

Local Economic Development: Why is it important for tourism development and growth in OR Tambo District Municipality?

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Abstract: The Government of South Africa has declared tourism as one of the six pillars for economic growth in line with the New Growth Path. Furthermore, local economic development in South Africa has galvanised widespread attention from government, non-governmental organisations, scholars, and practitioners. The national government acknowledges that South Africa's local economic development is the strategic enabler for national economic and development objectives and in particular of South Africa's National Development Plan Vision 2030. In addition, South Africa's local economic development is viewed as an important potential catalytic instrument to create the necessary broad partnerships and conditions for economic development that can generate better and higher quality service delivery, decent jobs, participation and empowerment of communities, women, youth, and vulnerable groups. This study focuses on local economic development with a specific focus in tourism development) within major tourism hubs of the former Transkei region. These hubs include Coffee Bay, Port's St John's and Mthatha situated in Eastern Cape Province of South Africa. Moreover, the study contends that prioritisation of sustainable tourism development using local economic development by the former Transkei region has a potential to unlock economic sectors for the communities of OR Tambo District Municipality. In this context, local government is considered to be at the forefront of advocating for pro-poor tourism and local economic development policies. Lastly, the study employs a Participatory Action Research in diagnosing some of the bottlenecks Eastern Cape's tourism hubs are grappling with. In conclusion, the findings of the study underscore that there is a need for a Public-Private Partnership framework that would further enable the growth of tourism using local economic development. This Public-Private Partnership framework could inform policy direction for the entire local government community in Eastern Cape. Such process will assist OR Tambo District Municipality communities in mitigating challenges of triple threat (poverty, inequality, and unemployment) through sustainable tourism and local economic development.

Keywords: Local economic development, OR Tambo district municipality, public-private-partnership, tourism, stakeholders

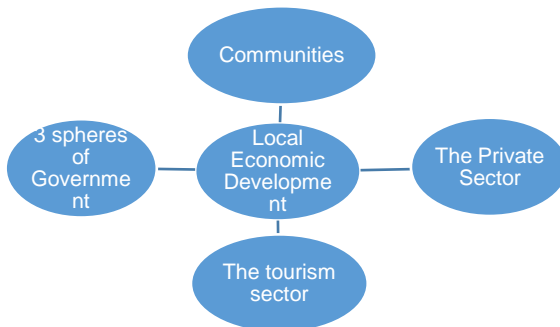
Introduction

This study diagnoses sustainable local economic development (LED) through tourism with a specific focus at Oliver Reginald (OR) Tambo District Municipality. Additionally, OR Tambo District Municipality is situated in the Eastern Cape (EC) province in what is sometimes referred to as a former Transkei region. Additionally, LED in South Africa (SA) has galvanised widespread attention from government, non-governmental organisations, scholars, and practitioners (Rogerson, 2019). For example, the national government acknowledges that SA’s LED is the strategic enabler for national economic and development objectives and of SA’s National Development Plan (NDP) vision 2030. In addition, SA’s LED is viewed as an important potential catalytic instrument to create the necessary broad partnerships and conditions for economic development that can generate better and higher quality service delivery, decent jobs, participation and empowerment of communities, women, youth, and vulnerable groups.

Ntonzima (2014) defines LED as a process in which local government and/or community-based groups manage and control their resources and enter partnership arrangements with the private sector to create new jobs and stimulate economic activity in an economic area. Echoing Ntonzima (2014), Cooperative Governance and Traditional Affairs (2020) elucidates that LED is an approach towards economic development which allows and encourages local people to work together to achieve sustainable economic growth and development thereby bringing economic benefits and improved quality of life for all residents in a local municipal area.

Venter (2020) asserts that both internationally and in SA, there is a growing awareness that economic development strategies are most effective when they are designed and implemented at a local level. For this reason, local economic development has emerged as an approach to economic development that holds the potential to promote social and economic development in a way that meets the basic needs of the poor and contributes to the growth of local economies.

