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2024
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Sustainable Management of Tourism in Small Coastal Towns

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March 2024

SUPPLEMENTARY INFORMATION

Project format:	Research article
Nominated journal:	https://www.wits.ac.za/linkcentre/ajic/
Supplementary files:	Data collection instrument
	Schedule of interview questions
Ethics protocol number:	WBS/BA2619974/874

ABSTRACT

Sustainable management of tourism in small coastal towns is a critical issue that requires urgent attention, particularly in places such as Port St Johns in the Eastern Cape. With a particular emphasis on the opportunities and challenges of Port St Johns, this study attempts to investigate the conceptual framework of sustainable tourist management in small coastal towns.

The study adopts a qualitative research approach, utilising a case study design to collect data from a purposive sample of key stakeholders in Port St Johns. Interviews were conducted with local residents, tourism officials, business owners, and environmental organisations to gather insights into the town's current state of tourism management.

The study's key findings show that small coastal communities need to manage tourism sustainably by taking a comprehensive approach that considers the social, economic, and environmental effects. The study emphasises that to guarantee the long-term viability of tourism in Port St Johns, successful community participation, capacity building, and resource management are necessary.

The main takeaway from this study is that sustainable tourism management is crucial for the social and economic advancement of the surrounding communities and the preservation of the natural and cultural legacy of small coastal towns. The study concludes that small coastal towns cannot manage tourism sustainably without a cooperative strategy incorporating all stakeholders.

PLAGIARISM DECLARATION

I, **Viwe Dutywa**, declare that this research report entitled "**Sustainable Management of Tourism in Small Coastal Towns**" is my own unaided work. I have given credit to, acknowledged, and cited all ideas that were taken from other sources. I am submitting it here in part to fulfil the criteria for the University of the Witwatersrand's Master of Business Administration degree in Johannesburg. I have never submitted this report to another university for a degree or test.



Viwe Dutywa

Signed at Johannesburg on the 14th of September 2024

ACKNOWLEDGEMENTS

To my family, thank you for the support despite my absence and the resulting sacrifice in our family time. The devotion and encouragement kept me going and gave me the willpower to complete my research.

A special thanks to my supervisor, Dr Grant Sieff, for his encouragement and support.

Thank you to my partner for his unwavering support and encouragement.

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LIST OF ACRONYMS

CBE	Community-Based Ecotourism
COVID-19	Coronavirus

CHAPTER 1: INTRODUCTION

1.1 Introduction

Sustainable management of tourism in coastal towns is a crucial issue in South Africa, as the country's coastline attracts millions of local and international visitors each year. The research will focus on Port St Johns, a small coastal town in the Eastern Cape. The stunning scenery of Port St Johns is meaningless if the Wild Coast resort town's infrastructure remains undeveloped (Feni, 2020).

To manage tourism sustainably, Port St Johns must apply international best practices for infrastructure, sustainability initiatives and crime prevention. Crime prevention strategies such as enhancing police presence, deploying surveillance technologies, and implementing community-policing activities will assure tourist safety.

Approximately 15 years ago, the government designated Port St Johns as a significant hub for infrastructural development (Feni, 2020). It is essential to implement sustainable tourism management practices that balance the needs of tourism with those of the local community and environment.

1.2 Background of the Study

The Republic of South Africa faces challenges, including crime affecting tourist safety, infrastructural gaps, and the lack of sustainable development practices. Due to infrastructure issues and municipal mismanagement, tourism in small coastal towns is in bad shape, particularly in the Eastern Cape. Despite having enormous potential for economic tourism, Feni (2020) notes that Port St Johns is characterised by a significant concentration of underdevelopment, outdated and dilapidated infrastructure, thus impeding the growth of the town's economy. The growing tourism sector presents opportunities and challenges for small coastal towns such as Port St Johns. The tourism industry's exponential growth has become a major global concern in recent years (Khan et al., 2021). Its most significant challenge is the need to develop effective strategies for managing tourism to balance economic growth

with environmental conservation while preserving local heritage and culture and enhancing the overall quality of life for people. Although tourism boosts the economy and strengthens communities, it also presents social and environmental issues, which call attention to certain tourist trends (Khan et al., 2021).

When creating a sustainable model for managing tourism in small coastal towns in South Africa, some best practices must be integrated and benchmarked against countries known for effective tourism management. These countries include Norway and England, as well as successful African examples such as Botswana.

Global best practices include:

- **Effective policing:** Dedicated tourist police units
- **Public awareness:** Campaigns to educate tourists about local laws and customs

Infrastructure Development:

- **Transportation:** Efficient public transportation and well-maintained roads
- **Utilities:** Reliable water and electricity services
- **Tourist Facilities:** Accessible accommodations, sanitation, and waste management.

Sustainability initiatives:

- **Environmental Conservation:** Protecting natural resources and biodiversity.
- **Community Engagement:** Involving local communities in tourism planning and benefits.

Benchmarking against Norway and England:

- **Norway:** Emphasises sustainable tourism practices, strict environmental regulations, and community involvement. Infrastructure is well developed, thus ensuring safe and accessible tourism experiences.
- **England:** Focuses on historical preservation, cultural heritage, and tourism infrastructure. Crime prevention strategies include robust law enforcement and public safety campaigns.

African countries such as Botswana are known for ecotourism and wildlife conservation. Policies emphasise low-impact tourism, community-based tourism initiatives, and protecting wildlife habitats. South Africa promotes diverse tourism

offerings, including wildlife safaris, cultural experiences, and adventure tourism. Efforts are made to balance economic benefits with environmental conservation. Current initiatives in the Eastern Cape promote its coastline, wildlife reserves such as Addo Elephant National Park and cultural attractions such as the Nelson Mandela Museum.

Successful tourist destinations in South Africa, such as Cape Town, handle tourism sustainably by fusing environmental preservation with tourism growth. Cape Town uses strategies such as encouraging ecotourism, investing in renewable energy, and ensuring that tourism generates income for the local people. The city also prioritises preserving natural resources and cultural heritage to preserve the ecological balance and draw tourists. These strategies can assist Port St Johns and other African locations grow their tourism industries in a sustainable way that will benefit the local community and environment in the long run.

1.3 Purpose Statement

This qualitative study will explore the sustainable management of tourism in Port St Johns.

1.4 Research Problem

For this study, the research will focus on Port St Johns. Rapid tourist growth can strain infrastructure, cause overdevelopment, and degrade the environment in the small coastal town.

1.5 Objectives of the Study

Sustainable tourism development in Port St Johns requires a holistic approach that considers the needs of tourists, the environment, and local communities. The study intends to assess the sustainable management of tourism in Port St Johns and recommends acceptable methods/plans that can be adopted.

1.5.1 Policy and Planning Framework

- **Comprehensive Policies and Plans:** Create thorough tourist strategies and policies incorporating sustainable concepts into all governmental decision-making processes. One of the critical components is a thorough

awareness of the government's role in planning and implementing all tourist plans consistently and sustainably (Rizal et al., 2021). Best practices in sustainable tourism management, stakeholder input and scientific evidence should inform policies.

- **Infrastructure Development and Security:** Adequate infrastructure development, such as transportation networks, including roads, bridges, water, sanitation, waste management systems, and access to basic services, is essential for the sustainable management of tourism. Tourist-related crimes can hinder travel by seriously harming a destination's reputation. Consequently, establishing a reputation for controlling crime and promoting tourism safety is crucial for a thriving tourism sector. A culture of peace and tolerance needs to be promoted.
- **Regulatory Support:** Legal frameworks should encourage sustainable tourism growth by providing precise rules, benchmarks, and rewards for adhering to social and environmental obligations. The government must implement the policy and regulatory framework (Liu et al., 2020).

