents had positive perceptions of deriving benefits linked to the event, even though they were located in a non-host area. In their involvement in the event, the majority of the resident respondents indicated spectatorship as being the primary benefit that they could have reaped from the event, in their position as the residents of a non-host areas. Other perceived benefits included volunteerism, income-generating opportunities and direct employment, with low percentages being recorded for each, respectively. On the one hand, the realisation of the spectator benefit might have rested on individuals attending the matches, either at the PVAs or at designated match grounds. On the other hand, the realisation of the benefits that were linked to volunteerism might have relied on opportunities for such opportunities being opened widely in the CWDM to residents, and on the principles of volunteerism being of such mega-events as the 2010 FIFA World Cup™ has been raised in the discussion understood by those who wanted to be associated with the activity. The issue of volunteering in the context of this study as an area requiring attention by both those who promote volunteering, and by those who might want to become volunteers.

The other perceived benefits (i.e. the income-generating and direct employment opportunities) may also have been influenced by the unemployment levels that were rife in the area. As the CWDM played a coordinating role in the planning of the event, the communities and the CWDM

should have engaged further and clearly on how the former might have derived income-generating opportunities from the event, thus translating their perceptions into reality, considering the regulations that pertained to the hosting of the 2010 FIFA World Cup™. In terms of employment, the efforts that were made in realising this perceived benefit rested on the established businesses concerned sharing their vision of planning for the event with the CWDM, and participating in the development of integrated and coordinated plans that would have promoted a sense of cooperation, partnership and collaboration between the CWDM and the other stakeholders. Although the CWDM is a non-host area, these possible benefits might have been influenced by its close proximity to the event location.

7.4.4.1.3 Environmental impacts

Even though there were high levels of uncertainty regarding the environmental impacts that were linked to the event, the established businesses perceived the event as not having significant negative environmental impacts. However, most of the businesses perceived the 2010 FIFA World Cup™ as bringing more environmental costs than benefits. Except for the hosting of the event being linked to the heightening of such public policy issues as the strengthening of tourism and environmental programmes as a benefit/spillover, the businesses perceived the event as contributing to the degradation of the environment, to an increased amount of air pollution, and to the significant production of waste.

Similarly as with the responses that were received from the established businesses, there were mixed responses on the environmental impact-related statements, with most of the residents associating the event with such negative environmental impacts as excessive litter, increased air pollution and significant waste of production. However, they viewed the environmental impacts that were linked to the 2010 FIFA World Cup™ differently from how the established businesses viewed them, as they associated the event with significant negative environmental impacts.

Despite the association of the 2010 FIFA World Cup™ with negative environmental impacts, the residents were able to identify the heightening of such public policy issues as the strengthening of tourism and the environmental programmes as a perceived benefit/spillover.

Representing the view of the majority in relation to the perceived benefits linked to the environmental impacts of hosting the event, both the residents and the established businesses shared a strong view of the event as being likely to heighten such public policy issues as the strengthening of the tourism and environmental programmes. The high number of uncertain responses that were received on the perceived environmental impacts from both the residents and the established businesses reflected the environmental impacts linked to the mega-events as being complex and not commonly understood. There is a need to raise environmental consciousness in the hosting of such events beyond the 2010 FIFA World Cup™, keeping in mind that it might not necessarily take big events to reduce the negative environmental impacts. The practice of planning and hosting green events must be incorporated as a key success factor in hosting, with the focus being on educating the stakeholders on the implications and benefits of such. This practice of the planning and hosting of green events might yield a better understanding of the environmental issues at stake, as well as promoting responsible citizenship towards the environment and the preservation of the environment by all means possible.

Providing a general comparison of the perceptions of the two non-host area stakeholders on the possible benefits/spillover effects linked to the 2010 FIFA World Cup™, both the established businesses and the residents anticipated the hosting of the event as bringing about both positive and negative impacts. The study found the residents concerned to have been more optimistic than the businesses. The high level of optimism that was linked to this objective is further justified by the relatively large number of residents who wanted to be updated on the event and on event opportunities. Failure to involve the local business sector, as was experienced in the case of the Paarl 2010 Team (Bijkerk *et al.*, 2012:84), might have increased the amount of negativity that was shown by the majority of the businesses involved in relation to the possible benefits/spillover effects that were linked to the event.

7.4.5 The fifth objective: to examine the level of alignment, integration and coordination of the 2010 FIFA World Cup™ planned initiatives in the CWDM

The last objective was to examine the level of alignment, integration and coordination of the 2010 FIFA World Cup™ planned initiatives in the CWDM. In this study, the first three objectives discussed might be viewed concurrently with this objective. As was identified in terms of the first objective, the lack of harmonisation of plans between the district and the LMs might have compromised the ability of the CWDM to maximise the benefits that were linked to the event.

On the issue of integration and coordination, the lack of awareness of, and involvement by, the majority of the residents in the 2010 FIFA World Cup™ municipal plans could be seen as a having a negative effect on the integration and coordination efforts relating to the event's planning initiatives. Awareness serves as the basis of involvement. The majority of the responses from the residents cited their non-involvement in the aforesaid initiatives, projecting a gap in the integration and coordination of the plans, particularly in the case of the plans that might later have required their involvement and/or affected them. This objective further demonstrates the existence of a wide gap between the coordinators of the planning and the community as an important stakeholder. The post-event findings on this objective project the communities as having been the recipients of the 2010 FIFA World Cup™ plans, rather than stakeholders in the planning process as such. More efforts to bring this stakeholder on board with the planning needed to have been prioritised by those who were leading the planning, so as to achieve integrated and coordinated plans. The recognition of residents as an important stakeholder in the planning process is underscored.

Drawing from the perspective of businesses on this objective with respect to integration and coordination, it can be seen that the majority of the businesses had neither been involved, nor were aware, of the 2010 FIFA World Cup™ planning initiatives that were undertaken by the CWDM. The lack of the involvement of the businesses in the event's initiatives brought not only the question of integration and coordination to the fore, but also that of cooperation, collaboration, the ownership of plans, and broad public consultation and participation. As a result, only a few businesses integrated their planning initiatives with those of the district and its respective municipalities. The businesses identified their efforts in integrating their plans with the LTOs and the LCoC. There appears to have been a broken chain between the established businesses and the coordinators of the 2010 FIFA World Cup™ planning initiatives, as most of the former were not happy with the manner in which the CWDM engaged with the businesses in its planning initiatives for the event.

The lack of integration and coordination identified in the study made it difficult to ascertain the perceived value of the stakeholders in relation to the CWDM 2010 FIFA World Cup™ planning initiatives. With several strategies for event leveraging being suggested (Karadakis *et al.*, 2010), Chalip and Leyns (2002:136) argue that those who were outside the precinct could see no point in attempting to gain leverage from the event. Above all, the scope of the objectives of the study discussed in this section describes a challenging task of adopting a multi-stakeholder approach

to the 2010 FIFA World Cup™ planning for non-host areas. In the wake of the outcome of these objectives it might be interesting to assess whether similar challenges were evident in the host areas. Although the study acknowledges that individual municipalities made plans, the lack of coordination and synergy in the plans might have resulted in regional loss. Integrated strategic business leveraging is projected as being key to the realising of sustainable long-term legacies (O'Brien, 2006:258).

7.5   Recommendations

Although an evaluation of the research objectives above has provided some recommendations, in drawing up the broad recommendations of the study, two models are presented in Figures 7.1 and 7.2 on pages 363 and 370 respectively. The models presented in the Figures take cognisance of the different implications that the study results revealed for the different stakeholders.

7.5.1   Model 1: enhancing engagement in terms of a multi-stakeholder approach to planning for mega-events

Figure 7.1 is a model that is designed to enhance the multi-stakeholder approach to planning for mega-events. Although the design of this model has been influenced by the results and the research outcomes that are evident in this study, it might also be used to enhance the multi-stakeholder approach to planning beyond mega-events. It might well have improved the planning efforts of the district so as to yield the results that were expected from the 2010 FIFA World Cup™. The rationale for the above is influenced by the fact that certain planning and stakeholder meetings had already been conducted at the time of the study, hence the model focuses on enhancing the multi-stakeholder approach beyond the event. It is through this model that the basis of engaging in multi-stakeholder planning for mega-events can be evolved, as it should serve to inform future planning beyond the 2010 FIFA World Cup™. This section explains the model presented in Figure 7.1 in detail.

7.5.1.1 Structural and demographic issues

The model presented in Figure 7.1 underscores that structural and demographic issues will always play a crucial role in participating in and influencing engagement in terms of the multi-stakeholder approach to planning. Such issues are built into this model, because they seem to be evident in the results as being among the factors that contributed to the adoption of a challenging multi-stakeholder approach to the 2010 FIFA World Cup™ planning initiatives organised by the CWDM.

As displayed in Figure 7.1, the model considers the relations, or the stakeholder relationships, as being an issue that might cause constraints or that might contribute to creating healthy engagement in the multi-stakeholder approach to planning. This might largely depend on how the relations between the stakeholders are before and during the engagement process. In a municipal set-up like the CWDM, the relations between the district and other stakeholders might be influenced by a number of factors, such as political inconsistency in leadership and the prevailing levels of (dis)trust. The nature of the municipal environment is that of a changing environment that is highly influenced by political change (i.e. change in government), resulting in political inconsistencies in relation to the constituencies in favour of, or against, such political change. These changes might cause a strain in the relationship between the CWDM and its respective constituencies. Later, such strain might become an impediment to the good principles of stakeholder participation, leading to the derailment of, and to delays in, the engagement processes resulting in the stakeholders losing interest. These political changes within the municipal environment might compromise the levels of trust within the constituencies of the CWDM where the stakeholders concerned are located. If stakeholder engagement is to be enhanced, trust has to be gained from the key stakeholders who are involved in the planning. As the model projects, trust is an important aspect that is crucial for the enhancement of stakeholder engagement in the multi-stakeholder approach to planning in the CWDM. Informed by this view of trust as being an important element in the enhancing of stakeholder engagement in multi-stakeholder planning, the district needs to do some retrospection if the following apply:

- In the past, stakeholders have derived value from the multi-stakeholder planning organised by the CWDM, whether district or local.
- The CWDM (district/local) has delivered on the expectations outlined in its previous planning activities.
- It has been within the culture of the (district/local) municipality to invite input from and to engage broadly with stakeholders on various multi-stakeholder planning platforms.

If the municipality had gained some trust on the issues raised in relation to the 2010 FIFA World Cup™, the engagement processes for the multi-stakeholder approach to planning might have been enhanced.

Such demographic issues as age, gender, income and location are also equally important in enhancing the multi-stakeholder approach to planning for mega-events. They may assist in raising an understanding of the possible response, attitude and behaviour of the stakeholders towards the stakeholder engagement processes and accessibility to such platforms.