Figure 1.1: An envisaged LED strategy



Source: Researcher’s own construction (2022)

The importance of LED in the South African context can be overemphasised. SA is a country that is battling with triple threat challenges (poverty, unemployment, and inequality). Furthermore, LED can mitigate all the challenges that became a bottleneck when SA failed to meet the Millennium Development Goals (MDGs). In figure 1.4 above, the study seeks to paint a picture in terms of how LED should be executed. The figure shows that for LED to be successfully implemented, all sectors of the community need to be involved. This is vitally important because countries such as Bolivia have made strides in LED initiatives because everyone including Non-Governmental Organisations (NGOs), Non-Profit-Organisations (NPOs), private sector, government at large and communities were taking a pro-active approach.

The Problem Statement

Garidzirai, Meyer and Muzindutsi (2019) maintain that despite the introduction of LED, high levels of poverty and unemployment have remained common to the majority of South Africans. This is exemplified by the statistics that unemployment rate is recorded at approximately at 35% according to the data released on the third quarter of 2021 (Statistics South Africa, 2021). The Eastern Cape Parks and Tourism Agency (2020) asserts that tourism sector is one of the fastest growing sectors in the global economy. Despite its growth potential, there is an apparent inability to translate global growth into local impact. The tourism project for a local and district must provide an enabling infrastructure, services, and safety for tourism.

The Eastern Cape Parks and Tourism Agency (2020) emphasises that a developmental state must bring about rapid and sustainable transformation in a country's economic and/or social conditions through active, intensive, and effective intervention in the structural causes of economic or social development. In the same vein, The Presidency in 2019 identified a pattern where spheres of government are operating in silos. This has led to a lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult (CoGTA, 2020). As such, this study contends that the prioritisation of sustainable tourism development using LED by OR Tambo District Municipality has a potential to unlock economic sectors in the former Transkei region. This is very important, especially if there is co-ordination across all three spheres of government. This is of utmost importance because local government must be at forefront of advocating for pro-poor tourism and LED.

Moreover, the District Development Model (DDM) builds on the White Paper on Local Government (1998) which seeks to ensure that local government is capacitated and transformed to play a developmental role. The White Paper on Local Government (1998) elucidates that developmental local government is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic, and material needs to improve the quality of their lives. Given the relatively poor socio-economic situation in OR Tambo District Municipality, economic development

across the regions is given priority attention through various interventions. One mechanism to grow a district's economy is through the tourism sector, especially where significant potential exists. Tourism has proven to be an effective sector for economic growth allowing for the diversification of a local economy, attracting foreign exchange investment which could lead to the improvement of the balance of payments, regional development, creation of income and the stimulation of domestic household consumption (Meyer and Meyer, 2015). Furthermore, the Constitution of SA identifies local tourism as a municipal competency, but also as a concurrent responsibility between national and provincial government (Knysna Municipality, 2020).

Literature Review

Previous studies in OR Tambo District Municipality have not delved deeper into how sustainable tourism and LED could be used to emancipate the locals from the triple threat (poverty, unemployment, and inequality) conundrum which is well documented in the province. Apleni (2013) asserts that community participation is viewed as a means of challenging the prevailing tourism development paradigm which typically sees the tourism infrastructure of the developing world controlled by the powerful multinational of the developed nations.

Presently, OR Tambo District Municipality does not have a viable pro-poor economic and social reforms policy. In the same token, Maloka, Mashamaite and Ledwaba, (2014) underscore that local government in SA has a considerable role to play in promoting social and economic situations of the poor and disadvantaged within communities. Khambule (2018) stresses that to speed up addressing socio-economic disparities, SA must align the role of government with that of a developmental state through the developmental local government ideology.

For example, in EC province, there is no real-time data collection capability that can report on tourism numbers, movement, and behaviour, which makes it impossible to plan and execute high impact strategies and operational plans. Mlondleni (2015) highlights that tourism development is increasingly viewed as an important tool in promoting economic growth, alleviating poverty, and advancing food security. Tourism can provide an economic base for region whose only development options are its cultural and natural resources, whether coastal, mountain or wildlife or a combination of these (Mlondleni, 2015). If it is managed sustainably, tourism is an effective development tool.