1.5.2 Environmental Sustainability

- **Assessment and Mitigation:** Waste must be correctly disposed of since it can harm the environment and human health (Mubarak et al., 2023). Comprehensive evaluations of how tourism affects the environment should be made, considering how it affects biodiversity, animals, and coastal ecosystems. Point up issues that need to be addressed, such as pollution, habitat degradation, and overuse of natural resources.
- **Promoting Sustainable Practices:** Promote the adoption of environmentally friendly, sustainable practices by tourism-related businesses. This can entail implementing sustainable tourist transportation choices, supporting the use of renewable energy sources, and endorsing eco-friendly lodging. As the potential for sustainable tourism grows, numerous regulations have been implemented to limit environmental exploitation and expand the availability of opulent, secure, and genuine travel experiences to a broader range of travellers (Arya et al., 2024).

1.5.3 Cultural Preservation

- **Safeguarding Cultural Heritage:** Enhance social well-being. Determine and document the cultural history and practices of the local community, considering historical sites, native knowledge, and customs.
- **Promoting Cultural Interchange:** Plan activities, seminars, and guided tours to encourage cross-cultural exchanges between tourists and residents.

1.5.4 Community Engagement and Empowerment

- **Inclusive Decision-making:** Involve local companies, organisations, and citizens in the decision-making processes around the growth and administration of the tourism industry to promote social cohesion and sustainable development. Community-based tourism is a viable approach to ensuring sustainable tourist development by sharing benefits among all community members and conserving natural resources (Khalid et al., 2019).
- **Economic Opportunities:** Encourage projects that use tourism-related activities to strengthen local communities economically. Involve local communities in tourism activities, promoting cultural exchange and ensuring that the benefits of tourism are shared equitably.

1.5.5 Visitor Management

- **Managing Visitor Flows:** Manage visitor arrivals and reduce overcrowding in popular tourist destinations, especially in sensitive regions such as parks, beaches, and historical sites – control access by implementing time-ticketing systems, visitor limits, and reservation requirements, among other measures.
- **Education and Awareness:** Educate visitors about cultural traditions, eco-friendly travel methods, and principles of environmental preservation.

1.5.6 Partnership and Collaboration

- **Stakeholder Collaboration:** Encourage collaboration between enterprises, non-profits, government organisations, and local communities to address common problems and achieve goals related to sustainable tourism management.

1.6 Research Questions

The questions below will assist with gaining a comprehensive understanding of the current state of tourism in Port St Johns, the challenges and opportunities associated with it, and the potential strategies for its sustainable management.

1. What are the political and administrative challenges of managing tourism in the town?
2. Are there any community-based tourism plans which involve the participation of local stakeholders in the decision-making process?
3. Are roads maintained to high standards?
4. What are the environmental, economic, social, and cultural sustainability issues related to tourism in the town?
5. How can tourism development be inclusive and respectful of local traditions?
6. What are the potential policies and regulations for sustainable tourism management in small coastal towns?
7. Is the infrastructure designed to provide quality tourist experiences?

1.7 Significance of the Study

This study will provide Port St Johns with sustainable practices by ensuring that tourism continues to be a positive force for development while safeguarding the resources that make it an attractive destination in the first place. Sustainable management is crucial for balancing the economic benefits of tourism.

1.8 Assumptions of the Study

The following were the assumptions of the study:

- **Stakeholder Engagement:** The study assumes that to achieve sustainable tourism management, all pertinent parties, government agencies, businesses and tourists will collaborate.
- **Data Accessibility:** The study operates under the presumption that there is sufficient data and information accessible for analysis, including socioeconomic indicators, environmental assessments, and stakeholder perspectives.
- **Effectiveness of Strategies:** The study may assert that, if implemented effectively, the strategies and tactics recommended for sustainable tourism management, which are based on professional advice and industry best practices, will produce positive outcomes.

1.9 Delimitations

The delimitations of the study are the following:

- **Theoretical Framework:** To produce a compelling and targeted analysis, the research can be restricted by a particular theoretical framework, such as the triple bottom line method or the sustainable development goals.
- **Time Frame:** The study may be limited to a specific period, for example, by focusing on current trends and advancements in sustainable tourism management rather than methods from the past.
- **Analysis :** The study may focus on aspects of sustainable tourism management, such as cultural preservation, environmental protection, or community involvement, by leaving out other relevant variables.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The literature review of sustainable management of tourism provides a comprehensive overview of the current understanding and practices related to the sustainable management of tourism. A significant development component is sustainable tourism, which significantly impacts the economy, ecology, and society (Streimikiene et al., 2021).

2.2 Background

Travel and tourism made up approximately 3.2 per cent of South Africa's GDP in 2021; this is a significant decrease from 6.4 per cent in 2019, which was attributed to the Coronavirus (COVID-19) pandemic's effect on the industry (Vermooten, 2023). The importance of addressing the environmental, social, and economic impacts of tourism, as well as the governance challenges and opportunities associated with tourism management, is highlighted in this literature review. Tourism has grown to be one of the most important industries, greatly influencing the development and expansion of the economy (Meșter et al., 2023).

Tourism is a beneficial economic activity in many developed and developing countries because of its potential as a catalyst for economic and social development (Kunjuraman, 2022). To manage tourism locally, a tourism committee or group usually coordinates and builds relationships with external stakeholders (Zielinski et al., 2020). Previous research on community-based ecotourism (CBE) asserted that the local community's support for the growth and involvement of tourism enhanced their living standards (Kunjuraman, 2022).

2.3 Objective Literature

2.4 Effective Planning and Management of Tourism in Small Coastal Towns

South Africa's tourism economy is seeing a steady decline in the contribution of coastal areas (Rogerson & Rogerson, 2020). Massive influxes of tourists typically significantly impact a relatively small location because they add to the local population's pollution, waste, and water consumption, thus placing local

infrastructure and habitats under considerable pressure (Lukoseviciute & Panagopoulos, 2021).

The mismanagement of tourism in small coastal towns, as well as the uncoordinated marketing efforts, are just some of the issues that point to strained stakeholder relationships (Kontsiwe & Visser, 2019). The potential contribution of the tourism sector to the overall development of coastal areas, which primarily benefits residents, encourages municipal administrators to coordinate planning and environmental preservation (Sandhu et al., 2019).

Massive influxes of tourists, typically to a relatively small location, have a significant impact; they add to the local population's pollution, waste, and water consumption, placing local infrastructure and habitats under enormous pressure (Lal Mukherjee, 2023). Specific responsibilities should be given to the various stakeholders identified so that there is a clear path of who needs to do what and what is expected from whom (Kontsiwe & Visser, 2019).

"Effective policy formulation and implementation of support mechanisms for cultural tourism development are required, which include establishing protective policies and encouraging sustainable tourism practices, as well as providing investments and incentives for cultural preservation and local economic development initiatives. Such policies should also encourage collaboration among stakeholders, such as local governments, tourism businesses, and indigenous communities, to ensure efficient implementation and preservation of local cultural values" (Van, 2024).

According to Rizal et al. (2021), a thorough understanding of the government is one of the stakeholders that plays a significant role in the consistent and sustainable planning and execution of all tourism-related initiatives. The role of policymakers is crucial in deciding tourist policies that will be adopted to build sustainable tourism. For this reason, it is necessary to have an awareness for policymakers about the concept of excellent tourism planning. Tourism is not an independent sector all stakeholders must be involved (Rizal et al. 2021).