As is evident in Figure 7.1, both structural and demographic issues have an influence on the degree of interest of stakeholders in participation. As interest-driven stakeholder engagement is likely to provide good grounds for engagement, it is important to consider both issues in the enhancing of engagement. These kinds of stakeholders ensure that their involvement in planning not only identifies them with planning for the event, but it also demonstrates their ability to influence plans meaningfully. As the results presented in Chapter 6 revealed, more stakeholders identifying with some of the planning initiatives as compared to their actual participation and engagement and the adoption of structural and demographic issues in terms of multi-stakeholder planning might enhance the level of stakeholder engagement, as those who are responsible for coordination might develop strategies that will assist in being able to respond to such challenges. Reviewing the relationships with key stakeholders using multi-stakeholder platforms will also create a solid structure of engagement. It is not what is being planned for that will improve stakeholder engagement in multi-stakeholder planning. Instead, the basis of enhancing such engagements can be gained by improving the relationships with the stakeholders, taking cognisance of both the structural and the demographic issues involved.

7.5.1.2 Key stakeholders

The model in Figure 7.1 reaffirms the fact that businesses, residents and the CWDM, with its respective LMs, were key stakeholders in this study. The model underpins the need that the facilitation of the multi-stakeholder approach to planning was not only to identify the stakeholders, but for the penetration of the 2010 FIFA World Cup™ coordinators to all the stakeholders. For the levels of stakeholder engagement to be enhanced, the model puts emphasis on both the CWDM and its respective municipalities playing their coordinating role more effectively. If those that are responsible for playing a coordinating role across the different spheres of government do not play this role effectively, it is not only the efforts to enhance the engagement processes that might be hampered, but it is also the stakeholders' collective influence on the plans. Both the CWDM and its LMs must take full and collective responsibility for facilitating the multi-stakeholder planning. King (2008:21) posits collective influence as promoting collective action, binding individual stakeholders together, and assisting in the formation of common identity and interests. The model puts emphasis on these issues, as the results revealed that there were noticeable gaps in the facilitation of the multi-stakeholder approach to planning for the 2010 FIFA World Cup™ initiative organised by the CWDM.

Although the gaps in facilitation might have been attributed to the manner in which the facilitation of multi-stakeholder planning was undertaken, it was within the scope of those who coordinated the planning (i.e. the CWDM and LMs) to identify and respond to barriers that could have led to a collapse in the stakeholder engagement processes. Potential barriers to stakeholders engaging fully in the process must be clearly identified, so as to attain a clear engagement strategy with all the necessary stakeholders involved. The barriers to stakeholders participating in planning might translate into exclusion. In instances where the engagement started prior to the identification of the barriers, which seems to have been the case in the present study, the result might be the exclusion, or the minimal recognition, of the stakeholders concerned. In view of the above, the failure to recognise these barriers and to respond accordingly does not lead to the enhancement of engagement.

Since the CWDM played a coordinating role in the planning, engaging such stakeholders as the businesses required a clear approach to engagement, as the study revealed that the businesses were both individual and organised. Most often, the voice of the individual businesses might have been overshadowed by the 'collective voice' of the organised

formations, as some of the businesses became aware of the municipal plans through their affiliation with the business forums. Similarly with the residents acting as a key stakeholder in the multi-stakeholder approach to the planning initiatives linked to the event, it was equally important to take into cognisance that both settings (i.e. rural and urban) of the CWDM needed to engage equally in the processes. Understanding the urban bias of such an event as the 2010 FIFA World Cup™, the results projected concerns regarding the voices of those on the periphery (i.e. in the rural areas) as not receiving engagement opportunities like those that emanated from the mainstream, hence there were calls for the officials to visit the rural towns and to inform them in greater detail about the event than they might otherwise have heard. Even though the residents who were on the periphery might not have been much affected by the 2010 FIFA World Cup™ planning initiatives, their influence on the plans was pivotal, as they might have been directly or indirectly affected by some of the decisions that were taken to leverage benefits from the event. The interpretation of this practice (i.e. urban bias) might have negatively affected the CWDM future planning initiatives, with the communities demonstrating their unwillingness to participate in municipal planning, resulting in the emphasis being lain on the clearly expressed stakeholder engagement strategies. Engagement with both settings in terms of the business and residents' involvement in the multi-stakeholder approach to planning initiatives that were linked to the event in the CWDM could have improved the multi-stakeholder planning.

7.5.1.3 The exclusion of, or the minimal recognition granted to stakeholders

As shown in Figure 7.1 and as it has been argued in the previous subsection, the failure to recognise possible and actual barriers to the stakeholder engagement processes, as well as the failure to respond to them, did not enhance the level of engagement regarding the planning for the 2010 FIFA World Cup™. If the stakeholders were affected by the latter, they might have equated it with minimal or no engagement by the CWDM with the stakeholders on the multi-stakeholder planning platforms. This section of the model, which highlights problems that might be linked to such exclusion or minimal recognition of stakeholders, presents them as issues that mired what could have been the enhanced engagement of stakeholders in the multi-stakeholder approach to planning. It is important to highlight that these issues were built into the model as informed by the results. The argument presented through this model in this subsection is that the exclusion of, or the minimal engagement with stakeholders in multi-stakeholder planning might translate into lack of awareness. If the stakeholders are not aware,

it is debatable whether the engagement in the multi-stakeholder approach to planning is enhanced. The difficulty of arousing their interest then comes to the fore. How they are likely to participate also becomes problematic, as does their ownership of what emerges from the plans and whether they would be willing to implement them. The CWDM and its respective municipalities needed to realise that the broader vision of the CWDM, in planning to leverage benefits from the 2010 FIFA World Cup^{TM} as a non-host area, might have depended on these issues, which translate into activities that the CDWM needed to fulfil in an attempt to enhance the levels of engagement in the multi-stakeholder approach to planning.

7.5.1.4 Clear stakeholder engagement strategies

In addition to the activities that were suggested in the previous subsection, the model in Figure 7.1 underscores the importance of developing clear stakeholder engagement strategies in order to enhance participation in the multi-stakeholder planning for the 2010 FIFA World Cup^{TM}. Clear and focused engagement strategising is an attempt to perfect the stakeholder participation processes and to address the possible challenges involved. Clear stakeholder engagement strategies also provide stakeholders with an identity in terms of the planning process, translating their participation into accountable planning. Such strategies might demonstrate commitment by those who coordinate the planning to different stakeholders in terms of their importance as participants in the multi-stakeholder planning. Clear engagement strategising is suggested in the hindsight of the arguments that were presented earlier that the CWDM should have developed clear, focused engagement strategies for all the stakeholders, including for the businesses and the residents. Focused strategies might capture the interest of stakeholders and motivate them to participate in the planning. If not, the stakeholders are likely to have an opportunity to steer the plans towards satisfying their own interests. Be this the case, the stakeholders might be willing to strive for the outcome, as they might find value in so doing. It might be difficult for the stakeholders to pursue plans that have been developed in terms of strategies that do not address their interests. Adding to what has been presented on clear stakeholder engagement strategising in subsection 7.5.1.2, this section highlights what might be required to drive clear strategies.

The model suggests four critical drivers for clearing the stakeholder engagement strategies. Firstly, robust communication and consultation with the stakeholders might be pivotal to driving these strategies and to enhancing the engagement of stakeholders in multi-stakeholder

planning. If communication is constant among the stakeholders it reflects the engagement processes as being open. Robust communication and consultation also increases awareness, as well as having the potential to arouse interest among the stakeholders so far as participating in planning goes. If there is no communication, or if there is a lack of communication between the CWDM and the other stakeholders, how the stakeholder engagement will be enhanced is debatable. An enhanced engagement process guarantees consultation. In line with the results presented in the study, in so far as communication and consultation seemed to be challenging, the model emphasises the importance of broad consultation when planning for mega-events. As much as the 2010 FIFA World Cup^{TM} multi-stakeholder approach to planning initiatives organised by the CWDM sought to achieve integrated planning and implementation, through communication, the CWDM must still develop clear mechanisms and processes to encourage participation. Clear engagement strategies and approaches that are driven by communication and broad consultation promote interactive participation and feedback, thus enhancing multi-stakeholder engagement.

Stakeholders' contributions, and how their contributions influence the plans devised, should also be communicated. This will, in a way, provide evidence that there is value in stakeholders engaging in the planning initiatives. This might arouse an interest for stakeholders to monitor the development and implementation of the plans. The latter might project the long-term understanding of the benefits of adopting a multi-stakeholder approach to planning for such events, and beyond. Rather than it being the voice of the stakeholders that enhances stakeholder participation, it is the power to ensure that:

- their views are taken into consideration;
- they participate in the implementation of the plans; and
- they share the benefits linked to the planning initiatives.

Secondly, leadership is required to drive the multi-stakeholder approach to planning. Leadership is important to:

- promote the participation of the stakeholders;
- mobilise the stakeholders to contribute to the planning and to support the implementation of the plans;

- maintain the link between the stakeholders both within and outside the multi-stakeholder forum, and on and off the platforms involved; and

- monitor the implementation of the planning initiatives across the different spheres of government.

Thirdly, management is suggested as being yet another important driver of stakeholder engagement strategies. This means that the process of multi-stakeholder planning requires proper management, so that the stakeholders can gain trust in the engagement processes concerned.

Skills like leadership, the management of the process, and communication will always be the driving force in the ability to coordinate and drive the multi-stakeholder approach to planning in order to gain leverage from such events as the 2010 FIFA World Cup^{TM}. The delivery of the other benefits of multi-stakeholder planning, such as partnership, cooperation, collaboration and coordination might be derived from the skills mentioned. The failure to provide acceptable levels of engagement will continue to reflect negatively on the government and on governance, as public participation has constitutional imperatives. The government should maintain interest at sufficient levels for the stakeholders to engage. The failure to engage the stakeholders broadly and robustly not only undermines the democratic principles of public participation, but it might also impact negatively on the sustainability of the events in general.

Lastly, monitoring and evaluation must be an integral part of the multi-stakeholder engagement process, if the process is to be enhanced. Absence of these controls (i.e. monitoring and evaluation) might lead to poor plans, or to their failure beyond planning to implementation. When the multi-stakeholder engagement processes are monitored and evaluated, it might be easy to pick up on constraints and to develop responses to such within a reasonable amount of time. The responsibility for monitoring and evaluation does not solely depend on the CWDM as the coordinator, but it also allows for the participants to reflect on the engagement processes. A monitored and evaluated engagement process might result in improved quality of engagement. If such quality exists, the stakeholders might not only find value in participation, but they might also see a dire need to engage on such planning continuously. Doing so might also see the stakeholders taking the multi-stakeholder engagement processes to their finality, and even beyond.

The intention of building monitoring and evaluation into the model for enhancing a multi-stakeholder approach to planning might be to ascertain whether the 2010 FIFA World Cup^{TM} planning initiatives by the CWDM were used as they were intended. It might also assist in understanding whether the stakeholders played their allotted roles. Furthermore, monitoring and evaluation in the multi-stakeholder approach to planning might be used as a risk assessment tool as to whether the participatory processes were being successfully steered towards the desired outcomes or not. The tangible evidence from stakeholder engagement through multi-stakeholder planning might provide an opportunity for all the stakeholders to review the planned outcomes against the actual ones that occurred. This will assist in understanding the impacts of the event, taking cognisance of the different stakeholder perspectives involved. This is very important for the future planning of mega-events in the area, as it might contribute to organisational learning.