Additionally, LED has emerged globally as a vital planning approach for local economies. The emergence and growing significance of LED planning approaches are inseparable from the changing world economy and especially the advance of globalisation (Rogerson, 2015). Barberia and Biderman (2010) contend that countries such as Brazil have solely focused on LED as a way of emancipating their citizens out of abject poverty. The available evidence elucidates that LED initiatives have been underway since at least the mid-20th

century in developing countries. For instance, in a survey focused on Latin America in the early 1970s, LED programmes were identified in the continent (Barberia and Biderman, 2010).

In a study conducted in Amathole District Municipality, Eastern Cape province, Ramukumba (2018) points out that the lack of co-ordination and cohesion within the highly fragmented tourism industry is a well-known problem to tourism professionals. This has made it difficult for businesses or government to operate in isolation of each other. This results in the need for coordination mechanism amongst the various tourism stakeholders to work effectively and efficiently together. The tourism industry is an amalgam of many sub-sectors, as such, it requires stakeholder involvement in the development process of the industry and therefore this increases the need for stakeholders of the industry to work together as any lack of coordination may frustrate potential opportunities for the community to involve itself in tourism development.

OR Tambo District Municipality: Tourism Growth and Development

To address the short to medium term challenges facing the district and create conditions for the development of a sustainable regional economy, one of the interventions proposed is to activate large scale community-empowering tourism. This is vitally important considering that tourism has been seen as a missed opportunity in the South African context. The overwhelming majority (66%) of the population is living in poverty with only 15% in the employment (District Development Model, 2020). Government declared tourism as one of the six pillars for economic growth in line with NGP (Domestic Tourism Growth Strategy, 2012-2020). The National Tourism Sector Strategy provides a blueprint for the tourism sector in the pursuit of growth targets contained in NGP. The White Paper on the Development and Promotion of Tourism in SA (1996) provides a framework and guidelines for tourism development and promotion in SA (Strategic Plan, 2016/17).

The NDP Vision 2030 recognises tourism as one of the main drivers of employment and economic growth (Strategic Plan, 2016/17). The Department of Economic Development, Environmental Affairs and Tourism (2021) elucidates that the EC is a province where economic growth and sound environmental management underpin sustainable development. The province's strategic goal is innovation for sustainable development, with strategic objectives to improve organisational performance, local economic participation, emission reduction, carbon reduction and green economy initiatives and to secure the provincial conservation status (Department of Economic Development, Environmental Affairs and Tourism, 2021). The OR Tambo District Municipality is largely a rural region. It occupies the eastern coastal portion of the province, sharing provincial borders with KZN and district boundaries with Amathole. The region extends over 12 141 square kilometres and incorporates several former Transkei magisterial districts into 5 local municipalities. These municipalities are as follows:

- ✓ King Sabata Dalindyebo;
- ✓ Nyandeni;
- ✓ Port St Johns;
- ✓ Ingquza Hill; and
- ✓ Mhlontlo

The OR Tambo District Municipality is classified as a Category C2 municipality, indicating a largely rural character and low urbanisation rate as well as limited municipal staff and budget capacity.

Figure 1.2: Map of OR Tambo District Municipality



Source: Nzewi, Ijeoma, Sibanda and Sambumbu (2016)

As depicted above, figure 1.2 shows a map of OR Tambo District Municipality. Additionally, it shows all the local municipalities that affiliated with this region. This is one of poorest areas in SA. The need to achieve developmental local government in SA has necessitated that the municipalities and other government departments pay more attention to the poor so that they can be helped to live more fruitful lives and become the instruments for the growth of local economy (Mniki, 2013).