Developing policies while adhering to national objectives is the responsibility of the provincial government and this necessitates that the provincial government first research the characteristics of the province's tourism offering, cultural setting, and

natural resource base before developing rules to guide tourism in a specific location (Mutana, S., & Mukwada, G. 2020). The local government, on the other hand, is in charge of putting provincial policies into action, as well as planning for environmental preservation, land use, and the development of essential products for their area (Mutana, S., & Mukwada, G. 2020).

2.5 Sustainable Tourism Infrastructure

Infrastructure is considered a component of tourism destinations since it provides the natural and artificial resources that visitors require while visiting a location (Dalimunthe et al., 2020). The tourism sector is one of the fastest-growing industries in the 21st century, and the foundation of every tourism development is its infrastructure (Mandić et al., 2018). Tourism and road infrastructure represent positive implications for mutual relations and constraints (Mazrekaj, 2020). Road infrastructure is influenced by tourism in several ways, such as extensive road network building and modernisation, increased use of transportation, growth in the volume of goods and passengers, and the introduction of new transport organisation models (Mazrekaj, 2020).

However, there may be less traffic for tourist purposes in some tourist sites due to a shortage of roads or bad conditions on the ones that do exist. In some cases, it could be low levels of road safety (Mazrekaj, 2020). The development of road and transportation infrastructure boosts business activity in the area. It facilitates easy access to tourist locations, which, in turn, raises the standard of living in the local community (Kanwal et al., 2020).

“Intensity of visitors, traffic and parking lot problems, deterioration of vegetation caused by over-treading, accompanied by soil compaction, threats and pressure on wildlife, spoilage of water sources, erosion, and negative impacts on local people are pressure factors in managing tourism. A good visitor management strategy must have an infrastructure backed by laws, have a visitor-oriented approach, and balance protection and use” (Duzgunes, E., & Demirel, O. 2016).

According to Apriyanti (2024), in order for the tourism sector to be able to be competitive and attractive to visitors, it must also be able to provide adequate infrastructure in all tourism objects, because these facilities are the main gateway in providing the best service for tourists and function as a supporter that provides various conveniences for tourists to reach the desired tourist destinations, provides comfort, and guarantees their safety.

2.6 Economic Benefits, Environmental, and Socio-cultural Impacts of Tourism

Sustainable tourism refers to visiting destinations without endangering the environment or the local population while positively contributing to the nation's economy, society, or environment (Manzoor et al., 2019).

Air pollution, noise pollution, solid waste, trash, sewage, oil and chemical pollution, heating, car use, and many more factors can all contribute to local pollution in tourist areas (Baloch et al., 2023). An unplanned, overcrowded, and uncontrolled tourist population significantly affects the quality of the environment. Consequently, this leads to excessive consumption of natural resources, a decline in the quality of services, and an exponential rise in waste and pollution (Baloch et al., 2023).

Nevertheless, increasing the number of tourists visiting a country can benefit its economy, particularly in terms of GDP and job prospects (Manzoor et al., 2019). According to Rizal et al. (2021), the government will undoubtedly pay attention to guarantee that tourism development benefits while minimizing social, economic, and environmental drawbacks. The environmental impact of coastal tourism is a major concern among tourist sector stakeholders (Metilelu et al. 2022).

Encouraging and supporting local community involvement in tourism activities, such as local tour guiding and providing authentic local products and services to tourists, promotes mutual understanding and respect between visitors and hosts (Van, 2024).

According to Guo et al. (2019), tourism is dependent on the destination's material, sociocultural, and environmental resources. According to Metilelu et al. (2022), Tourism is based on various aspects, one of which is a healthy environment, since people naturally go for beautiful attractions to spend their vacations, resulting in a

high influx of tourists. This can be detrimental, particularly to coastal tourism, because visitors seek the same circumstances that promote high levels of biodiversity: warm weather, sunshine, pristine scenery, clear air, and clean water (Metilelu et al. 2022).

According to Van (2024) , to maintain the preservation and development of traditional cultural values, it is critical to promote culturally responsible and informative tourism.

“Many developing countries rely on tourism to drive economic growth and infrastructure development. This emphasis on tourism has resulted in a phenomenon known as nation branding, or the practice of adapting "corporate branding techniques to countries." (1) Nation branding allows countries to develop a good national image that attracts both foreign investment and international tourists. However, little is known about how the practice of nation branding to enhance tourism affects communities, particularly cultural identity” (Pramanik, P. D., & Ingkadijaya, R. 2018).

Adopting responsible tourism practices, such as tourist management, waste management systems, and cultural sensitivity training, is critical for mitigating environmental consequences and preserving cultural experiences (Van, 2024).

2.7 Framework for Sustainable Tourism

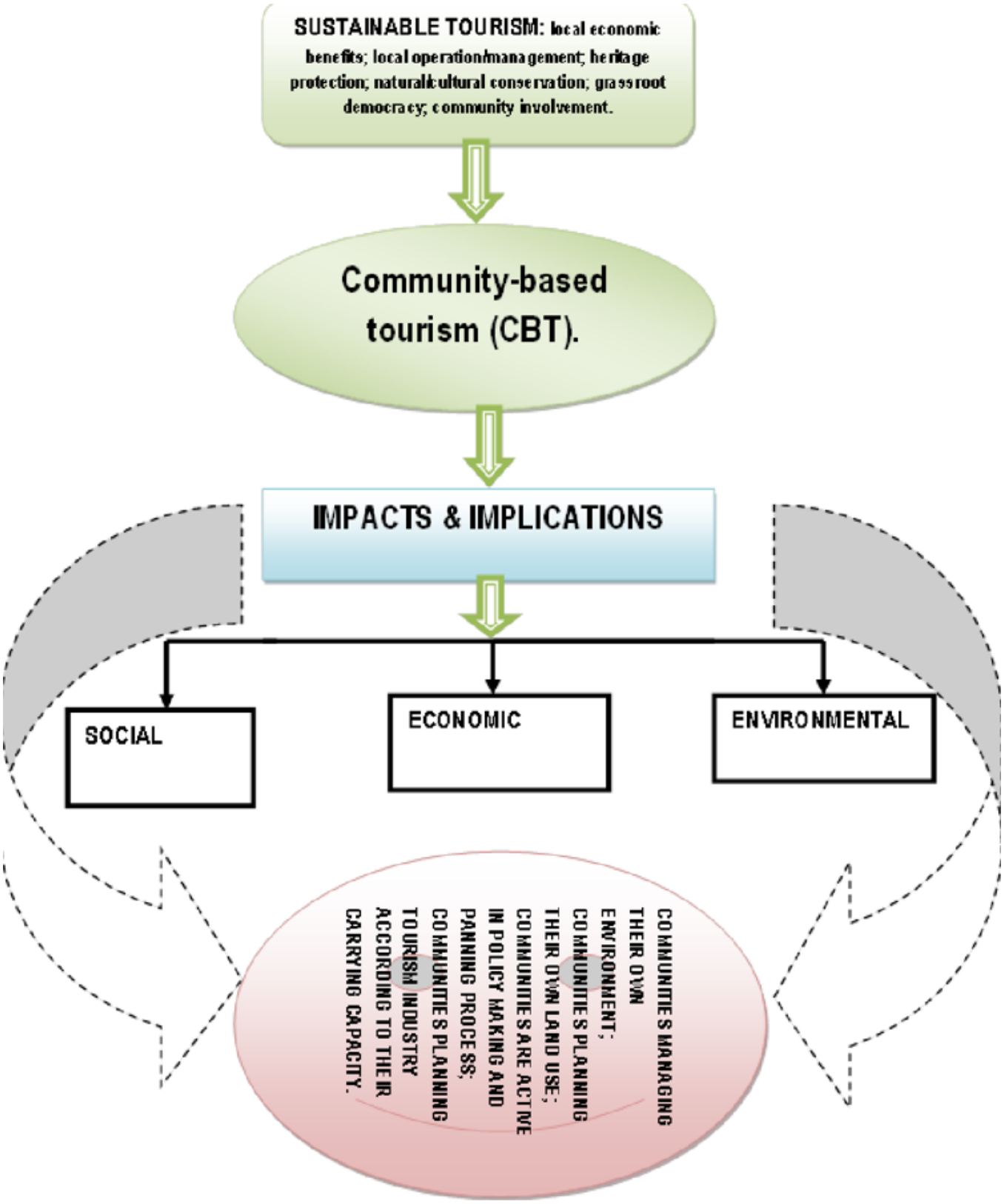


Figure1: Sustainable tourism Framework

Source: Shahmirzadi, E.K. (2012)

2.8 Conclusion

All integrated planning should be operationally driven, followed by, or in collaboration with, technical guidance (Sandhu et al., 2019). Stakeholders in the tourism business should consider digital marketing trends such as social media marketing, innovative content, and mobile advertising (Sumardi et al., 2021).