Enhancing engagement in the multi-stakeholder approach to planning for mega-events

Demographic issues

Not everyone is able to be a participant

Structural issues

Age
Gender
Income
Location

Stakeholder relationships

Key stakeholders

Businesses

Barriers

CWDM

Facilitate(s) multi-stakeholder planning

LMs

Barriers

Residents

Individual   Organised

Rural setting   Urban setting

Exclusion or minimal recognition of stakeholders

* Lack of awareness
* Lack of interest
* Lack of participation

* Lack of ownership
* Lack of implementation

Business-focused strategies

Clear stakeholder engagement strategies

Residents' focused strategies

* Communication and consultation
* Leadership

*Management
*Monitoring and evaluation

Figure 7.1: A model for enhancing the multi-stakeholder approach to planning for mega-events

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7.5.2   Model 2: value of the multi-stakeholder planning beyond the engagement
         process

In addition to the model presented in Figure 7.1 above, and in view of what the results revealed regarding the multi-stakeholder approach to the 2010 FIFA World Cup™ planning initiatives organised by the CWDM, Figure 7.2 is a model that is drawn in recognition of the fact that the processes for multi-stakeholder planning were a challenge for the district. In view of the above, the model explains the value of multi-stakeholder planning beyond the engagement processes linked to the event. As the study has revealed partial engagement with the stakeholders in the multi-stakeholder approach to planning, the model stresses the value of engagement as a means of enhancing future engagement in the multi-stakeholder approach to planning. Even though the value of multi-stakeholder planning beyond the engagement processes (see Figure 7.2) is presented as a separate model to Figure 7.1, a link should be made between the two models so as to allow for a broader understanding of the prevailing situation. As Figure 7.1 suggests several issues that can be used to mitigate the challenges in enhancing multi-stakeholder engagement in multi-stakeholder planning, if the mitigation approaches suggested in the figure are applied, they might yield the value of engagement presented in Figure 7.2. A detailed explanation of the latter figure is presented below the figure.

7.5.2.1 Background to the model

Even though the broad objective of having a multi-stakeholder approach to planning in place is that of achieving integrated and coordinated plans, resulting in the ownership of the plans by the stakeholders involved, and their willingness to implement such plans, the achievement concerned depends highly on the range of issues that are raised in Figure 7.1.

7.5.2.2 The value of multi-stakeholder planning beyond engagement processes for the CWDM

In hindsight on the background provided in the previous subsection and the challenges that were evident in adopting a multi-stakeholder approach to the 2010 FIFA World Cup™ planning initiatives in the CWDM, the model underpins that the value that lies in planning for such event impacts on the stakeholders beyond the event itself. As reflected in the results section, more challenges were noticeable when the district had to engage with business than when it had to engage with the communities. The model outlines the value of the planning endeavours of the

CWDM as lying in it being a coordinating structure for the 2010 FIFA World Cup™ and in the value that it held for the other stakeholders (i.e. the businesses and the residents).

On the side of the CWDM, the value lying in multi-stakeholder engagement planning beyond the engagement processes of the event is explained below.

7.5.2.2.1 Knowledge management

Desai (2010:264) notes that organisations learn through interaction with stakeholders. Even though the results revealed the process of multi-stakeholder engagement on the planning initiatives as being challenging, it is not appropriate to dismiss that the planning to leverage benefits from the 2010 FIFA World Cup™ by the CWDM as a non-host resulted in the learning of some lessons. In addition, it was the first time that South Africa hosted the FIFA World Cup™, and the first time that the CWDM planned to leverage benefits from the event as a non-host area. Experiences gained from this process might have been used as a basis for improving the planning initiatives linked to the hosting of future mega-events. The planning of stakeholders in an attempt to gain leverage from the event might have contributed to new processes of learning and understanding.

With the CWDM reflecting on its practice conducted in terms of multi-stakeholder planning for the 2010 FIFA World Cup™ initiative, knowledge management would have taught the district the value of learning, as well as of sharing its lessons and improving its practice in multi-stakeholder planning for mega-events. With this view in mind, knowledge management might be seen as promoting collective learning. The hosting and planning of mega-events will always be different, as each mega-event is unique in its own way. Even if South Africa had an opportunity to host the event again, there will always be lessons to learn from the process, hence knowledge management is highlighted as being a value that the stakeholders might have obtained from the first-time African World Cup.

7.5.2.2.2 Value in cooperative governance

Since the broad objective of engaging in multi-stakeholder planning has been identified earlier on as being that of developing integrated and coordinated plans, resulting in the ownership and implementation of such, the sense of cooperative governance is enhanced. The multi-stakeholder approach to planning might not only be viewed as a platform for stakeholder engagement, but also as a platform for achieving integration. Integration serves not only to promote different spheres working together effectively, but it also enhances their ability to deliver in a coherent manner.

For the value of cooperative governance to be achieved beyond planning for the 2010 FIFA World Cup™, improved coordination in planning and the common objective of working together (among the different spheres) is pivotal. If this is achieved, it might, in being key to the acceleration of service delivery, contribute to expediting the development of its own people. This might also support the adoption of a more equitable development approach, and the rapid achievement of development goals in the region, thus improving the quality of life of those concerned.

7.5.2.2.3 Improved capacity of the CWDM

Institutional capacity and the ability of the municipality (i.e. the CWDM and its LMs) to deliver on its developmental mandate through the adoption of a multi-stakeholder approach to planning might be enhanced through such multi-stakeholder planning initiatives as the 2010 FIFA World Cup™. Municipalities within the region would have the capacity to absorb the inputs from various stakeholders, so that they might be able to deliver integrated services that are responsive to stakeholder priorities. The lessons learnt by the CDWM and by its respective municipalities from the 2010 FIFA World Cup™ multi-stakeholder approach to planning might strengthen the ability of the municipality to manage and coordinate its planning activities, and improve its ability to mobilise and manage local participation.

The other relatively great benefit/value that the CWDM might be able to reap from its improved capacity is an enhanced image of the local government. This might also promote the consistent participation of the stakeholders in the planning initiatives organised by the district.

7.5.2.2.4 Efficiency of the local government

If the local government is efficient, it stands a better chance of fulfilling its obligation of engaging with stakeholders to a satisfactory level. This will project a picture of an interactive government. In addition, the stakeholders are likely to receive support relative to their planning needs. In line with the MSA (South Africa, 2000), an efficient local government should be able to encourage and create improved conditions for participation in municipal affairs. The existence of such a local government might result in it becoming a champion of local participation.

If this value (i.e. efficient local government) is fully derived, the stakeholders' location (i.e. its distance from the local government) might not be an issue, as the municipalities' ability to engage with stakeholders, and their being able to deliver on plans, will receive support from the stakeholders concerned.

7.5.2.3 The value of multi-stakeholder planning beyond engagement processes for the other stakeholders

On the side of the other stakeholders (i.e. the businesses and the residents), the value in multi-stakeholder engagement planning beyond the engagement processes of the event is explained below.

7.5.2.3.1 Collective responsibility

The value of multi-stakeholder planning beyond the engagement processes for the 2010 FIFA World Cup™ is that of developing a sense of collective responsibility among the stakeholders. The stakeholders' collective responsibility might serve to strengthen their importance in terms of influencing strategies on matters that affect them, either directly or indirectly. Collective responsibility goes beyond the stakeholders' ability to influence plans to that of a willingness to implement plans, with the stakeholders concerned taking charge of their own development.

7.5.2.3.2 Empowerment of the citizens

Engaging the stakeholders within the CWDM on 2010 FIFA World Cup™ planning initiatives imbued them with the value of being empowered, as they then had an opportunity to participate

in the government's developmental agenda. The capacity of citizens in planning for mega-events was also enhanced, as it was the first time that the FIFA World Cup^{TM} was hosted on African soil. The empowered citizens, as a result of the 2010 FIFA World Cup^{TM} planning initiatives by the CWDM. Might have improved their understanding of multi-stakeholder planning and enhanced their value in terms of future planning initiatives organised by the CWDM.

7.5.2.3.3 Cooperation

The value of cooperation in terms of multi-stakeholder planning might present a wide range of opportunities for the stakeholders to coexist. This might lead to sustained relations among the stakeholders. In addition, different stakeholder groups could also learn from one another. Relationships have been cited in Figure 7.1 as being one of the structural issues that can determine whether stakeholders will participate in planning. If cooperation is to be achieved as a value in terms of multi-stakeholder planning beyond the engagement processes, it is important that the barriers to such be identified. Even though the stakeholders might have specific areas of influence, Figures 7.1 and 7.2 suggest that cooperation might yield long-term benefits beyond the 2010 FIFA World Cup^{TM}, and perhaps lead to the tackling of other developmental issues in the district, as the stakeholders are then likely to unite in cooperative efforts, and to understand the importance of supporting one another.

The CWDM might use the value of cooperation among the stakeholders to facilitate the adoption of a developmental approach that will promote inter-stakeholder understanding in finding effective solutions for the district. This can be achieved especially if cooperation is in the interest of the stakeholders. The prioritisation of the adoption of regular and relevant multi-stakeholder approaches to planning by the district and its respective municipalities might inculcate this culture of cooperation among the stakeholders.