According to South African Local Government Association LED Position Paper (2010), the Municipal Systems Act 32 of 2000 made Integrated Development Planning (IDP) compulsory, and legislated several key LED functions, roles, and responsibilities. The aim of the act is “to provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities” (The Municipal System Act 32 of 2000). This is where

district municipalities such as OR Tambo District Municipality need to introduce mechanisms to foster sustainable LED and tourism.

The state of tourism in OR Tambo District Municipality

The DDM (2020) underscores that OR Tambo District Municipality has identified priority areas such as tourism as key contributors to the economy and job creation in partnership with the private sector. Furthermore, the region seeks to achieve this priority area by means of developing an oceans corridor. The oceans corridor aims to develop a regional road that will run along the coast in an attempt to connect the small rural beach towns to form some sort of string of beads to ensure connectivity and accessibility to these towns. The municipality is adamant that this initiative will contribute to tourism expansion and economic expansion.

In a study conducted in Amathole District Municipality, EC province, Ramukumba (2018) points out that the lack of co-ordination and cohesion within the highly fragmented tourism industry is a well-known problem to tourism professionals. This has made it difficult for businesses or government to operate in isolation of each other. This results in the need for coordination mechanism amongst the various tourism stakeholders to work effectively and efficiently together. The tourism industry is an amalgam of many sub-sectors, as such, it requires stakeholder involvement in the development process of the industry and therefore this increases the need for stakeholders of the industry to work together as any lack of coordination may frustrate potential opportunities for the community to involve itself in tourism development. Steyn, Spencer, Pebane & Ohlhoff (2016) highlight that the successful implementation of tourism projects faces many challenges and requires proper planning and sufficient participation from multiple stakeholders. These strategies according to (Steyn *et al*, 2016) include the following:

- ✓ Product and enterprise development;
- ✓ Accreditation and industry standards;
- ✓ Education and training;
- ✓ Industry and community leadership;
- ✓ Transport and infrastructure; and
- ✓ Funding and financial administration

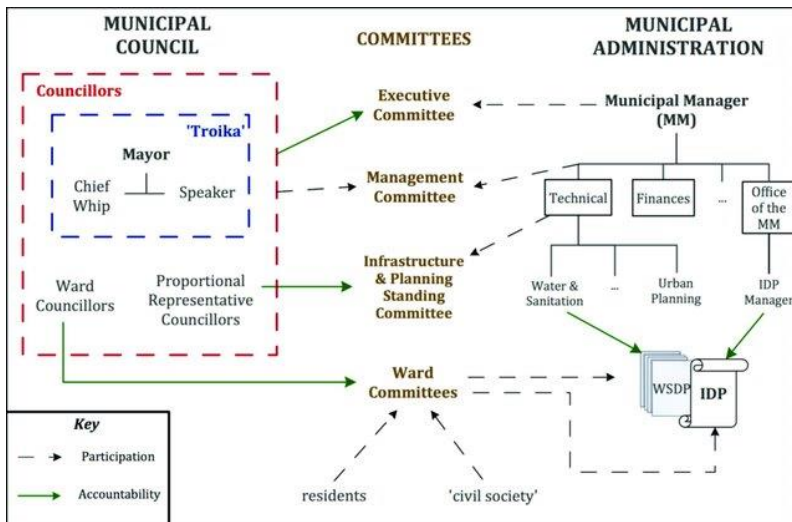
Rogerson (2010) states that since the democratic transition, LED has been a growing feature of development in SA. The major objective of national government promotion for LED in SA is to forge robust and sustainable local economies. Ndabeni and Rogerson (2016) identify ten (10) challenges that inhibit LED. However, this study outlines only eight (8) out these ten (10) and are outlined as follows:

- The limited success of LED projects with a predominantly social focus undermines the historical credibility and significance of LED;
- There is a mutual suspicion between the public and private sectors which makes dialogue between the two groups extremely difficult. The

inherent tensions between the two sectors are compounded by the need to transcend the apartheid legacy of a largely white owned and controlled private sector and predominantly black public sector;