“Tourism depends on interventions in the coastal infrastructure. Individual systems, such as institutional, water-based, and land-based systems, will also be incorporated inside interventions. One important intervention linked to land-based systems and vital to tourism is the city’s bus or train station. Drinking water supply and waste management are two examples of the components of the intervention’s water-based systems. It is more obvious that this intervention will include social and financial systems, each with unique components” (Sandhu et al., 2019).

All stakeholders in the tourism industry must be involved in achieving sustainable tourism. The government, businesspeople, employees in the tourism industry, and all other stakeholders are involved. The community and society must also be involved to influence business growth (Sumardi et al., 2021).

“By focusing on strengthening their offerings from a religious standpoint, tourism companies may boost customer happiness and improve their brand image. Present the distinctiveness of historical structures and culture. To market the nation as an exciting travel destination, destination managers must also take advantage of the current attractions, which include beaches, mountains, national parks, and wildlife reserves. For this group, destination managers should promote tourism attractions, including swimming, shopping, boat cruises, and beach sports” (Sumardi et al., 2021).

2.9 Definition of Topic

2.10 Sustainable Tourism

Sustainable tourism encompasses sustainable practices within and by the tourism industry (Higgins-Desbiolles, 2018). A diverse approach is necessary to address the challenging problem of managing tourism in Port St Johns.

2.11 Consistency Matrix

Problem or scope of the project stated here					
Sub-problem	**Literature Review**	**Hypotheses or propositions or questions**	**Source of data**	**Type of data**	**Analysis**
Lack of effective planning and management of tourism	(Baloch et al., 2023)	1) Are there any community-based tourism plans that involve local stakeholders' participation in the decision-making process? 2) Have tourism opportunities been identified? 3) Have strategies to manage the negative impacts of tourism been identified? 4) How rapid is the growth and pressure in tourism?	Interviews	Primary data	Qualitative
Lack of sustainable tourism infrastructure	(Baloch et al., 2023)	1) Is the infrastructure designed to provide quality tourist experiences? 2) Are roads maintained to high standards?	Interviews	Primary data	Qualitative

Problem or scope of the project stated here					
Sub-problem	**Literature Review**	**Hypotheses or propositions or questions**	**Source of data**	**Type of data**	**Analysis**
		3) Is the infrastructure designed to promote safety and security for tourists and locals?			
Economic benefits, environmental, and socio-cultural impacts of tourism	(Scarpi et al., 2022)	1) How does tourism contribute to environmental degradation (e.g., pollution, waste management, resource depletion)? What sustainable practices can mitigate these impacts? 2) How can tourism generate sustainable economic benefits for local communities, fostering equitable income distribution and job creation?	Interviews	Primary data	Qualitative

Problem or scope of the project stated here					
Sub-problem	**Literature Review**	**Hypotheses or propositions or questions**	**Source of data**	**Type of data**	**Analysis**
		3) How does tourism affect the cultural heritage and social dynamics of small coastal towns? 4) How can tourism development be inclusive and respectful of local traditions?			

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The goal of this research was to focus on the essential elements and strategies that could support the sustainable management of tourism in Port St Johns. The study concentrated on this coastal town, which was characterised by a strong reliance on tourism to drive economic growth. This chapter explains and shows the method utilised to gather data for the study to address fundamental research concerns. This chapter covers the methodology used in the investigation, sample and data collecting, and data analysis.

Research methodology is how a researcher systematically designs a study to produce accurate and trustworthy results that satisfy the research goals, objectives, and research questions (Derek Jansen, 2020). The research method for this study was qualitative (telephonic interviews).

3.2 Research Design

According to Leavy (2023), a research design is a set of guidelines to guide the research process. It describes how the study is conducted, from the research purpose and research question to the results, through an extensive data collection and analysis process. This involves designing the research methodology, including the data collection and analysis methods. As such, the research design was tailored to the specific context of Port St Johns. The unique challenges and opportunities were also considered and presented.

3.3 Data Collection Methods

Methods are the approaches taken to collect and analyse data (Klem et al., 2022). Data collection is acquiring information on variables of interest using accurate, genuine, methodical, and appropriate procedures to answer research questions, hypotheses, and desired outcomes (Gunawan et al., 2022).

Data collection methods included the following:

- Interviews: Critics contend that interview data is overused and under-analysed by qualitative researchers and that interview techniques are generally unsophisticated (Junnier, 2024).

3.4 Population and Sample

Population is the entire set of items from which a researcher draws data for a statistical study. In this case, it can be a group of individuals or a set of items (Ravikiran, 2022). The target group for this study was local residents, business owners, tourism officials, and environmental organisations. The target population was 25 participants.

Table 3.1: Demographic profile of participants

Category	Target Sample	Actual
Local residents	10	5
Business owners	5	5
Tourism officials	5	1
Environmental organisations	5	0
Municipal Manager	0	1

Source: Author's composition

3.4.1 Sampling

A realistic sample of towns for data gathering was determined using a purposive sampling technique because small coastal towns are diverse. It is common practice to use purposeful sampling to find and select examples rich in information related to the topic (Palinkas et al., 2015).

3.4.2 Sample Size

The primary goal of a sample size justification is to explain how the obtained data is likely to yield useful information given the researcher's inferential intentions (Lakens, 2022). As such, a list of possible research locations based on the importance of tourism and sustainability issues was prepared. Subsequently, a sample of small

coastal towns was selected from that list. The list was further refined by considering data availability, participation willingness, and accessibility.

3.5 Research Instrument

According to Junnier (2024), research methodology is the systematic process by which a researcher plans a study to get reliable and accurate findings that address the study's goals, objectives, and research questions. The research method for this study was qualitative.

3.6 Data Analysis and Interpretation

Qualitative data provides naturally occurring information and assists in answering why and how questions while documenting the interventions of the researcher during the entire research process (Ngulube, 2015).

This study will be conducted using thematic analysis. Thematic analysis is a qualitative research method that identifies, analyses, and reports on patterns or themes in data. The method usually consists of six steps:

1. **Familiarisation with the data:**

Researchers immerse themselves in the data through repeated readings and listening (in the case of interviews) to gain a deep understanding (Morgan, 2022).

2. **Generating initial codes:**

Researchers systematically tag segments of data with labels or codes representing concepts, themes, or patterns (Morgan, 2022).

3. **Searching for themes:**

Codes are organised to identify potential themes by looking for patterns and connections within the coded data (Morgan, 2022).

4. **Reviewing themes:**

Identified themes are checked against coded extracts and the entire dataset for accuracy and consistency, refining or adjusting as needed (Morgan, 2022).