For the realisation of what is presented in both models (see Figures 7.1 and 7.2), the CWDM must improve its stakeholder mobilisation efforts to not only inform the stakeholders about the planning initiatives involved, but to be able to attract the stakeholders to participate in such initiatives. In doing so, the CWDM must devise mechanisms for enhancing stakeholder participation, so that the planning initiatives yield value for both the CWDM and the key stakeholders. Both these models are a response to promoting sustainable development plans

beyond the 2010 FIFA World Cup^{TM}. The models, in addition to being an attempt to create a positive experience in relation to engaging in multi-stakeholder planning for all the stakeholders involved, are also an effort that is devoted to the advancing of long-term strategic relations among the stakeholders, in an attempt to achieve the desired objectives. Notwithstanding the capacity to coordinate and to implement the multi-stakeholder plans, the models in question are intended as a way of encouraging those who are at the centre of planning to consider the multi-stakeholder planning initiatives linked to the 2010 FIFA World Cup^{TM} beyond the arena of sport mega-events. Accordingly, those concerned might also consider the different outcomes that might be achieved through planning for sport tourism events in general. An effective multi-stakeholder approach to planning initiatives linked to the event could have translated to service delivery gains.
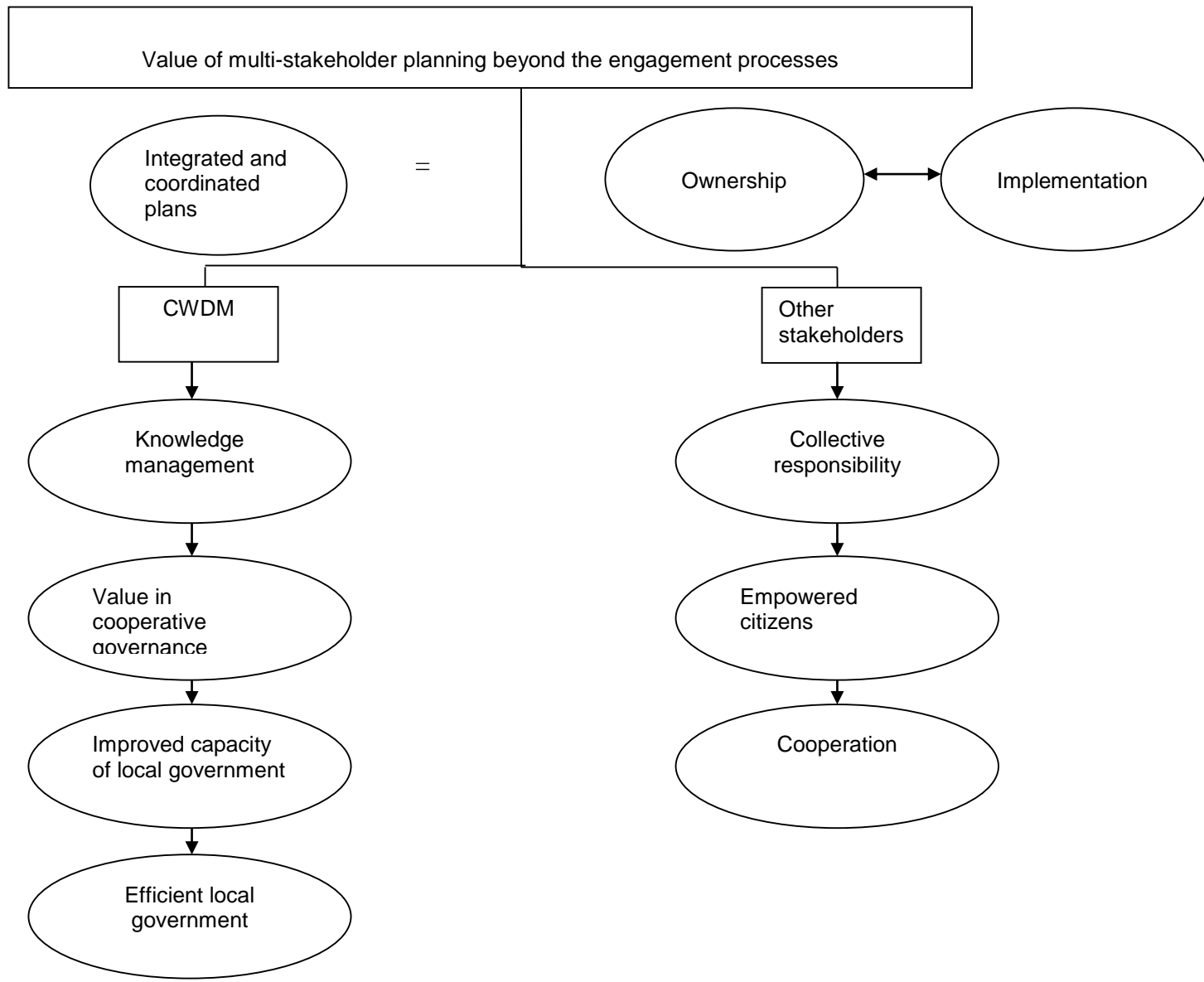
Figure 7.2: Model reflecting value in multi-stakeholder planning beyond the engagement processes

7.6   The future of sport tourism events

This section is intended to give direction to the future of sport tourism events. The related issues are raised in terms of their relevancy and how they will continue to impact on the growth of the sport tourism events industry in future. The scope of these issues goes beyond the 2010 FIFA World Cup^{TM} to the broader sport tourism events fraternity. The study raises these issues as being pivotal, not only to the South African context, but across the globe. The study brings to the fore the global challenges facing sport tourism as being highly important to the future and to the successful hosting of sport tourism events in the context of the study. Even though the Commonwealth of Australia (2000:18-40) cites a number of issues, this study cites only those that are relevant, and discusses them in context.

7.6.1   Regulatory issues

As the FIFA World Cup^{TM} is a highly regulated event, such (over-)regulation might become an impediment for future events, for other hosts and for those who would want to leverage benefits linked to the event. It might also be an obstacle to stakeholders finding value in the multi-stakeholder approach in relation to the planning of initiatives linked to the event. The efforts of taking the World Cup to developing countries might even pose stricter regulations, making it more difficult for the locals (i.e. the residents and established businesses) to leverage benefits from the event. These regulations could be a contributing factor to the 'exaggerated benefits' of the event. According to McKenna and Bob (2010:221), most South African businesses attempted to leverage benefits from the event by conducting advertising and marketing efforts, yet they were unaware of the regulations regarding the FIFA World Cup^{TM}.

Important in regard to this aspect is the common understanding of all those who will be affected by such regulations, who should be aware of how the regulations will impact on their perceptions and on their actual beneficiation from such events.

7.6.2   Education and training

For sport tourism, the issue of education and training is especially important in ensuring that sporting bodies in particular have the requisite business skills both to run successful events and to recognise and take advantage of the tourism opportunities that accompany the hosting of the

events. The argument presented by Matheson (2010:18-19) describes the necessity for education and training not to be limited only to businesses, but to be available to communities as well, thus "representing a commitment to a local and community-based legacy". Effective education and training programmes that are linked to sport tourism events might require the development of partnerships between the public and the private sector, and between the public sector, the private sector and the communities. Such programmes will also contribute towards a better understanding of the sport tourism events industry. As supported by Cornelissen (2011:505),

> the public sector can play an important role in facilitating or enabling partnerships or can take a leading role in directing programmes according to set development goals.

In the context of the current study, the perceptions of impacts might serve as an advantage in the education and training of members of the local population. This, in turn, might contribute to the improved hosting of sport tourism events, thus enlightening the perceptions and the practices that might contribute to the minimising of the costs, and to the maximising of the benefits, linked to such events.

7.6.3   Industry coordination

Sport tourism opportunities, especially in terms of their tourism benefits, are sometimes lost or not maximised because the linkages between the sport and tourism sector are not well established or integrated.

While the bigger picture is the growth of the sport tourism industry, the current study has underscored that the successful implementation of the planning initiatives in terms of such events as the 2010 FIFA World Cup™ requires industry coordination. Attaining such coordination will not only enable better opportunities to be presented for both sport and tourism, but it will also contribute to the sustainable growth and development of the industry beyond events. With the lack of coordination, the opposite might be expected. Smith and Fox (2007:1125-1143) and Dreyer (2011:12) have highlighted the effective coordination between game organisers, regeneration agencies, different levels of the government, local businesses, and community representatives as being pivotal in delivering a successful event and a lasting legacy. The argument presented by the authors is an indication that the industry cannot, by itself, successfully develop and implement effective plans. Built into this perspective should be

the monitoring and evaluation of the effect of such partnerships, as they might be key to the future of sport tourism events.

7.6.4   Infrastructure

Most, if not all, of the sporting activities and events rely on there being an appropriate infrastructure in place. Although the most obvious form of infrastructure is the sporting facilities themselves, other infrastructure, such as accommodation and transport, are often important if sport tourism opportunities are to be maximised.

The availability of an infrastructure for sport tourism events at destinations is likely to dictate the conditions for the future hosting of such events. The existence of such an infrastructure is a confidence booster for countries that want to host events, and for the sport tourism event bodies that have to take the necessary decisions in awarding the hosting of such events to specific countries. The attractiveness and the relevancy of an infrastructure for sport tourism events at destinations might see even the non-host areas benefit from the events, especially with the devising of more effective plans than in the past to gain leverage from such events. The current study has revealed that huge amounts of funds are set aside for the development of the infrastructure for such mega-events as the 2010 FIFA World Cup^{TM}, and that their urban bias may result in a lack of support for future hosting, especially among those who are battling to get their basic service delivery needs satisfied.

7.6.5   Research and data collection

A further issue is that the most available research tends to focus on individual events and not on improving the overall understanding of the sport tourism market, and how it operates at a national or regional level. Given the range and magnitude of the potential impacts of sport tourism events on a destination, in contrast to the above, research and data collection will contribute to a broader understanding, as well as to the growth and development, of both destinations and sport tourism. Research and data collection efforts might require cooperation among the different stakeholders that will acknowledge research as an ongoing or continuous process that requires the development of strong relationships. As noted by Weed (2007:149), stakeholder relations in sport and tourism can be grounded in two areas, namely the

relationships in the practice of sport tourism, and the relationships that are concerned with sport tourism research.

7.6.6   Evaluation of events

Numerous 'models' are employed to evaluate events that can lead to different outcomes and, consequently, to an inability to compare results. A more consistent and simplified methodology would be of considerable benefit, therefore.

7.6.7   Legacy (an addition to the original list of issues)

Although legacy is not among the issues identified by the Commonwealth of Australia (2000) as being likely to impact on the growth of sport tourism, but it is added from the list of issues that are likely to impact on the growth of sport tourism. As the literature has pointed out the 2010 FIFA World Cup^{TM} as being legacy focused, concerns around additional time to be spent on legacy planning (Cashman, 2002:12), the management of legacies that are created by mega-events (Preuss, 2013:3581), and the assessment and evaluation of mega-event impacts (Preuss, 2007; Gratton & Preuss, 2008; Jago, Dwyer, Lipman, Van Lill & Voster, 2010) present this aspect as being more complex than are the other issues. Concerted efforts in highlighting common and acceptable principles that should inform how such challenges can be addressed is crucial for the future of sport tourism events.

Despite the issues that were covered in the preceding subsections 7.6.1 to 7.6.6 first being raised more than a decade ago, the current study still pushes for these areas to be regarded as relevant to the future of sport tourism events. These challenges reflect that the solutions require the involvement of a range of parties, and hence the adoption of a multi-stakeholder approach to planning. In addition, these issues project sustainability as being a strong dictating element in terms of the future hosting of events in general.

7.7   Possible future research

The broad nature of the current study presents opportunities for possible further research. As it has been arguably presented in this study that there is lack of literature on the FIFA World Cup™ and non-host areas, the possible future research areas identified could contribute to closing that void. The areas include:

- Post-event perceptions and longitudinal research into the established businesses; the residents and the officials of the CWDM. A post-event study could provide a comparative reflection to this study, and, in a way, assist in drawing a full picture of whether the expectations linked to the 2010 FIFA World Cup™ planning efforts by the CWDM have been realised.

- An assessment of the socio-economic impacts of the event on the CWDM region. Such an assessment could take the form of considering various sectors that contribute to the economy of the region, relative to their link to the event.