- The practice of LED planning in SA is that many local governments often view each local area as an insular economy and that the role of LED strategy is to develop this unit. This approach does not encourage LED officials to view their local economy in a way that is organically and irrevocably linked to the district, the province, and the national economy, and indeed the global economy;
- For most small municipalities, it has not been always clear what their planning priorities should be, and they should go about promoting LED. In recent years, a dominant view has emerged which emphasises the promotion of competitiveness;
- Public sector representatives dominate the LED forums. However, the actual process of generating the LED strategies is undertaken by private consultants and consulting firms. This is due to lack of capacity within the district municipalities;
- The minimal appreciation of the potential for agriculture to become a driver for rural industrialisation is a symptom of the broader global picture of limited agro- processing taking place in developing countries;
- The lack of visible locally manufactured products is a weakness of district economies; and
- There are minimal interactions between the district municipalities and Universities;

Figure 1.3: A systems diagram that depicts the institutional structure, actors, and decision-making pathways within a local municipality.



Source: Weaver, Keefe, Hamer, and Palmer (2017).

In figure 1.3 above, it shows a diagram that depicts the institutional structure, actors and decision-making pathways within most local municipalities, the OR Tambo District Municipality included. The diagram shows the relationship between the political oversight by the municipality council and various committees over the municipal administration responsible for LED and tourism activities.

The Theory of Change model

Local governments vary in their powers, mandates, and resources. For example, White (2022) points out that in Australia, local governments are creatures of state government legislation and have limited revenue-raising opportunities. Despite this, there are many tools local governments can use to support economic development. Moreover, White (2022) contends that for local governments to enhance the livelihoods of its people, they need to understand the theory of change (ToC) model which can firmly focus on LED. This theory describes how and why the desired change is expected to happen in a particular context. Elaborating on what White (2022) has alluded to, Casey (2022) points out that a ToC model is both a conceptual model and a concrete product that reflects the model. A fundamental component of any large-scale social change effort, theory of change can help teams strengthen strategies and maximise results by charting out the work ahead, what success looks like and how to get there. In figure 1.6 below depicts how a ToC should look like.

Figure 1.4: Theory of change model



Source: Accountability lab (2020)

As depicted above, the ToC model is a method to understand how different things can work together to achieve a goal. It is often used by groups or organisations to plan how to reach their goals, especially in social and political situation (Sopact, 2021). This theory would be applicable in the case of OR

Tambo District Municipality because the municipality needs to create strong linkages with its communities. The United Nations Development Group (2012) holds that the reason ToC is very pivotal is because, first and foremost, development challenges are complex and are typically caused by many factors and layers that are embedded deeply in the way society functions.

Furthermore, ToC provides for learning both within and between programming cycles. By articulating the causes of a development challenge, making assumptions explicit on how the proposed strategy is expected to yield results, and testing these assumptions against evidence. This would include what has worked well in the past, ToC helps by ensuring a sound logic for achieving change. Additionally, the ToC helps make course corrections if the selected approach is not working or if anticipated risks materialise. The key principles for developing ToC include the following United Nations Development Group (2012):

- ✓ It should be developed consultatively to reflect the understanding of all relevant stakeholders;
- ✓ It should be grounded in, tested with, revised based on robust evidence at all stages and;
- ✓ It should support continuous learning and improvement from programme design to closure

The United Nations Development Group (2012) indicates that the quality assurance checklist to ensure a successful execution of ToC:

- ✓ Is based on a collaborative and participatory process: it involves multiple stakeholder perspectives and allowing the views of women, youth, duty-bearers, claim holders and vulnerable communities to be reflected during ToC development and validation;
- ✓ Is clearly targeted towards changes that will benefit the most vulnerable and marginalised individuals and groups in the society;
- ✓ Addresses issues of inequality and discrimination by tackling root and underlying causes in addition to immediate causes;
- ✓ Explicitly target women and girls and ensure that they are equal beneficiaries of change;
- ✓ Identifies specific development changes to be realised for women and other targeted groups, rather than relying on assumptions about how particular groups benefit; and
- ✓ Addresses poverty-environment linkages and contributes to enhancing sustainability