5. Defining and naming themes:

Clearly defining and naming themes accurately represents the content they encapsulate (Morgan, 2022).

6. Writing the report:

Weaving together identified themes into a narrative that answers research questions and objectives, the final report provides insights, interpretations, and implications (Morgan, 2022).

Thematic analysis is a flexible yet systematic approach, ensuring a rigorous analysis that aligns with study objectives (Morgan, 2022).

The interviews will be recorded and transcribed. As the research questions are thematic, aligned with the research objectives, it will be easy to analyse. According to Morgan, (2022) the purpose of the analysis is to identify patterns relevant to answering a particular research question. The key advantage of thematic analysis is that it allows for exploratory discussions, which is the basis of this study.

The study's objectives and research questions will guide the analysis of the raw data collected to produce conclusive results.

Thematic analysis of interview data was conducted to detect recurring trends in the responses provided by the participants. The amount of development, environmental impact, and community involvement in Port St John’s tourism industry was evaluated by analysing observational data. Organisations can obtain insights into client preferences, market dynamics, and operational efficiency through data analysis, which also offers a greater understanding of processes, behaviours, and trends (Simplilearn, 2024). This involved analysing the data collected to identify the key factors contributing to sustainable tourism management in small coastal towns. The interviews were converted into transcripts.

The conclusions regarding Port St Johns’ sustainable tourist management were drawn from interpreting the data analysis findings. The findings were compared to the existing literature on sustainable tourism management to determine if the town

was adhering to best practices in tourism management. Recommendations were made to enhance tourism management practices.

3.7 Limitations

The possibility of bias in survey responses was a limitation. There was a risk of respondents giving socially unacceptable answers or inaccurately reflecting their genuine views. As a result, an attempt was made to guarantee the confidentiality and anonymity of survey responses to lessen this prejudice.

“Qualitative research, on the other hand, focuses on how individuals understand their experiences and construct the world rather than emphasising the use of statistics. In these kinds of searches, researchers pursue the explicit meaning in the data rather than focusing on interpreting latent meaning” (Morgan, 2022).

3.8 Quality Assurance

There are no similar rules for qualitative research, and while discussions about what defines “quality” in qualitative research have been going on for a while. The idea of “quality assurance” has not been widely explored (Reynolds et al., 2011).

3.8.1 Validity and Transferability

The goal and context of the research was to determine validity, which is defined as results based on specific techniques applied to address validity threats relevant to the particular research (FitzPatrick, 2019).

3.8.2 Credibility and Trustworthiness

“Credibility is enhanced by the researcher describing his or her experiences as a researcher and verifying the research findings with the participants. To support credibility when reporting a qualitative study, the researcher should demonstrate engagement, methods of observation, and audit trails” (Cope, 2014). The qualitative research approach was employed to assess the credibility of the study. Every participant’s conversation was recorded, and consent was obtained before recording anything. When determining trustworthiness, credibility is regarded as the most crucial factor or standard (Cope, 2014).

3.8.3 Reliability

From the qualitative research standpoint, validity and reliability are defined, and several methods that might support investigative rigour are discussed (Coleman, 2021). Confidence in the precision and consistency of study findings was attained by establishing reliability. According to Coleman (2021), Qualitative researchers must use proper instruments to establish the validity and dependability of their work.

Trustworthiness is an important aspect of qualitative research since it ensures reliability (Cope, 2014). Coleman notes that in qualitative research while establishing good quality studies through reliability and validity, “the trustworthiness of a study report lies at the heart of concerns frequently articulated as validity and reliability."

From the standpoint of qualitative research, validity and reliability are defined, and several methods that might be used to support investigative rigor are discussed (Kakar et al., 2023). Confidence in the precision and consistency of study findings is attained by establishing reliability.

3.9 Ethical Considerations

Ethical issues were also considered. Research design, process, and action were evaluated for credibility, transferability, dependability, and conformability to determine qualitative research’s trustworthiness level (Kakar et al., 2023).

The following are the components of ethical standards, according to Myers (2019): Honesty; ii) Plagiarism; iii) Informed Consent; and iv) Permission to publish. Resnik (2019); Resnik et al. (2015, p. 2) defines the principles of ethics as:

1. **Honesty:** The researcher must honestly report all of their findings without using any false information.
2. **Integrity:** All commitments made to interview subjects or participants must be kept.
3. **Openness:** A researcher must be receptive to any suggestions or criticism made by the participants.
4. **Confidentiality:** The researcher is required to always safeguard and treat the data with strict confidentiality.

Several ethical considerations were also considered, and the researcher ensured that none of the inquiries made the participants feel uncomfortable. Informed consent was obtained before scheduling any sessions for qualitative interviews. There was a need to pay attention to the following ethical considerations as stated by (Myers, 2019).

CHAPTER 4: DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the findings from the interviews and the data analysis and outcomes interpretation. The study applied qualitative research methods. For the study's chosen population, interviews were the primary data gathering method. Additionally, telephone interviews were employed to gather qualitative data.

Perceptive participant interviews were used to investigate tourism in Port St Johns. This section analyses and discusses the outcomes concerning the relevant objectives. The interviews served as a window into the voices of Port St Johns, painting vivid portraits of their experiences, challenges, and goals.

This investigation aimed to add significant insights to the greater debate on tourism in coastal towns. The final goal was to develop strategic interventions, policies, and community-driven initiatives that could empower Port St Johns. This would be achieved by navigating through the layers of infrastructure, political, environmental, community involvement, regulations, and policies.

4.2 Presentation of qualitative data

The respondents were identified using the following codes:

MM1 – Municipal Manager
BO1 – Business Owner 1

BO2 – Business Owner 2

BO3 – Business Owner 3

BO4 – Business Owner 4

BO5 – Business Owner 5

TO1 – Tourism Official 1

LR1 – Local Resident 1

LR2 – Local Resident 2

LR3 – Local Resident 3

LR4 – Local Resident 4

LR5 – Local Resident 5

4.2.1 Objective 1 Discussion and Analysis

The participants' comments throughout the interviews revealed numerous inefficiencies in collaboration between community and government departments.

Overall, the results indicate a need for a holistic strategy for sustainable tourism management that prioritises environmental preservation, community involvement, infrastructure development, marketing, economic support, safety, and governance.

LR1 said, "I do not know anything about tourism. I just see people visiting my town, especially in April and December. It is difficult for me to comment on the policies and regulations because no official has visited my community and shed some light on the latest developments." This indicates a critical knowledge gap.

BO1 suggested limiting visitations to natural areas and hotels to reduce congestion and safeguard the environment and community. This demonstrates a commitment to sustainable tourism that reduces negative impacts on local ecosystems and residents.

TO1 emphasised the need for zoning restrictions in balancing conservation and economic growth. Designated zones for tourism development can help safeguard natural and cultural resources while allowing for controlled growth.

BO2 emphasised investing in infrastructure such as roads and public transportation to accommodate and enhance tourists' experiences. Effective transportation

networks are critical for controlling tourist traffic and minimising environmental damage.

LR3 emphasised the need for strategic marketing to showcase Port St Johns' distinctive qualities. A well-executed marketing strategy can increase visitor numbers while also boosting local economies.

LR4 and BO3 explored the economic elements, emphasising that while opportunities exist, residents face barriers to accessing capital. Government assistance such as financing and sponsorships may enable community members to capitalise on tourism prospects.

LR5 recommended setting health and safety regulations for tourism-related enterprises to safeguard visitors and residents, resulting in a safe and joyful experience for all.

BO4 and BO5 highlighted issues with government department collaboration and local government developments. Efficient governance and inter-departmental coordination are required for successful policy implementation and service delivery.