- The evaluation of participation mechanisms in terms of the adoption of a multi-stakeholder approach to planning for major sport tourism events in South Africa.

7.8   Final concluding remarks

In the introduction to this study, it was highlighted that adopting a multi-stakeholder approach to planning for mega-events is pivotal if destinations want to maximise the benefits and minimise the costs linked to the hosting of such an event. The multi-stakeholder approach to planning was perceived to add value to the planning, to project a platform for stakeholder engagement as a vehicle for broad public consultation and participation, and to promote the level of involvement, cooperation, partnerships and collaboration among the stakeholders. The intent of this was to achieve integrated and coordinated plans, with the stakeholders sharing a common vision and commitment, resulting in the ownership of the plans beyond planning and implementation. Accordingly, the study considered adopting a multi-stakeholder approach to planning for the 2010 FIFA Word Cup™ planning initiatives for a non-host area (i.e. the CWDM). The key stakeholders identified in this study, and with which the conclusion of the study is aligned, include the CWDM officials (i.e. the 2010 FIFA World Cup™ coordinators), the established businesses and the residents of the CWDM. The study is one of only a few that

looks at mega-events in non-host areas, leading to it being a major contribution to the body of knowledge on the subject. However, the scope of the study's conclusion is not limited to an understanding that is based on the stakeholders alone, but it also broadly explores the context of the multi-stakeholder approach to planning for mega-events further than the non-host areas alone and also beyond the 2010 FIFA World Cup™.

Since the study acknowledges the limited scope of literature that has heretofore been available on mega-events in non-host areas, the approach to the literature review was that of discussing the available literature in the context of non-host areas. This has allowed the researcher to highlight new knowledge on the non-host areas and on mega-events. In addition, the analysis and interpretation of the data has also contributed to bridging the knowledge gap in the literature. Congruence between the literature reviewed and the research objectives has contributed to a broad understanding of the study and its research problem. It also makes a contribution in terms of the research methods deployed in the study, and in terms of the interpretation of the research outcomes.

The evaluation of the research objectives in the study has served as a measure in the attainment of the study objectives. Through this evaluation, the output of the study can be measured through the implications that the results have for each stakeholder in terms of the multi-stakeholder approach to the 2010 FIFA World Cup™ planning initiatives, together with the recommendations and the conclusion thereof. An evaluation of the research objectives has also been able to point out future research areas that can serve as a basis for the building up of the literature on non-host areas. The outcome of these objectives not only contributes to the literature on mega-events and on non-host areas, but also to the better planning and management of the events for the non-host areas that want to leverage benefits from mega-events in future. Emanating from this evaluation, the CWDM will be able to improve the manner with which it engages with stakeholders beyond the 2010 FIFA World Cup™, and it will result in the devising of informed plans with a high degree of buy-in and ownership, so as to allow for the implementation of the plans to achieve the desired goals.

Since the evaluation of the objectives of the study brought to the fore the realities of the multi-stakeholder approach to the 2010 FIFA World Cup™ planning initiatives in the CWDM as being obscured by challenges, the study concludes that the CWDM has not entirely fulfilled its coordinating role in such a way as to allow for the multi-stakeholder planning processes to yield

the expected results. It is important for non-host areas such as the CWDM that planned and positioned themselves to benefit from the 2010 FIFA World Cup^{TM} to factor into their planning and implementation the value of integrated and coordinated efforts. The failure to provide a platform for discourse on an ongoing basis for the stakeholders, and the lack of integration and coordination of plans by the CWDM, might have left individual businesses with the task of having to put in additional effort to promote their product. This might further have translated into a lost opportunity in terms of the CWDM failing to position itself more favourably so as to be able to offer a more consolidated product that would have inspired investment confidence. The chances of the region (CWDM) being perceived as a tourism and investment destination would be boosted if its efforts were to be coordinated and integrated. The loss might not only be limited to economic factors, but it might also have social and environmental ones, too. The CWDM must arouse interest, and build stakeholder engagement confidence, in its planning processes, as there were concerns around its planning for this event. This could be done on the basis of assessing and evaluating the processes that it undertook in its planning initiatives linked to the 2010 FIFA World Cup^{TM}. Stakeholder participation and involvement, which is important for sustainability, can be considered as a basis for stimulating the economy.

Stakeholder engagement through the adoption of a multi-stakeholder approach to planning will enhance the future hosting of events of this magnitude, as well as contributing to the sustainability and growth of sport tourism events. "A successful event is the one that incorporates all the stakeholders within the planning process" (Reid & Arcodia, 2002:494). Although the authors emphasise the success of an event as being dependent on the involvement of all stakeholders in the planning process, the successful hosting of such an event as the 2010 FIFA World Cup^{TM} is a success for the destination as a whole. It is very important that the strategic objectives, inclusive of the costs and the benefits that are associated with the event, are understood by all the stakeholders concerned, so that, where mitigation is required, costs may be minimised, and the benefits of sporting and mega-events maximised.

The government as the coordinator of planning beyond the 2010 FIFA World Cup^{TM} in the CWDM must learn lessons from its multi-stakeholder engagement, as doing so is likely to mean that it can enhance the amount of stakeholder cooperation and participation in its programmes. The lessons that have been drawn from this study might also be used to enhance the future hosting of an event of this magnitude, although the principles of multi-stakeholder planning can be applied to smaller scale events, so that all stakeholders can benefit from them in future. The

openness of dialogue or of a platform for stakeholder engagement might assist in gaining an understanding of the level of support and buy-in from the stakeholders concerned. Since it was the first African World Cup, and the first time that such a multi-stakeholder approach to planning was adopted, unlike with normal government planning, the lessons drawn from this study should contribute to the knowledge management of the CWDM. As the 2010 FIFA World Cup™ might serve as a benchmark for the hosting of the event in developing countries, shortcomings in the CWDM'S multi-stakeholder approach to the event's planning initiatives might contribute to the organisational knowledge of the event for non-host areas that want to leverage benefits linked to the mega-event. This knowledge might even extend beyond the ambit of the non-host areas.

A full assessment of the results to emerge from the multi-stakeholder approach to planning in relation to the 2010 FIFA World Cup™ initiatives in the CWDM may not be fully quantified. The event is highly regulated by FIFA, and, in some instances, the stakeholders concerned might not have found value in engagement. In such instances, it might even be difficult to arrive at the conclusion that planning engagement took place, and that there was value in the engagement processes, as the planning was meant to satisfy the power holders (i.e. FIFA) concerned.

Apart from the multi-stakeholder planning approach that was assumed to the 2010 FIFA World Cup™ planning initiatives in the CWDM, the researcher also drew some conclusions from the stakeholders' perceptions of the event. Although the conclusions and recommendations were drawn from the respondents in the non-host areas, the manner in which these are articulated could as well benefit the broader sport tourism fraternity. In doing this, the study has highlighted the key areas (i.e. volunteering, mega-events and public spending in developing countries and the greening of events) that might be considered as contributing factors in the development of sport tourism events, with a specific focus on mega-events.

Volunteering needs to be built in strongly as part of involving communities in events, and also in relation to them becoming part of the culture of event hosting in the region. In particular, in terms of the hosting of such historic events as the 2010 FIFA World Cup™, the concept of volunteering needs to be quantified and broadly defined to the level of ambassadorship. Smaller, medium and large-scale events in the region must inculcate this culture of volunteering, so that the value in the activity becomes widely known and accepted.

While the hosting of the 2010 FIFA World Cup™ might have projected a stage where the citizens felt very proud and happy to be Africans and South Africans in particular, this might not have been the case for those whose service delivery needs were not met. The government spending of public money on events like the 2010 FIFA World Cup™ in the wake of service delivery shortages will continue to be a contested issue in the hosting of events such as this, particularly in the case of developing countries where the delivery of such basic services as water, electricity, housing and infrastructure are in dire need or strained. The study highlights the potential for such challenges as not impacting on the host areas but also on the non-host areas. The contestation of service delivery needs over the needs of such events as the 2010 FIFA World Cup™ in developing countries is likely to create a dissenting voice in relation to the events. It therefore becomes critically important that the governments, and others who are at the centre of bidding for these events, are aware of such implications. Depending on the preparedness of the dissenting voices to ensure that their voices are heard, the growth of the dissenting voices might rise and threaten the future hosting of such events in developing countries like Brazil. Although such demands might be legitimate, the damage that might be caused by the dissenting voices might go beyond the service delivery areas. For those who evaluate the costs involved in hosting an event like this against their service delivery needs, it is important that the benefits of the World Cup accrue, so that they can improve their livelihood. As Lester (2004:13) warns, there is likely to be chaos if there is no delivery. The extent of such chaos remains unknown, including in terms of the damage that it can cause for the host area. In a country like South Africa, where service delivery protests are plagued by violent demonstrations, this might impact on the image of the country, and on the future hosting of events. The development of cities in the host areas linked to the 2010 FIFA World Cup™ might be perceived as having undermined service delivery in the rural areas. This might strengthen the view of the urban bias of these events, in terms of the improvement of services and economic development.

The greening of events beyond the 2010 FIFA World Cup™ needs to become an inclusive priority of the government and other stakeholders, such as businesses and communities, if a country, including its specific regions, wants to contribute its fair share to realising the balanced and sustainable growth of the sport tourism events industry. Small efforts that are made in relatively small areas (such as the CWDM) can contribute to alleviating global environmental stress, especially where there is a strong drive towards attaining the 'green revolution'. This notion stresses the assumption of a balanced approach to planning by those who are at the

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forefront of planning for events, so as not to underestimate their environmental impacts. The ability of other stakeholders not to undervalue such impacts depends on their level of awareness, hence the need to grow environmental consciousness as an integral part of the hosting of events.

Despite the challenges that were encountered to adopting a multi-stakeholder approach to the 2010 FIFA World Cup^{TM} planning initiatives by the CWDM, and the different perceptions of the event by the various respondents in this study, the successful hosting of the event in question will continue to remind Africa, and South Africa in particular, that, despite all odds, Africa is a continent that can aspire to the highest goals. Relying on the historical past of the hosting of mega-events and on the hosting of a successful 2010 FIFA World Cup^{TM}, South Africa has shown that it has the ability to host future mega-events, and that it can portray itself as a capable and competent nation. South Africa's successful hosting of the 2010 FIFA World Cup^{TM} should serve as a bidding advantage in respect of the possible hosting of the Olympic Games in the country. The future growth of the sport tourism event industry and the competitiveness of the country as an event destination rest in the government recognising event hosting as a national priority, and as a key source of economic growth across the different spheres of government, especially if South Africa wants to host the Olympic Games in the future. Such recognition might be pivotal, since the gap between the requirements that are set for the hosting of the next mega-event could widen, as there might be new, different and more complex requirements, calling for a new or improved infrastructure. Should that time come, the current study underscores the notion that the principles of multi-stakeholder planning should be upheld across the different spheres of government. The mistakes and other lessons that are evident in this study should help other developing countries that are yet to host the FIFA World Cup^{TM} and other mega-events.