Rogers (2014) posits that developing a ToC is not simply a matter of filling in boxes; it is important to ensure that it adequately represents what the intervention intends to achieve and how to the satisfaction of those who will use it. Ideally, a ToC explains how change is understood to come about, rather than simply linking activities to expected results with an arrow. Chetty (2018) furnishes that a ToC is the notion that organisations need to engage with, map or theorise what change is desired (result or outcome), what needs to be done

(activities, interventions) to bring about this change. It is also evident that ToC can refer to either a product (i.e., the method used to create a ToC) or a process (i.e., the process of developing a ToC).

Methodology

This study employed Participatory Action Research (PAR). Macdonald (2012) asserts that PAR is a qualitative research methodology option that requires further understanding and consideration. It is considered democratic, equitable, liberating, and life-enhancing qualitative inquiry that remains distinct from other qualitative methodologies. As such, this study collected data through qualitative methods. Moreover, the study focused on communities in and around the OR Tambo District Municipality. The study employed PAR because it advocates for a holistic approach in getting to the bottom of issues (social, political, and economic) affecting communities.

Vaughn and Jacquez (2020) articulate that PAR is a qualitative research methodology that involves researchers and participants collaborating to understand social issues and take actions to bring about social change. Qualitative research integrates the methods and techniques of observing, documenting, analysing, and interpreting characteristics, patterns, attributes, and meanings of human phenomena under study.

Analysis and findings of the study

An open and closed-ended questionnaire was distributed to OR Tambo District Municipality communities which are both situated in urban and rural settings. Using convenience sampling method, the study sought primary data from various communities of the municipality. The findings of the study are presented below as follows:

Does OR Tambo District Municipality have LED and tourism programmes in place to address the needs and wants of its communities?

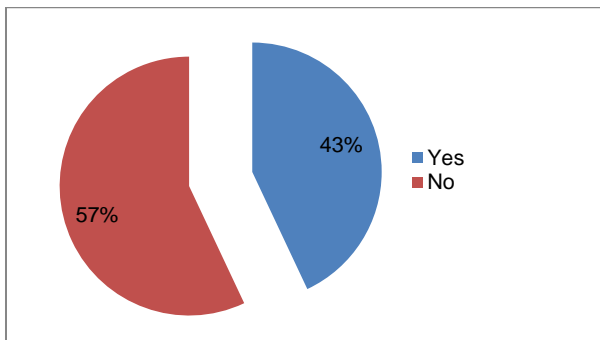


Figure 1.5: LED and tourism programmes

As depicted in Figure 1.5 above, the majority of OR Tambo District Municipality 57% residents firmly believe that there are insufficient programmes to address matters pertaining to LED and tourism. This is a worrying trend considering that local government is to be at the forefront of emancipating its communities more especially on matters pertaining to growth and development. In the same token, the tourism sector has been touted by the South African government as a mechanism to alleviate poverty. As of May 2023, the unemployment rate in SA is currently at a staggering 35% according to Statistics South Africa. As such, this is an issue to ponder for government and all the other relevant role players.

In your opinion, do you think OR Tambo District Municipality is exposing its tourism products to their full potential?