4.2.2 Objective 2 Discussion and Analysis

The comments revealed a complex interplay of sustainability challenges in the tourism industry, necessitating balanced methods to maximise local advantages while limiting negative consequences. Environmental, economic, social, and cultural categories must be addressed to promote a sustainable tourism model that values and supports the local community.

Pollution from increased visitor activity results in uncleanliness, particularly around popular locations like the beach. LR3's response evidences this: "When there is a large influx of people, the town becomes extremely unclean, particularly around the beach," TO1 articulated the need for effective waste management and environmental protection measures to handle the influx of visitors without harming the local ecosystem through his response: "My concern is the increasing demand of tourists that leads to pollution. Plans have been put in place to boost tourism in the town, but the government doesn't seem to have plans of boosting tourism."

The responses made throughout the interviews also reveal that most tourism-related businesses are not locally owned, resulting in profits leaving the community and not contributing to the local economy. The price inflation during peak tourist seasons makes essential goods and services unaffordable for residents, creating a disparity between their needs and those of the tourists. The instability of jobs in the tourism sector can lead to economic insecurity for workers.

The impact of tourism on local culture and traditions, particularly the inappropriate presentation and mixing of cultural identities during events like Heritage Month, raises concerns about cultural respect and authenticity. LR4 articulated the importance of educating tourists and locals about cultural heritage, ensuring that traditions are represented accurately and respectfully. They said, “Sometimes there is an inappropriate presentation of local traditions and customs. September is Heritage Month, and I don’t like how individuals dress up to show their culture; some combine cultures. Everyone should be proud of their roots, whether Zulu, Xhosa, Tsonga, or Indian. If you wear Indian clothes, stick to them; don’t mix them with other cultures. Individuals must receive education on this topic.” The interviews revealed the necessity for local pride in cultural identities and avoiding cultural appropriation or dilution during tourism events.

4.2.3 Objective 3 Discussion and Analysis

During the interviews, one business owner said: “From a businessperson’s perspective, I believe a big difference can be made by encouraging responsible tourism behaviours like supporting local businesses and respecting sacred spots.” This response demonstrates how providing tourists with knowledge about local customs before their arrival can help ensure that tourism is inclusive and respectful of local traditions.

Some residents were unaware of how tourism can be inclusive and respectful of local customs, highlighting the importance of creating avenues for local communities to express their concerns and opinions about tourism impacts.

“Rapid tourism growth can result in excessive commercialization, thereby undermining the authenticity and character of ethnic cultures. Tourism programs should be structured to recognize and protect local cultural values, while also

teaching local communities about the importance of their cultural heritage. To avoid infringements and ensure long-term cultural preservation, tourism activities must be monitored more closely and managed strictly" (Van, 2024).

4.2.4 Objectives 4 and 5 Discussion and Analysis

The responses indicated a need for improved communication and the involvement of local stakeholders in tourism development. Authorities have the potential to improve interactions with the community to establish and implement tourist plans that are both sustainable and beneficial to all parties.

Several respondents, such as MM1 and BO5, explicitly stated that there are no community-based tourism projects or sustainable tourism plans currently in place. This suggests that such initiatives have not been developed or are not effectively communicated to the community.

BO1, LR2, and BO3 responses imply doubt or a lack of awareness of existing plans. This could signal that if any programmes exist, they are not well-publicised or inclusive enough to reach out to all community members.

LR3 expressed a desire for government involvement in planning, suggesting that community members are interested in participating. They believe their involvement could lead to improvements by saying, "I would like the government to involve us in the planning; there may be significant improvements." This highlighted a potential gap between community interest and actual engagement.

BO2 and BO4 stated that the government does not involve them in decision-making processes. This impression of isolation may result in unhappiness and a lack of support for existing tourism activities.

According to Van (2024), active participation by local ethnic communities is essential for ensuring that cultural tourism benefits the entire community.

4.2.5 Objective 6 Discussion and Analysis

The responses emphasised the need for better infrastructure and money allocation to improve the visitor experience while preserving successful management methods.

The town's natural beauty attracts visitors, but solving infrastructure difficulties might boost tourism even further.

There is a consensus among the respondents (MM1, TO1, BO1, LR1, LR2, LR3) that the infrastructure, particularly the roads, is in poor shape. This includes deteriorated roads with potholes, which pose safety risks as per LR2's response: "Roads need to be repaired; many have potholes. The poor condition of the roadways jeopardises safety. Potholes can cause a tyre to puncture or burst in the middle of the night, and one can be abducted or kidnapped." The need for infrastructure improvement is emphasised as a significant challenge.

MM1 identified a significant issue in obtaining adequate funding for infrastructure projects. The town's budget favours other community projects over tourism, thus affecting the infrastructure provided to visitors. MM1 also stated that the most significant challenge was acquiring sufficient funds for rebuilding the infrastructure. They further noted that the infrastructure was deplorable. In their opinion, tourism was not the top priority, and the funding was going toward other community-uplifting programmes instead.

Despite infrastructure concerns, respondents (TO1, BO2, BO3) stated that the town attracted many visitors due to its natural beauty, which included beaches and nature reserves. BO2 and BO3 also indicated that tourists have a generally pleasant experience, with attractions such as Silaka Nature Reserve and whale viewing being popular.

Several respondents (TO1, BO1, LR3) reported a lack of awareness or involvement in political and administrative concerns, implying that the general population did not communicate or understand these issues well.

BO2 argued that tourists were generally well-managed, particularly during high seasons, and the town offered a good tourist experience. They responded, "We get a lot of visitors in March, September and December, and I think visitors are managed well. The tourists seem to enjoy it whenever they visit this town, so I can say that a quality tourist experience is achieved. There are many beautiful places to visit, such as Silaka Nature Reserve, Dwesa Nature Reserve, Second Beach, and Umzimvubu Retreat, where one can do sightseeing or whale watching." This implies that, despite

infrastructure challenges, the municipality has implemented efficient tourism management strategies.

BO3 noted that the town was predominantly forested and enjoyed little development, implying that one of the issues was balancing development with the preservation of the natural environment that draws tourists.

“In addition to natural wealth, other factors that affect the success of a tourism industry include cultural diversity, customs, and local knowledge. The availability of existing infrastructure also plays a role in attracting tourists and advancing the industry, which in turn boosts regional revenue around tourist destinations and makes a significant contribution to the national economy” (Apriyanti, M. E. (2024).

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction / Background

The research was conducted in Port St Johns, a coastal town in the Eastern Cape. This chapter concludes by taking findings from participant interviews and suggesting recommendations for promoting sustainable tourist management in Port St Johns.

The study involved residents, business owners, a municipal manager, and a tourist official. The goal was to assess the town’s tourism potential for sustainable management.

The research study investigated the sustainable management of tourism in small coastal towns, with a focus on Port ST. Johns. The findings revealed that there is no improvement in tourism in this coastal town due to lack of processes of planning and development.

The following objectives were defined based on the study’s aim and research questions:

5.2 Study Summary Linked to the Study Objectives

5.2.1 Research Questions

Objective 1:

- Policy and planning framework

The lack of knowledge and understanding of policy planning was a serious barrier. Some participants expressed limited awareness of the policy planning and framework. Some participants noted that roads in the area were dilapidated and needed to be considered for rehabilitation in policies for infrastructure upgrades to boost tourism and enhance accessibility.

Objective 2:

- Environmental, economic, social, and cultural sustainability

Some participants reported increased tourist demand that resulted in pollution, especially during peak seasons. Tourism jobs were reportedly unstable, consequently impacting local livelihoods. One participant stated that most businesses were foreign owned, causing revenues to leave the local economy. One of the participants also expressed concern about the inappropriate representation and mixing of local cultures during cultural events, leading to a loss of authenticity and pride in local heritage.