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Appendix A

Cape Peninsula University of Technology 2010 FIFA WORLD CUP – RESIDENT'S PERCEPTIONS (PRE-EVENT)

1. Event awareness

1.1 Do you know of any major sport tourism event being held in South Africa this year (2010)?

Yes	No	Not sure

1.1.1 If yes, please indicate which major sport event South Africa is hosting.

Rugby World Cup	Cricket World Cup	Golf Tournament	FIFA (Soccer) World Cup	Other (specify)

1.1.2 If yes, please select how you were informed of this event.

Television	Newspaper	Internet	Posters	Community meetings
Radio	SMS	e-mail	Friends	Other (specify)

2. Resident's awareness of the 2010 FIFA World Cup?

2.1 Are you aware of the competition venue that was built in your area for the FIFA World Cup?

Yes	No	Not sure

2.2 Are you aware of any new sport facility that was upgraded or built in your area for the FIFA World Cup?

Yes	No

2.3. Are you aware of any 2010 related legacy projects in your area?

Yes	No

2.3.1 If yes, please name the legacy project(s) of which you are aware of.
_____
_____

3. Resident's interest in soccer

3.1 Which one of the following statements best summarises your interest in soccer as a spectator?

I am an avid fan of the sport, and always try to attend or watch it on TV.	
I am interested in the sport, and watch it when I can.	
I am not interested in the sport, but sometimes attend or watch it because family or friends are interested in doing so	
I have no interest in this sport, or in the associated festivities, even when it is held in our area.	

3.2 Which one of the following statements best summarises your interest in soccer as a recreational activity?

I am a keen participant in this sport, who is regularly involved in club competition.	
I am a keen participant in this sport, who is regularly involved in it but not in any formal competition.	
I occasionally participate in this sport socially.	
I used to participate in it, but I have not done so in recent years.	
I have absolutely no interest in participating recreationally in this sport.	

3.3 Do you currently attend Premier Soccer League matches in Cape Town?

Yes	No

3.3.1 If yes, why?

Interest in soccer	Complementary tickets
Ability to meet with friends	Wish to support the development of the sport
A way in which to relax	Company sponsored the game, have to attend

3.3.2 If no, why? _____

3.4 Will you be attending any of the 2010 FIFA World Cup matches?

Yes	No

3.4.1 If yes, where?

Durban	Cape Town	Port Elizabeth	Johannesburg	Bloemfontein
Nelspruit	Polokwane	Pretoria	Rustenburg	Other (specify)

3.4.1.1 If yes, how will you travel from your place of residence to another host city to watch the match(es)? Multiple responses permitted.

1. Aeroplane	2. Own vehicle	3. Conducted tour	4. Taxi
5. Bus	6. Hired vehicle	7. Other (specify)	

3.4.1.2 If yes how much are you willing to pay (in Rands) or did you pay for a ticket?

<250 (specify)	250-500	501-750	751-1 000	>1 000 (specify)

3.4.2 If no, why will you not be attending any World Cup matches?

Not interested in soccer	Will not be able to afford to purchase tickets
Transport a problem	Wish to attend a public viewing area
Prefer to watch game on TV	I do not feel safe to attend matches
Other (specify)	

3.5 Will you consider watching the matches on television?

Yes	No

3.6 If you cannot afford to purchase tickets to watch the game, would you consider watching on big-screens at a dedicated spectator location or at a public viewing area?

Yes	No

3.6.1 Would you pay to attend a match on a big screen at a public viewing place?

Yes	No

3.6.2 How much would you be willing to pay to attend the above-mentioned screening?
_____

4. Involvement in the 2010 FIFA World Cup

4.1 At this stage, how do you mainly see your involvement in the 2010 World Cup?

Involvement mainly seen as:	Yes	No
A spectator at soccer matches		
A volunteer at soccer matches		
A direct employee		
Part of the income-generating opportunities (e.g. business opportunities and tourism) linked to the event		
Uncertain/Don't know		
Other (specify)		

4.2   Would you like to be updated on events and opportunities related to the 2010 event?

Yes	No

4.2.1 If yes, how would you like to be updated on 2010 initiatives?

Television	Newspaper	Internet	Posters	Community meetings
Radio	SMS	E-mail	Other (specify)	Friends

4.3 Do you have any suggestions for improving the communication related to the 2010 event?
_____
_____

4.4 Are you aware of any 2010 FIFA World Cup planning initiatives organised by the municipality in your area?

Yes	No

4.4.1. If yes, what are they? (Mention at least 3)

………

………

4.5 Have you been involved in any of the 2010 FIFA World Cup initiatives organised by the municipality?

Yes	No

4.5.1 If no, why were you not involved in the above-mentioned initiatives?

Didn't have time to be involved	
Didn't want to be involved	
Not interested in them	
Unaware of them	
Other (specify)	

5. Perceptions and attitudes:

5.1 Please indicate the level of agreement with the following statements. (Select one option for each variable) – **Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A); Strongly Agree (SA).**

Although the CWDM is a non-host area for the 2010 FIFA World Cup, the event will make the following impacts on the area:	SD	D	N	A	SA
Perceived economic impact					
Have a multiplier effect in the local economy					
Create employment opportunities for local community members					
Give the region international recognition					
Benefit small businesses					
Benefit only the rich and big businesses					
Improve levels of Black Economic Empowerment					
Lead to increased spending in the local area, thus ensuring economic benefits for local community members					
Ensure extended shopping hours in the vicinity of the event					
Perceived social impacts					
Promote the development of a sense of community pride, as it is to be hosted in my town, city or area					
Yield rewards for all residents					
Cause delays in basic service delivery to poor areas					
Disrupt the life of the local residents, as well as cause inconvenience (e.g. traffic congestion)					
Cause an increase in levels of crime e.g. thefts, muggings, etc.					
Cause an increase in the amount of vandalism (i.e. damage of properties)					
Lead to an excessive amount of noise that will annoy the local residents					
Create entertainment opportunities for local residents					
Benefit only some members of the community, and it will increase the levels of social inequality					
Influence the residents to participate in sporting activities					
The event will have NO negative social impacts					
Perceived environmental impacts					
Heighten the intensity of public policy issues such as strengthening tourism and environmental programmes					
Have a negative impact on the environment, as a result of excessive litter					
Increase the amount of air pollution in the local area					
Lead to the significant production of waste					
The event will have NO significant negative environmental impacts					
Regional showcasing					
Attract tourists to the area					
Attract future business to the area					
Increase positive media coverage of the area					
Crime will showcase South Africa in a negative light					
Strengthen regional values					
Public money					
The 2010 event will be a waste of public money					
Too much money will be spent on the 2010 event that could be spent on other activities					
I feel that the use of public funds in support of this event is acceptable					
South Africa's readiness to host the event					
I feel confident that this event will be successfully hosted by South Africa					
The hosting of the FIFA World Cup in 2010 will result in South Africa achieving a lasting legacy					
Perceived infrastructural development and service delivery impacts					
Infrastructural development has taken place mainly near the stadiums					
I think that the facilities created for this event can be used in the long-term by local residents					
Sport impacts					
I am more aware of football/soccer due to the hosting of this event					
I am more interested in football/soccer due to the hosting of this event					
I will consider participating in football/soccer in the near future					

5.2 Which ONE of the following groups (choose one) will benefit the most from the 2010 FIFA Soccer World Cup?

The poor and disadvantaged	People living in the rural areas	Businesses
The wealthy and rich	People living in towns and cities	Other (specify)

6. Resident's profile

6.1 What is your age (in years)?

<20	21-30	31-40	41-50	51-60	61-70	>70(specify)

6.2 Gender

Male	Female

6.3 Marital status

Single	Married	Separated	Divorced	Widowed

6.4 Historical racial category

African	Indian	Coloured	White	Not applicable/ No response

6.5 Highest educational level attained

No formal education	Partial primary	Primary completed	Secondary completed
Certificate/Diploma	Undergraduate degree	Post-graduate degree	Other (specify)

6.6 Employment status

Student/Scholar	Retired	Sales/Marketing	Unemployed
Administrator/Manager	Business person	Artisan/Technician	Professional
Self-employed	Home executive	Labour/Unskilled	Other

6.7 Monthly income (in Rands)

None	0-10 000	11 000-20 000	21 000-30 000
31 000-40 000	41 000-50 000	51 000-60 000	>60 000

Fieldworker to note the location of the interview.
_____

Thank you for your participation in the study.

Appendix B

Cape Peninsula
University of Technology

ESTABLISHED BUSINESSES SURVEY QUESTIONNAIRE (PRE-EVENT)

A.   RESPONDENT'S PROFILE
Question 1

Location _____

Question 2

2.1 What type of business do you own/manage? _____

2.2 How long has the business been established in this location?

0-1 year	2-5 years	6-10 years	11-20 years	>30 years

2.3 What type of enterprise is it?

Micro/Informal (1-4 employees)	Small (5-10 employees)	Medium (11-50 employees)
Large (more than 50 employees)	Public	Other (specify)

2.4 Profit generated per month in 2009

None	0-10 000	11 000-20 000	21 000-30 000	
31 000-40 000	41 000-50 000	51 000-60 000	>60 000	Other (specify)

2.5 Number of employees currently employed

1	2	3	4	>5	Other (specify)

2.6 On what basis is the staffs employed?

Part-time	Full-time	Contract basis

2.7 Are you an affiliated member of any business forum in the area?

Yes	No

B. INVOLVEMENT IN 2010 AND RELATED ACTIVITIES

Question 3

3.1 Is this business a sponsor of any of the following?

Local soccer clubs	Youth soccer clubs	School teams	Other (specify)

3.2 What promotional advertising your business will be using for the 2010 FIFA World Cup?

None	TV	Radio	Street pole ads	Internet	Flyers	Bill boards	Other (specify)

3.3 Has your staff received any additional training related to 2010 or to any other major events?

Yes	No

3.3.1 If yes, what type of training?
_____

3.4 Has your staff attended any government-supported events on doing business in relation to 2010?

Yes	No

3.5 Is your business changing its delivery of goods and provision of service to cater for the many tourists that will be visiting South Africa in 2010?

