AN INVESTIGATION OF SUSTAINABLE TOURISM DEVELOPMENT IN PORT ST JOHNS, EASTERN CAPE PROVINCE

by

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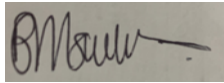
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DECLARATION

I, **Bantu Mbeko Msengi, student number 201078554,** declare that the contents of this thesis represent my own unassisted work and that this thesis has not been submitted previously for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

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ABSTRACT

Tourism has been noted to be the fastest-growing industry globally. It has also been noted that tourism can change the lives of the destination community. However, despite these positive promises of tourism, there is a need to balance tourism expansion and sustainability. In many cases, it seems that the expansion of tourism and sustainability are mutually exclusive. This study looked at how sustainable tourism development in Port St Johns could be achieved. The study used a mixed methods approach to collect both qualitative and quantitative data. Purposive and convenience sampling procedures were applied. The study revealed that although there is great tourism potential in Port St Johns, it remains largely unexploited due to several reasons including poor funding and lack of all stakeholder involvement. It is also clear that Port St Johns is blessed with several tourist attractions. Going forward, there is a need to adopt sustainable tourism development practices like ensuring the local community is actively involved and has a fair share of the proceeds from the tourism activities in their area.

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ACRONYMS AND ABBREVIATIONS

AAAA	Addis Ababa Action Agenda
AG	Auditor General
AIEST	International Association of Scientific Experts in Tourism
CBD	Convention on Biological Diversity
CBET	Community-Based Ecotourism
CBT	Community-Based Tourism
CSR	Corporate social responsibility
DBSA	Development Bank of Southern Africa
ECPTA	Eastern Cape Parks and Tourism Agency
EU	European Union
GDP	Gross Domestic Product
IMF	International Monetary Fund
IUCN	International Union for Conservation of Nature
LED	Local Economic Development
MDGs	Millennium Development Goals
NTSS	National Tourism Sector Strategy
SDGs	Sustainable Development Goals
SET	Social exchange theory
TBL	Triple bottom line

GLOSSARY

Branding: The American Marketing Association defines a brand as the "name,term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers" (Govers, 2013:71).

Corporate governance: Choudhury and Alam (2013:181) defined corporate governance as a "broader reference to the contrivance, undertaking andrelations by which big businesses are managed and directed".

Destination Marketing: Wang (2011:3) defines destination marketing and management as "a creation of a visitor-epi-centered approach to local development and socio-economic and cultural development of a community in a destination, in so doing integrating visitor interest and businesses with the local communities".

Indigenous tourism: Cultural tourism: Abascal et al. (2016:160) define cultural tourism as "attending art performance, theatre, music concerts, arts/museums/galleries, craft studios, traditional festivals, cultural festivals, craft and cultural events, historical buildings/sites, and monuments that are visited by cultural visitors".

Sustainable development: Spangenberg (2017:24) defines "sustainability as development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs using the same resources".

Sustainable tourism development: Zolfani et al. (2015:4) define "sustainable tourism development as development that meets the needs of present and host regions while protecting and intensifying changes for the future".

Tourism: Weaver and Lawton (2014:3) define tourism as "the processes and activities with outcomes between relationships and interactions amongst tourism shareholders (tourists, suppliers of tourism activities, governments, host communities, and the tourism environments) that attract tourists and further manage them".

CHAPTER 1
GENERAL INTRODUCTION

1.1   Background and motivation of the study

Since the transition to democracy in South Africa in 1994, one of the greatest challenges has been developing and empowering people in diverse ways to contribute to national development (Ntonzima & Binza, 2011:654). The Transkei, Bophuthatswana, Venda, and Ciskei states (TBVC), as they were referred to during the apartheid era, were neglected and are still largely underdeveloped (Noble & Wright, 2012:187). Much of these areas are still largely classified as rural areas, and it was determined a decade ago that approximately 60% of the national population live in these areas (South Africa, 2012b). According to StatSA (2017) 70% of the poorest and unemployable people live in rural areas.