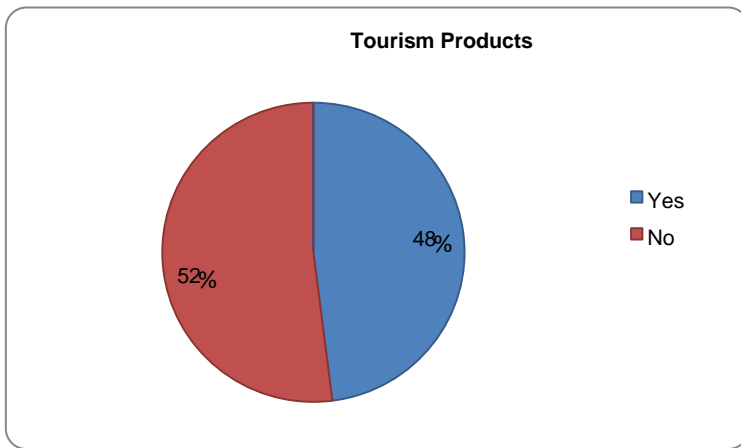


Figure 1.6: Tourism products

As it can be seen in Figure 1.6 above, the majority (52% to be more succinct) of OR Tambo District Municipality residents firmly believe that the tourism products are not being exposed to their full potential. This could be interpreted as a worrisome conundrum more especially considering that this area has so much to offer in terms of tourism.

Its tourism products range from wildlife, pristine oceans, to home of political legends such as Nelson Mandela, Thabo Mbeki, Chris Hani to mention just a few. As such, this calls for more awareness campaigns. These might include initiatives such as the road shows, create linkages between communities and tourism service providers. In fact, a holistic approach is needed to ramp up such initiatives.

In your opinion, does OR Tambo District Municipality play an immense role in terms of using tourism as a tool for capacity building of its communities?

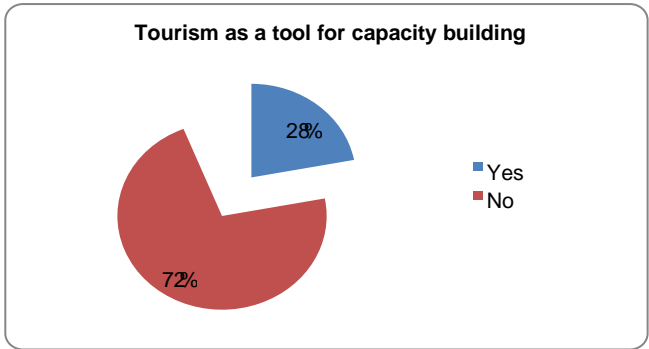


Figure 1.7: Tourism as a tool for capacity building

The majority (72%) of OR Tambo District Municipality residents (as depicted in Figure 1.7 above) contend that there is a lack of appetite in terms of using tourism as a mechanism for capacity building. As such, this might be a call for national government to ramp up its call of professionalising the public service. This is in line with the NDP Vision 2030 which advocates for the professionalisation of the public service in an endeavour to maximise effectiveness and efficiency while reducing red tape. By roping in the services of highly skilled public servants, this would mitigate issues which include but not limited to red tape, bureaucracy, and other tedious processes which are very synonymous with local government.

The 1996 Tourism White Paper underscores that tourism in South Africa has been seen as a ‘white man’s thing’. In your opinion, do you think residents/communities of OR Tambo District Municipality region still view tourism as a ‘white man’s thing’?

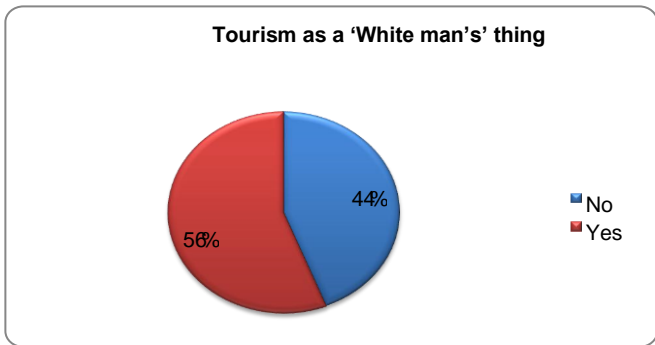


Figure 1.8: Do you view tourism a ‘White man’s’ thing?

In an endeavour to demystify perceptions about tourism from a perspective of Black communities, a question was posed as to whether tourism is being as a ‘white man’s thing’ or not. As depicted in Figure 1.8, the majority (56%) of residents of OR Tambo District Municipality still consider tourism as a ‘White man’s’ thing. This could be attributed to the fact that Blacks were isolated from main sectors of the economy due to apartheid laws. This might be stemming from the issues related to socio-economic status wherein travelling to consume a tourism product is seen by many Black communities as a status symbol.