Increased pollution from the influx of tourists resulted in unclean conditions, particularly near famous tourist hotspots such as the beach.

Objective 3:

- Cultural Preservation

Participants recommended tourists actively interact with local populations to learn about their customs and traditions. They also urged tourists to honour and respect the local community’s sacred sites and cultural practices. One of the participants was unaware of how tourism could incorporate local customs, which is most likely due to local governments failing to support community involvement in tourism planning and decision-making adequately.

Objectives 4 and 5:

- Community engagement and empowerment
- Partnership and collaboration

Several participants highlighted a lack of active community-based tourism initiatives. Local stakeholders exhibited ambiguity or a lack of participation in decision-making processes. One of the interviewees expressed a wish for greater government participation in improving tourism planning. The responses indicated a significant gap in community engagement and implementation of sustainable tourism plans and a lack of community-based tourism plans that included local stakeholders in decision-making.

Objective 6:

- Visitor management

The responses indicated that the most significant difficulty facing the town's tourism administration was the poor quality of infrastructure, particularly the roads, which were described as dilapidated and unsafe. There was widespread agreement that considerable improvements are required to improve the tourist experience, as many replies highlighted the town's wonderful natural resources and attractions. However, funding for infrastructure improvements was reportedly not prioritised, as resources were diverted to other community initiatives. While some respondents believed that tourists were well-managed and enjoyed their vacations, the overall sentiment suggests that the quality of the tourist experience could suffer unless infrastructure issues were addressed. Furthermore, a lack of understanding or participation in political concerns shows that the community did not wholly recognise administrative issues.

5.3 Conclusion

The purpose of this study was to investigate the development of sustainable tourism in coastal towns, particularly Port St Johns, a town on the coast of the province of the Eastern Cape. This investigation established six study objectives stated in the first chapter and discussed in Section 6.1 above. The study objectives were related to research questions, which were addressed in the preceding chapter. The study met all its objectives, and the findings were consistent with those reported in similar

studies, confirming its trustworthiness. Like any other, the study had limitations; the most significant was that some of the interviews had to be conducted over the phone due to the researcher's geographic position. The following section includes some recommendations based on the study's findings.

5.4 Recommendations

The findings of the research lead to the following recommendations, which should be considered in Port St Johns' efforts to build a sustainable tourism industry:

1. **Enhance Community-Government Collaboration:**
    - Establish regular community meetings and seminars to inform communities about tourist regulations and initiatives.
    - Create a liaison position within the government to improve communication and engagement with local communities.
2. **Knowledge and Awareness Building:**
    - Develop informational campaigns to educate communities and tourists about cultural heritage and environmental conservation.
    - Implement educational activities to raise community understanding of tourism benefits and policies.
3. **Sustainable Tourism Practices:**
    - Implement zoning restrictions to balance conservation and economic growth, including designated zones for tourism development.
    - Limit visits to sensitive natural areas to reduce congestion and environmental harm.
4. **Infrastructure Development:**
    - Invest in infrastructure, including roads and public transportation, to improve tourist experiences and manage traffic efficiently.
    - Ensure that infrastructure projects are ecologically sustainable and community-friendly.
5. **Strategic Marketing:**
    - Create a marketing strategy that showcases the town's unique features, enticing tourists while preserving local culture and environment.

- Promote off-peak tourism to alleviate seasonal congestion and economic disparities.

6. **Economic Support and Opportunities:**
    - To combat price inflation, regulate essential commodities and services during peak seasons.
    - Provide financial assistance or sponsorship to local entrepreneurs to encourage locally owned tourism businesses.
7. **Health and Safety Regulations:**
    - Create and enforce health and safety regulations for tourism firms to safeguard visitors and citizens.
8. **Waste Management and Environmental Protection:**
    - Implement efficient waste management solutions to manage increased visitor traffic and preserve cleanliness.
    - Promote eco-friendly practices for tourists and businesses to reduce adverse environmental effects.
9. **Cultural Respect and Education:**
    - Educate tourists and residents about cultural heritage to ensure correct and respectful representation of traditions.
    - Encourage pride in cultural identities and prevent appropriation or dilution.

10. **Governance and Policy Implementation:**
    - Improve inter-departmental coordination for effective policy implementation and service delivery.
    - Review and revise tourist policy regularly to reflect evolving demands and difficulties.

By addressing these areas, the community may contribute to a sustainable tourism model that benefits residents and visitors while protecting the local culture and environment.

According to Guo et al. (2019), the formulation and implementation of sustainable tourism policies, as well as long-term strategic planning, require the involvement of stakeholders to increase tourist sustainability.

5.5 Future Research

Future research should focus on:

- Investigate effective collaboration methods between community members and government departments and mechanisms that improve communication.
- Educating residents on tourist policies and developments and encouraging them to participate actively in tourism-related activities.
- Research should focus on how better transportation networks and facilities might improve tourist experiences while reducing adverse environmental effects.
- Examine the economic effects of tourism on local communities, notably employment stability and price inflation. Research should focus on measures to reduce economic insecurity and guarantee that tourism benefits the local economy.
- Focus on sustainable techniques that conserve local ecosystems and clean popular tourist hotspots.

5.6 Chapter Summary

In conclusion, the recommendations establish a complete framework for Port St Johns to build a sustainable tourism economy that balances economic growth, cultural preservation, and environmental conservation.

The town can create a tourism model that benefits inhabitants and visitors by improving community-government collaboration, increasing knowledge and awareness, and implementing sustainable tourism practices. Strategic infrastructural development, marketing, and economic support will boost the local economy while guaranteeing environmental sustainability. Health and safety standards, good waste management, and measures to promote cultural respect will also protect the community and the environment.

Finally, strong administration and policy implementation guarantee that tourist policies are relevant and effective. These measures will assist Port St Johns in developing a robust and sustainable tourism industry that respects and safeguards its distinct cultural and natural heritage.

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APPENDICES

APPENDIX A: ETHICS CLEARANCE CERTIFICATE



Graduate School of Business Administration
University of the Witwatersrand, Johannesburg

Wits Business School

Wits Business School Ethics Committee
Constituted under the University Human Research Ethics Committee (Non-Medical)

Ethics Clearance Certificate

Ethics protocol number: WBS/BA2619974/874
This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below).

Project title	Sustainable management of tourism in small coastal towns
Investigator / Researcher	Ms Viwe Dutywa
Nature of Project	MBA (Research Article)
Decision of the Committee	Approved, provided stakeholders and participants are guaranteed confidentialty.
Issue Date of Certificate	23/07/2024
Expiry date	Date of submission of the project / research report
Chairperson	Dr Ayanda Magida ☎ +27 11 717 3953 ✉ ayanda.magida@wits.ac.za

Declaration by Researcher

One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

Signature

24/07/2024
Date:

APPENDIX B: CONSENT LETTER



Research title: **SUSTAINABLE MANAGEMENT OF TOURISM IN SMALL COASTAL TOWNS.**

Dear Sir / Madam,

My name is Viwe Dutywa, I am an MBA student at the University of Witwatersrand, Johannesburg. My supervisor is Dr Grant Sieff. I am conducting a research study on Sustainable Management of Tourism in small coastal towns.

I am inviting you to take part in an interview on Sustainable Management of Tourism in small coastal towns. If you decide to take part, your participation in this research study will last about 30 minutes. The interview activity will take place telephonically.

With your permission, I would like to audio record the interview. This data will be stored in my personal PC for 10 years and deleted after 10 years. Only the researcher will have access to the data.

The interview will be confidential and anonymous. When I share the results of the research study, I will not include your name or anything else that could identify you. With your permission, other researchers may use the data collected from this research study.