The former Transkei Republic is one of the 10 homelands that were set aside for indigenous African people to settle during the apartheid era. Within the former Transkei is the Wild Coast, a coastline area stretching about 300 km off the Indian Ocean (Tessaro & Kepe, 2014:192). The Wild Coast is characterised by high levels of poverty, poor infrastructure, poor service delivery (limited access to electricity and clean water together with poor sewage and waste disposal), with very high level of joblessness, and an appalling health care system (Mitchell et al., 2008:130). The area is largely occupied by black isiXhosa-speaking people.

The Wild Coast, like many of the former homelands, has, for a long time, been a derelict region in the country (Noble & Wright, 2012:187). In their study, Noble and Wright (2012:195) identified the former Transkei region as the most deprived and the poorest among the former homelands. As a result, the area suffers from a weak infrastructural provision, a run-down rural economy, and high rates of unemployment (Ntonzima, 2014:183). Rural poverty eradication policies in post-apartheid South Africa have proved challenging to implement (Kepe & Tessaro, 2012:134). Ntonzima and Binza (2011:654) attribute the generally deplorable state of the Wild Coast region to poor strategies and inefficient implementation. A recent study by Hadju et al. (2020:743) confirms that the Wild Coast is still an underdeveloped area.

The recognition of the Wild Coast region as a potential tourism resort can be traced back to the 1930s (Rogerson, 2022:122). The establishment of a rail line in the Transkei in the 1930s and the subsequent publicity campaigns aimed at attracting visitors to the Wild Coast established the area as a tourist resort (Rogerson, 2022:122). Today the town of Port St Johns on the Wild Coast is a leading tourist resort, recording growth in tourism activities (Acha-Anyi & Ndolose, 2022:283). This tourism growth is largely fuelled by the unspoilt, natural environment, the presence of natural sulphur healing springs, the presence of shark sighting venues and sardine migration sightings, among others (Acha-Anyi et al., 2021:1877). The

availability of such natural resources gives the Port St Johns town real potential for transforming the lives and development of the area through sustainable tourism (Acha-Anyi & Ndolose, 2022:284).

The Eastern Cape Parks and Tourism Agency (ECPTA, 2013) noted that the Wild Coast has the potential to develop for the betterment of the Eastern Cape tourism industry, and therefore improving the Gross Domestic Product (GDP) of the province, and country. According to South Africa (2012c), tourism has long been identified by the government and the private sector as a vehicle for consolidating rural development and resourcefulness based on land and countryside sustenance, with modern perspectives on community-led sustainable tourism development initiatives.

Nepal et al. (2019:141) hold the view that tourism has become the world's largest industry, which further agrees with earlier notions mostly on developing economies. Lanfranchi et al. (2014:224) acknowledge that, based on contributions to economic growth, tourism is the largest industry globally. Considering the industry holistically, it consists of several operations and key components which form the focal point of operations. For example, hotels, restaurants, attractions, retail operations, transportation, travel agents, marketing organisations, other businesses that support tourism, commercial banks, and foreign exchange institutes are important to the success of tourism. The World Travel and Tourism Council (WTTC) has on record that travel and tourism is the biggest industry in the world (Cankurt & Subasi, 2015:21). Tourism has also been noted as a high labour-absorbing industry, with the ability to provide jobs even for lowly-skilled individuals (Acha-Anyi & Ndolose, 2022:285).

The Statista Research Department (2021) noted that travel and tourism contributed 2 893 billion United States dollars in 2019 to the global GDP. In comparison, the total global GDP in the same year was 9 258 billion dollars. An analysis of these figures reveals that the contribution of tourism alone to global GDP in 2019 was approximately 31%. Tourism's contribution to global GDP figures shows a growing industry (allowing for the COVID crisis of 2019/2020/2021) over the years, where the growth of any industry results in new employment. The industry projections were 27 182 096 employment opportunities for 2021 with the global tourism industry expected to grow annually by 0.2 percent to $1.5 trillion by 2020 (Statista, 2021). The emerging markets have stimulated growth in this period contributing to global tourism performance (Statista Research Department, 2021).