Yes	No

3.5.1 If yes, how?

_____

_____

3.6 Will this business be opening other branches for the 2010 FIFA World Cup?

Yes	No

3.6.1 If yes, where? _____

3.7 Will this business be involved in the establishment of Bed and Breakfast enterprises?

Yes	No

3.7.1 If yes, where? _____

3.8 Do you plan to employ more people during 2010?

Yes	No

3.8.1 If no, why not?_____

3.8.2 If yes, how many?_____

3.8.3 If yes, for what purposes? _____

3.9 Will this business be offering other types of services to the ones that it currently offers during 2010?

Yes	No

3.9.1 If yes, what type(s) of services?

_____

3.9.2 If yes, why?_____

3.10 Was this business a sponsor of any local or national sporting events in the past?

Yes	No

3.10.1 If yes, what role did it play?_____

3.10.2 If yes, who did your business sponsor?_____

3.11 Would you like to be updated on events and opportunities related to the 2010 event?

Yes	No

C.   2010 FIFA WORLD CUP PLANNING

Question 4

4.1 Is your business involved in the 2010 FIFA World Cup planning initiatives?

Yes ☐	No ☐

4.1.1 If yes, in which 2010 planning initiatives are you currently involved?

_____

_____

_____

Question 5

Are the 2010 planning initiative in which you are involved in integrated with:			
A	The Cape Winelands District Municipality	**Yes** ☐	**No** ☐
B	Your local municipality	**Yes** ☐	**No** ☐
C	Your local tourism office	**Yes** ☐	**No** ☐
D	Your local chamber of commerce/business forum	**Yes** ☐	**No** ☐
E	The Western Cape Provincial Government	**Yes** ☐	**No** ☐

Question 6

Are you aware of any 2010 FIFA World Cup initiatives being conducted by the Cape Winelands (district and respective municipalities)?	
A	**Yes** ☐
B	**No** ☐

Question 7

Are you aware of any 2010 planning initiatives being conducted by accommodation establishments in your area?

_____
_____
_____

Question 8

How would you rate your level of interest in becoming involved in 2010 plans that are integrated with various stakeholders in the CWDM?	
A	**No interest at all** ☐
B	**Average interest** ☐
C	**High interest** ☐

Question 9

9.1 Do you think that the planning initiatives for the 2010 FIFA World Cup devised by the Cape Winelands (district and respective local municipalities) will create jobs for the local communities?

Yes ☐	No ☐

9.1.1 If no, state why not?

_____
_____ -
_____

Question 10

10.1 Do you perceive the Cape Winleand's (CW) 2010 FIFA World Cup planning initiatives as having the potential to boost your business in 2010?

Yes ☐	No ☐

10.1.1 If no, state why not?

_____
_____
_____
_____

Question 11

11.1 Are you satisfied with the manner in which the CW has engaged with businesses in its planning initiatives for the 2010 FIFA World Cup?

Yes ☐	No ☐

11.1.1 If no, with which aspects are you dissatisfied?

_____
_____

Question 12

Please respond to the following questions by making a mark (x) in the appropriate box

Due to the 2010 FIFA World Cup planning initiatives taking place in the Cape Winelands District, how would you rate:	Excellent	Good	Satisfactory	Poor
12.1 The level of competition among businesses in the area?				
12.2 The level of cooperation among businesses in the area?				
12.3 The level of cooperation between businesses and the CWDM?				
12.4 The level of cooperation between businesses and the local municipalities?				
12.5 The level of collaboration among the businesses?				
12.6 The role that the CWDM is playing in ensuring that local businesses are central in the 2010 FIFA World Cup planning initiatives?				

Question 13

Related to the questions above, if your responses were satisfactory or poor – state the reasons for your rating.

13.1_____
_____
13.2_____
_____
13.3_____
_____
13.4_____
_____
_____
13.5_____
_____

Question 14

What activities has the district implemented as means of engaging with businesses as stakeholders in the 2010 FIFA World Cup planning initiatives?

_____
_____
_____

Question 15

Please indicate the level of agreement with the following statements regarding the planning, integration and coordination of 2010 FIFA planning initiatives in your local municipality. Select one option for each statement from the following possible responses: **Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A); Strongly Agree (SA).**

	SD	D	N	A	SA
Cooperation					
The range of participating stakeholders is representative of all relevant stakeholders					
Stakeholder groups are fully represented					
Stakeholder participation is enticed by positive benefits					
Stakeholder participation is enticed by interest in the processes					
The scope of stakeholder involvement, engagement and participation was fully defined					
Stakeholders were involved from the start of the planning process					
Stakeholders receive information and are consulted about the activities					
These is continuous direct interaction with/among stakeholders					
Inequalities are rife in these interactions					
Dialogue among stakeholders reflects openness, honesty, tolerance, respectful speaking and listening, confidence and trust					
Participants understand, respect and learn from different forms of arguments					
Decision-making					
Collective decision-making is encouraged					
Collective decision-making is practised					
Planning and collaboration					
There is consensus and ownership emerging across inequalities					
Stakeholders appear to be willing to implement the resulting plans					
There are conscious strategies in place to maximise the potential benefits linked to the 2010 FIFA World Cup					
There is sufficient capacity in the municipality to drive and implement a developmental response to the 2010 FIFA World Cup					
There is sufficient capacity in the municipality to drive and implement these plans					

Question 16

Please indicate the level of agreement with the following statements by selecting one option from the possible responses: **Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A); Strongly Agree (SA).**

BUSINESS PERCEPTIONS (including benefits) OF THE 2010 WORLD CUP					
Readiness to host	SD	D	N	A	SA
I feel confident that this event will be successfully hosted by South Africa					
The hosting of the FIFA World Cup in 2010 will result in South Africa achieving a legacy					
Perceived environmental impacts from the hosting of the 2010 FIFA World Cup					
The environment is being degraded due to the hosting of the event					
The hosting of the event will increase the amount of air pollution in the local area					
The hosting of the event will lead to the significant production of waste					
Heighten public policy issues such as strengthening tourism and environmental programmes					
The event will have NO significant negative environmental impacts					
	SD	D	N	A	SA
Perceived economic impacts from the hosting of the 2010 FIFA World Cup					
The FIFA World Cup will only benefit the rich and big business					
The hosting of this event will ensures the provision of employment opportunities for local community members					
The hosting of this event will lead to increased spending in the local area, thus ensuring economic benefits for the local community members					
The hosting of this event will ensure extended shopping hours in the area of the event					
The levels of Black Economic Empowerment will improve					
The prices of goods in the area will increase due to the event					
Local businesses will increases their sales and profits during the event					
In the region where the stadium is located, the businesses will strengthen					
Public money					
I feel that the use of public funds in support of this event is acceptable					
Too much money was and is being spent on the 2010 event could have been/ be spent on other activities					
Perceived social impacts from the hosting of the 2010 FIFA World Cup					
There will be many inconveniences such as traffic congestion and parking difficulties					
An increase in the level of crime (e.g. thefts, muggings, etc) will be experienced due to					

this event.					
An increase in the amount of vandalism (i.e. damage of properties) will be experienced due to the hosting of the event					
The 2010 event will disrupt the lives of the local residents and businesses, as well as create inconvenience					
Terrorism will be a concern during the event					
The event will lead to excessive noise, which will annoy the local residents					
Entertainment opportunities related to the event will be provided for the local residents					
The 2010 event will only benefit some members of the community, and it will increase levels of social inequalities					
The event will stimulate training and skills development for members of the community					
The 2010 event will be a major boost for national pride and nation building					
I feel proud that this event is hosted in my town, city or area					
The event will have NO negative social impacts					
The disadvantaged can experience the glory and glamour of an international event					
Regional showcasing					
The event will attract tourists to the area					
The event will attract future businesses to the area					
The event will increase positive media coverage of the area					
Crime will showcase South Africa in a negative light					
Infrastructural development impacts					
The access to amenities and the improvement in road facilities will result					
Roads, parking facilities and amenities will be refurbished					
There will be a delay of basic services in the poor areas					
Run-down parts of this area will be upgraded					
Public facilities					
The event will promote the development and better maintenance of public facilities such as roads, parks, sporting facilities and/or public transport					
The 2010 event will deny local residents access to public facilities such as roads, parks, sporting facilities and/ or public transport because of closure or overcrowding.					

Thank you for your participation in this study.

Appendix C

Cape Peninsula
University of Technology

2010 FIFA WORLD CUP LOCAL MUNICIPALITY REPRESENTATIVE QUESTIONNAIRE

Question 1

Name_____

Question 2

Municipality

Question 3

Position 2010 FIFA World Cup Coordinator in the Local Municipality

Question 4

	Which of your municipality's 2010 planning initiatives are you aware of or involved in? (Please tick the appropriate box(es).	
A	Base camp bid	
B	Public viewing areas	
C	Volunteer training	
D	Tourism	
E	Sport development	
F	Infrastructure development	
G	Safety and security / Disaster management	
H	Social development	
I	Media centre	
J	Other (specify)	

Question 5

	Are the 2010 planning initiative that you are aware of or involved in integrated with:			
A	The CWDM	**Yes** ☐	**No** ☐	**Don't know** ☐
B	Stakeholders and interested parties within your municipality	**Yes** ☐	**No** ☐	**Don't know** ☐
C	Other municipalities in the district	**Yes** ☐	**No** ☐	**Don't know** ☐
D	Your local tourism office	**Yes** ☐	**No** ☐	**Don't know** ☐

E	Your local chamber of commerce	Yes ☐	No ☐	Don't know ☐
F	The Western Cape Provincial Government	Yes ☐	No ☐	Don't know ☐
G	Local sporting bodies	Yes ☐	No ☐	Don't know ☐
H	MATCH	Yes ☐	No ☐	Don't know ☐
I	SAFA	Yes ☐	No ☐	Don't know ☐

Question 6

	Are the 2010 planning initiatives in which you are involved exclusive to your town?
A	**Yes** ☐
B	**No** ☐
C	**Don't know** ☐

Question 7

If yes, what are the initiatives?

_____

_____

_____

Question 8

	How would you rate the level of buy-in from establishments in the CWDM in relation to the 2010 planning initiatives being conducted by the district?
A	**Low** ☐
B	**Medium** ☐
C	**High** ☐

Question 9

	How would you rate the level of buy-in from establishments in your municipality in relation to the planning initiatives at town level?
A	**Low** ☐
B	**Medium** ☐
C	**High** ☐

Question 10

Do you feel that there has been significant communication from the CWDM regarding the 2010 planning and development with the stakeholders and the role players in the district?		
A	**Yes**	☐
B	**No**	☐

Question 11

Do you feel that there has been significant communication from your local municipality regarding the planning and development with the stakeholders and the role-players in your town?		
A	**Yes**	☐
B	**No**	☐

Question 12

Do you feel that the 2010 planning initiatives in which you are involved have a strong legacy focus?		
A	**Yes**	☐
B	**No**	☐

Question 13

What is your opinion on the following statements? (Please select one box for each statement)

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
A	The 2010 FIFA World Cup will provide various opportunities for your town	☐	☐	☐	☐	☐
B	The district municipality offers guidance and support to stakeholders wanting to become involved in the 2010 FIFA World Cup	☐	☐	☐	☐	☐
C	Your municipality has the facilities to provide a base camp for a travelling national team	☐	☐	☐	☐	☐
D	For the success of the 2010 FIFA World Cup in the district, consolidated planning incorporating all stakeholders and interested parties needs to be undertaken	☐	☐	☐	☐	☐
E	Individual towns in the Cape Winelands District should develop individual 2010 planning initiatives	☐	☐	☐	☐	☐

Question 14

	Which of the following do you consider as being necessary for the success of an integrated and consolidated plan by the CWDM? Please rate each issue using a scale of 1 to 5 (with 1 being less important, through to 5 being most important)	
A	Effective communication by the district with all stakeholders and interested parties	
B	Effective communication by the local municipalities with all stakeholders and interested parties within their municipality	
C	Effective communication by the tourism offices with all stakeholders and interested parties within their municipality	
D	Buy-in to the CWDM's 2010 plans by all the stakeholders and interested parties	
E	Affiliation with MATCH	
F	Awareness of FIFA guidelines and requirements	
G	Organisation of regular seminars and workshops at district level	
H	Organisation of regular seminars and workshops at municipal level	
I	Buy-in and support from the provincial government	

Question 15 A (CWDM and local businesses)

Please respond to the following questions by making a mark (x) in the appropriate box

Due to the 2010 FIFA World Cup planning initiatives taking place in the CWDM, how would you rate the district's role in:	Excellent	Good	Satisfactory	Poor
15A.1 Engaging businesses as potential stakeholders?				
15A.2 Facilitating partnerships between the public and private sector?				
15A.3 Facilitating cooperation among the local businesses?				
15A.4 Facilitating cooperation between the businesses and the CWDM?				
15A.5 Facilitating collaboration among the businesses?				
15A.6 Ensuring that local businesses are central to the 2010 FIFA World Cup planning initiatives?				