Re: Informed Consent Letter

I am currently a student at the University of Witwatersrand and completing my research in partial fulfilment of an MBA.

I am conducting research on Sustainable Management of tourism in Port St Johns. Our interview is expected to last about 30 minutes and will assist in understanding sustainable management of tourism in Port St Johns.

Your participation is voluntary, and you can withdraw at any time without penalty.

All data will be reported without identifiers. If you have any concerns, please contact my supervisor or me, our details are as follows:

Researcher name: Viwe Dutywa

Email: 2619974@students.wits.ac.za

Phone: 071 363 8104

Researcher Supervisor: Grant Sieff

Email: grant@icgrowth.co.za

Phone : 083 442 7465

APPENDIX C: INTERVIEW SCHEDULE

QUESTIONS FOR LOCAL RESIDENTS, BUSINESS OWNERS, MUNICIPAL MANAGER AND TOURISM OFFICIAL

- What are the political and administrative challenges of managing tourism in the town?
- Are there any community-based tourism plans which involve the participation of local stakeholders in the decision-making process?
- Are roads maintained to high standards?
- What are the environmental, economic, social, and cultural sustainability issues related to tourism in the town?
- How can tourism development be inclusive and respectful of local traditions?
- What are the potential policies and regulations for sustainable tourism management in small coastal towns?
- Is the infrastructure designed to provide quality tourist experiences?

APPENDIX D: INTERVIEW TRANSCRIPTION

1. DATA PRESENTATION FOR OBJECTIVE 1

For this objective, the interviews included the following questions and responses.

- Policy and planning framework

Question: What are the potential policies and regulations for sustainable management of tourism in Port St Johns?

BO1: Setting visiting limitations for natural attractions and hotels to avoid congestion and preserve the environment and community.

TO1: Zoning regulations should be in place, creating designated zones for tourism development to balance conservation and economic growth while protecting natural and cultural resources.

LR1: The community should participate in planning and decision-making to ensure that benefits are shared.

LR2: I do not know anything about tourism. I just see people visiting my town, especially in April and December. It is difficult for me to comment on the policies and regulations because no official has visited my community and shed some light on the latest developments.

BO2: There must be policies on infrastructure development and investment in infrastructure, such as road and public transport improvements. Because of Port St Johns' stunning scenery and natural beauty, the town is loved by tourists. Therefore, an effective transportation system should be in place.

LR3: The government needs to work on marketing and promoting the town. I studied marketing at the tertiary level and am passionate about it. Government officials should develop a strategic marketing plan that highlights the unique features of Port St Johns.

LR4: Sometimes opportunities are made available to the community, but the issue is obtaining the necessary capital to take advantage of them. The government should have a budget to sponsor a few community members, particularly those not working like me.

LR5: Port St Johns is a safe town. More health and safety standards should be implemented for tourism-related businesses to protect visitors and the local population.

BO3: Most businesses in the town are owned by people from outside the town and province. The tourism forum should ensure that all stakeholders in Port St Johns benefit. Locals benefit secondarily from the municipality's current tourism structure.

BO4: Various government departments may not always coordinate well, which often causes delays in service delivery.

BO5: Changes in local government pose many challenges, such as inefficiencies in coordination between government departments.

2. Data Presentation for Objective 2

For this objective, the interviews included the following questions and responses.

- Environmental, economic, social and cultural sustainability

Question: What are the environmental, economic, social, cultural, and sustainability issues related to tourism in the town?

LR1: Most businesses are not owned by locals, so profits from tourism go to foreign-owned businesses rather than benefitting the local economy. Jobs in tourism are not stable.

LR2: Prices increase during the busiest months – September, December, and January – due to increased demand for goods and services, thus making it difficult for residents to purchase essential requirements. March is less busy than other months, so costs are reasonable.

LR3: When there is a large influx of people, the town becomes extremely unclean, particularly around the beach.

LR4: Sometimes, there is an inappropriate presentation of local traditions and customs. September is Heritage Month, and I don't like how individuals dress up to show their culture. Some combine cultures. Everyone should be proud of their roots, whether Zulu, Xhosa, Tsonga, or Indian. If you wear Indian clothes, stick to them; don't mix them with other cultures. Individuals must receive education on this topic.

TO1: My concern is the increasing tourist demand, which leads to pollution. Plans have been put in place to boost tourism in the town, but the government does not seem to have plans to boost tourism.

3. Data Presentation for Objective 3

For this objective, the interviews included the following questions and responses.

- Cultural Preservation

Question: How can tourism be inclusive and respectful of local traditions?

LR1: I really do not know.

LR2: I am not sure how it can be inclusive. The culture and traditions of the places tourists visit must be honoured.

BO1: I think engaging with local communities, learning about their customs and supporting local businesses.

BO2: I think this can be accomplished by encouraging travellers to interact with local populations, learn their customs, and participate in cultural activities.

BO3: From a businessperson's perspective, I believe a significant difference can be made by encouraging responsible tourism behaviours like supporting local businesses and respecting sacred spots.

LR3: The government must involve the community.

4. Data Presentation for Objectives 4 and 5

For this objective, the interviews included the following questions and responses.

- Community engagement and empowerment
- Partnership and collaboration

Question: Are there community-based tourism plans that involve local stakeholders' participation in the decision-making process?

MM1: We do not currently have any community-based tourism projects.

BO1: I am not sure; it is difficult for me to answer your question.

LR1: My community is not deeply involved.

LR2: I am not sure.

LR3: I would like the government to involve us in the planning; significant improvements may occur.

BO2: We are not involved in the decision-making process.

BO3: I have never heard of any community-based tourism plans.

BO4: The government does not involve us in the decision-making process.

BO5: There are no sustainable tourism plans in place

5. Data Presentation for Objective 6

For this objective, the interviews included the following questions and responses.

- Visitor management

Question: What are the political and administrative challenges of managing tourists in the town?

Question: Is the infrastructure designed to provide a quality tourist experience?

MM1: The greatest challenge is acquiring sufficient funds for rebuilding the infrastructure. The current situation is deplorable. Tourism is not the top priority, and the funding goes toward other community-uplifting programmes.

TO1: Much work is required to get the infrastructure in good shape. We get a lot of visitors because of the beautiful resources in the town. There are endless golden beaches here, and the shoreline is home to great fishing spots. Port St Johns has a unique blend of distinct cultures. I am not aware of any political and administrative challenges.

BO1: Infrastructure is not in a good state. Roads are in a deteriorated state. I am not aware of political challenges.

LR1: The roads are very bad.
LR2: Roads need to be repaired; many have potholes. The poor condition of the roadways jeopardises safety. Potholes can cause a tyre to puncture or burst in the middle of the night, and one can be abducted or kidnapped.

LR3: I am not involved in politics and cannot comment on the challenges. The roads are bad. Port St John's is a beautiful town.

BO2: We get a lot of visitors in March, September and December. I think visitors are managed well. The tourists seem to enjoy it whenever they visit this town, so I can say that a quality tourist experience is achieved. There are many beautiful places to visit, such as Silaka Nature Reserve, Dwesa Nature Reserve, Second Beach, and Umzimvubu Retreat, where one can do sightseeing or whale watching.

BO3: Port St Johns is a great tourist destination with many attractions. It is a predominantly forested village with little development. I believe that one of the town's challenges is its development. The beaches in town provide amazing views. When there are visitors, the tour guides are quite helpful.

APPENDIX E: IMAGES OF THE STUDY AREA



Umzimvubu Retreat, Port St Johns.



Port St Johns



Port St Johns



Port St Johns



Port St Johns



Port St Johns