This could be true considering that the post-94 has done little to bring about the much needed economic and social reforms. As things stand, SA is amongst the most unequal countries in the world. With South African government having identified the tourism sector as the ‘new gold’, there must be spill-over effects of tourism for many Black communities on the ground. It is important to note that countries such as Singapore, Mauritius, Maldives, Thailand to mention just a few have used tourism as a mechanism to take its citizens out of abject poverty.

9. Recommendations of the study

The District Development Model (2020) cautions that local government in EC is working in silos and equally the private sector is doing so. As such, this study could play a meaningful role in the development of a Public-Private Partnership (PPP) framework in and around the OR Tambo District Municipality region. This would ensure tourism growth not only in OR Tambo District Municipality but the entire EC province. This PPP framework could be used by district municipalities as a blueprint to mitigate challenges of triple threat (poverty, inequality, and unemployment) using sustainable tourism and LED.

Additionally, triple threat challenges are well documented in EC. Moreover, EC tourism barometer was last updated in 2015 and that poses a threat to the growth and development of sustainable tourism. Therefore, it is through the development of the PPP framework where district municipalities could work with the provincial government, NGOs, NPOs and private sector to prioritise tourism. The findings of this study paint a bleak picture and elucidate that there is a lack of symbiotic relationship between OR Tambo District Municipality and its communities. As such, there must be a platform that gets created to foster amicable and lasting relations. It is envisaged that this would mitigate issues of trust deficit between the municipality and its communities. This is vitally important considering that local government is for the people by the people.

Lastly, the White Paper on Development and Promotion of Tourism (1996) underscores that tourism in rural provinces such as EC has been a missed opportunity. As such, EC municipalities such as OR Tambo District Municipality are compelled to bring about much needed economic spin-offs using LED and sustainable tourism. One advantage the tourism industry has is that it is a multiplier effect. Therefore, it is envisaged that OR Tambo District Municipality would create a much needed enabling and conducive environment for tourism to thrive. This, in turn, would have spill-over effects to its

communities. This is possible more especially if PPP is advocated for. For example, countries such as Egypt and Morocco have embraced PPP as an endeavour to bring economic spin-offs through sustainable tourism.

Limitations

The findings of the study should be treated with the following limitations in mind:

The results of this study cannot be generalised to all municipalities in EC province. The issue of factionalism and slates delayed the research to some extent. There were issues of trust and allegiance at play. As a result, that became a stumbling block for the study. Additionally, time and funding did not make it possible for the researcher to take the results of the study to the participants for confirmation. If the researcher would have had enough time and funding, the study would have distributed to the participants for verification. However, time constraints inhibited that. To be more succinct, sufficient time would have been an enabler for the researcher to interview as many district municipalities as possible hence the study was only limited in OR Tambo District Municipality area. To be more succinct, this study is not painting an overview picture of all EC district municipalities.

Conclusion

This study clearly articulates on the recommendations for future research and how PPP could be used to enhance the growth and development of tourism in the OR Tambo District Municipality region. It is the view of this study that if all the tourism sector role players and local government role players continue to work in silos, the communities of OR Tambo area will be bearing the brunt of such outcomes. The tourism sector advocates for the inclusion of communities. This is backed by a 1996 White Paper on the Promotion and Development of Tourism that tourism in SA has been a missed opportunity.

Lastly, there must be mechanisms that are introduced which are very inclusive of previously disadvantaged communities. This is important more especially for an area like the OR Tambo District Municipality region. This would be in line with the NDP Vision 2030 which seeks to see SA being able to minimise poverty, inequality, and unemployment. The NGP underscores on how tourism as a priority could be used as a tool to mitigate triple threat bottlenecks in SA. The triple threat challenges are well documented in EC more especially in the OR Tambo District Municipality.

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