Question 15 B

Related to the questions above, if your responses were 'satisfactory' or 'poor', state the reasons for your rating.

15B.1_____

_____   _____

15B.2_____

15B.3_____

15B.4_____

15B.5_____

15B.6_____

Question 16

What activities are in place to involve businesses as stakeholders in the 2010 FIFA World Cup planning initiatives in the CWDM?

_____
_____
_____
_____
_____

Question 17 A (CWDM and communities)

Please respond to the following questions by making a mark (x) in the appropriate box

Due to 2010 FIFA World Cup planning initiatives taking place in the CWDM, how would you rate the district's role in:	Excellent	Good	Satisfactory	Poor
17A.1 Engaging communities as potential stakeholders?				
17A.2 Facilitating partnerships between the public and private sector and communities?				
17A.3 Facilitating cooperation among communities?				
17A.4 Facilitating cooperation between communities and the CWDM?				
17A.5 Facilitating collaboration among communities?				
17A.6 Ensuring that communities are central to the 2010 FIFA World Cup planning initiatives?				

Question 17B

Related to the questions above, if your responses were 'satisfactory' or 'poor', state the reasons for your rating.

17B.1_____

17B.2_____

17B.3_____

17B.4_____

17B.5_____

17B.6_____

Question 18

What activities are in place to involve communities as stakeholders in the 2010 FIFA World Cup planning initiatives in the CWDM?

_____
_____
_____
_____

Question 19

19.1 At the level of planning, how would you rate the amount of progress that has been made so far?

Excellent ☐   Good ☐   Satisfactory ☐   Poor ☐

19.2 If your above response was 'satisfactory' or 'poor', state your reasons for your rating.

_____
_____
_____

Question 20

Please answer the following questions that refer to the level of the integration and coordination of the 2010 FIFA World Cup initiatives.

20.1. How would you rate progress the amount of progress that has been made so far?

Excellent ☐   Good ☐   Satisfactory ☐   Poor ☐

20.2 What challenges exist as far as integration and coordination is concerned?

_____
_____
_____
_____
_____
_____

20.3 What is the level of participation among the stakeholders?

Excellent ☐   Good ☐   Satisfactory ☐   Poor ☐

20.3.1 If your above response was 'satisfactory' or 'poor', state your reasons for your rating.

_____
_____
_____
_____
_____
_____

Thank you for your participation in this study.

Appendix D

Cape Peninsula
University of Technology

This letter is in support of the correspondence to your office by Mr Ncedo Jonathan Ntloko, a PhD student I supervise on sport tourism research. His correspondence was submitted to the Office of the Municipal Manager on the 01st December 2009.

Informed by our (Cape Peninsula University of Technology) research processes, as prescribed by the Higher Degrees Committee, when and where a study is anticipated to involve any contact with any external institution, a signed letter of confirmation/acknowledgement from the institution where contact would be made becomes a prerequisite for ethical clearance.

The letter submitted by Mr Ntloko is a version of what is required from him towards realisation of his study.

His area of study focuses on 2010 within the Cape Winelands District and the Cape Winelands District Municipality becomes the external institution as they are at the centre of 2010 activities within the area.

I sincerely hope that this addresses your concern.

Should you require further clarity, do not hesitate to contact me.

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swartk@cput.ac.za

(2010 Directon)
Name: Neliswa Nkani
Signature:
Date: 2010|01|19

CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA
* 2010 -01- 1 9 *
MUNICIPAL MANAGER

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Appendix E: Resident's perceptions and attitudes of the 2010 FIFA World Cup™

South Africa's readiness to host and legacy	SA	A	N	D	SD
I feel confident that the event will be successfully hosted by South Africa	31.1	45.3	16.2	5.6	1.8
The hosting of the FIFA World Cup™ in 2010 will result in South Africa achieving a lasting legacy	28.2	47.2	20.4	3.2	1
Perceived environmental impacts					
The hosting of the event will have a negative impact on the environment as a result of excessive litter	9	38.6	24.8	23.6	4
The hosting of the event will increase the amount of air pollution in the local area	9.3	34.1	23.3	28.6	4.7
The hosting of the event will lead to the significant production of waste	8.8	36.2	23.9	26.9	4.2
Heighten public policy issues such as strengthening tourism and environmental programmes	10.6	42.7	35.4	9.1	2.2
The event will have NO significant negative environmental impacts	6.3	27	22.3	34	10.4
Perceived economic impacts					
The event will have a multiplier effect on the local economy	18.2	46.6	18.6	13.2	3.4
The hosting of this event will ensure employment opportunities for local community members	16.3	49.9	16.4	14.6	2.8
The FIFA World Cup™ will only benefit the rich and big businesses	22.4	41.9	17.4	15.1	3.2
As a result of the event, levels of Black Economic Empowerment will improve	14.4	37.4	31.8	13.8	2.6
The hosting of this event leads to increased spending in the local area thus ensuring economic benefits to the members of the local community	10.2	37.8	37.8	12.4	1.8
The hosting of this event will ensure extended shopping hours in the vicinity of the event	17.8	39.5	31.8	9.6	1.3
Perceived social impacts					
Promote community pride as it is hosted in my town, city or area	15.6	54.6	18.2	9.3	2.3
Yield rewards for all residents	7.8	38.6	31.1	18.6	3.9
Cause delays of basic services in the poor areas	12.9	31.3	19.7	30.4	5.7
Disrupt the lives of local residents and create inconvenience (traffic congestion)	12.2	37.1	19	25.8	5.9
Cause an increase in levels of crime (e.g. thefts, muggings, etc.).	16	34.4	18	25.7	5.9
Cause an increase in vandalism (damage of properties) will be experienced due to the hosting of the event	11.1	32.1	23.3	27.3	6.2
Lead to excessive noise which will annoy local residents	12	31.4	18.8	30.5	7.3
Create entertainment opportunities for the local residents	17.8	50.6	17.5	11.3	2.8
Only benefit some members of the community and increase social inequalities	11.2	44.4	26.3	15.2	2.9
Influence the residents to participate in sporting activities	13.9	50	23.1	11.1	1.9
The event will have NO negative social impacts	7.1	23.5	21.1	36.1	12.2

Regional showcasing					
The event will attract tourists to the area	28	51.7	9.7	7.8	2.8
The event will attract future businesses to the area	23.4	51.7	15.4	7	2.5
The event will increase positive media coverage of the area	19	51.7	19.5	7.6	2.2
The event will strengthen regional values	12.2	44.7	34.2	7.1	1.8
Crime will showcase South Africa in a negative light	17.8	40.4	23.1	15.6	3.1
Use of public money					
The 2010 FIFA World Cup^{TM} will be a waste of public money	8.8	26.1	16.7	32.6	15.8
Too much money has been, and is being spent on the 2010 event that could be spent on other activities	15	32	17.3	26.7	9
I feel that the use of public funds in support of this event is acceptable	8.3	31.7	27	24.6	8.4
Infrastructural development and service delivery					
Infrastructural development are taking place mainly near the stadium	21.4	46.9	18.2	10.2	3.3
Facilities created for this event can be used in long-term by the local residents	17.8	46.1	25.4	8.6	2.1
Sport impacts					
I am more aware of football due to hosting of this event	17.5	54.2	10.5	11.9	5.9
I am more interested in football/soccer due to the hosting of the event	18.1	46.5	10.9	17.2	7.3
I will consider participating in football/soccer in the near future	14.6	28.8	14.3	27.3	15

Appendix F: Pearson chi-square results reflecting the relationship between residents and established businesses in terms of the difference in the level of agreement on the statements

STATEMENTS	ρ-values
SOUTH AFRICA'S READINESS TO HOST THE EVENT AND LEGACY	
I feel confident that the event will be successfully hosted by South Africa	**0.000**
The hosting of the FIFA World Cup™ in 2010 will result in South Africa achieving a lasting legacy	**0.007**
ENVIRONMENTAL IMPACTS	
The hosting of the event will increase the amount of air pollution in the local area	**0.000**
The hosting of the event will lead to the significant production of waste	0.238
Heighten public policy issues such as strengthening tourism and environmental programmes	0.167
ECONOMIC IMPACTS	
The hosting of this event will ensure employment opportunities for local community members	**0.000**
The FIFA World Cup™ will only benefit the rich and big businesses	**0.000**
As a result of the event Black Economic Empowerment will improve	**0.000**
The hosting of this event will lead to increased spending in the local area, thus ensuring economic benefits to the members of the local community	0.718
The hosting of this event will ensure extended shopping hours in the vicinity of the event	**0.01**
SOCIAL IMPACTS	
Promote community pride as it is hosted in my town, city or area	**0.000**
Cause delays of basic services in the poor areas	**0.000**
Disrupt the lives of the local residents and create inconvenience (e.g. traffic congestion)	**0.000**
Cause an increase in the levels of crime (e.g. thefts, muggings, etc.)	**0.000**
Lead to an excessive amount of noise which that will annoy the local residents	**0.000**
Create entertainment opportunities for local residents	**0.000**
Only benefit some members of the community and increase social inequalities	0.301
REGIONAL SHOWCASING	
The event will attract tourists to the area	**0.001**
The event will attract future businesses to the area	**0.000**
The event will increase positive media coverage of the area	3.333
Crime will showcase South Africa in a negative light	0.085
USE OF PUBLIC MONEY	
Too much money has been, and is being spent on the 2010 event that could be spent on other activities	0.228
EVENTS AND OPPORTUNITY UPDATE	
Would you like to be updated on the events and opportunities related to the 2010 FIFA World Cup™	**0.000**
INVOLVEMENT IN 2010 PLANNING INITIATIVES	
Involvement in 2010 FIFA World Cup™ planning initiatives	**0.000**