The positioning of the Wild Coast in the Eastern Cape Province of South Africa is depicted in Figure 1.1 below.

Figure 1.1: Map of the Wild Coast
Source: Google (2018)

For this study, the area of focus is the town of Port St Johns, which is an important part of the Wild Coast.

Despite the growth in the number of tourism activities in Port St Johns, poverty and unemployment levels among the local population remain high (Acha-Anyi & Ndolose, 2022:284). Strikingly, the local people remain mostly uninvolved in the production of tourism products and show surprisingly lower confidence in the role that tourism can play in transforming their lives (Acha-Anyi et al., 2021:1876). Aliber (2017:1) also notes the failure of tourism in transforming the lives of the local people, noting that the majority of the residents in Wild Coast are still dependent on social security grants and live below the poverty datum line.

To address the challenge of having the local people in Port St Johns not deriving the anticipated benefits from tourist activities in their area, Acha-Anyi et al. (2021:1877) urge the government and local authorities to take the initiative in educating local people on how they can exploit tourism to benefit themselves. The general perception of the local population in

Port St Johns is that expansion and more development of tourist activities are necessary to ensure that the local people benefit (Acha-Anyi & Ndolose, 2022:289). Such perceptions are misleading and put the emphasis on quantitative tourism as a phenomenon that normally leads to over-tourism (Benner, 2019:5).

According to Benner (2019:5), over-tourism is characterised by the intense drive to increase the number of visitors to a tourist destination without regard for the destinations carrying capacity. It is obvious to see that such a drive puts serious questions on the sustainable development of tourism. Acha-Anyi et al. (2021:1868) add that in every situation there is a need to investigate and ascertain the conditions necessary for sustainable development of tourism in poor communities. In this study, the research gap is explored by investigating the conditions for sustainable tourism development in Port St Johns.

1.2   Background to the research problem

The economic development of the Wild Coast depends largely on sustainable tourism development. Ntonzima (2014:2) acknowledges that the Wild Coast area, including Port St Johns, is the least developed region with many people unemployed and illiterate, and as such unemployable. Tourism, despite the numerous economic gains it offers, if not managed properly can have serious negative effects. These include environmental damage, raising the local cost of living, distortions in the local culture, a rise in intolerable behaviour and inequitable distribution of resources (Benner, 2019:5). Tourism in Port St Johns is already a well-established activity, although still well below reaching full potential (Acha-Anyi & Ndolose, 2022:284).

Private players still largely dominate the tourism sector in Port St Johns, and the local community's involvement in tourism is still largely peripheral (Acha-Anyi & Ndolose, 2022:284). Given that state of affairs, it is evident that at current levels, the lives of local people remain untransformed, this exclusion of local people from development initiatives creates several problems (Aliber, 2017:4; Acha-Anyi & Ndolose, 2022:285). One such problem of not including the local population in the exploitation of natural resources through tourism is that the sustainability of tourism development is compromised (Acha-Anyi et al., 2021:1877). The domination of tourism by external players threatens the sustainability of tourism as in most cases external investors value little regard for the local culture and values as external investors are mostly profit-driven (Benner, 2019:2-5). It is on the basis of that background that the following questions can be asked;

- How can environmentally sustainable tourism be used for the benefit of the local people of Port St Johns?

- How can positive economic change in Port St Johns municipality be affected, by encouraging more participation from local people?
- Will sustainable rural tourism development bring about both social and environmental change in the economic and socio-cultural lives of the people of the municipality?

1.3   Research problem statement

The role of tourism in leading development in the Wild Coast town of Port St Johns has been widely realised (Acha-Anyi et al., 2021:1867; Acha-Anyi & Ndolose, 2022:284). Tourism, as an alternative economy to agriculture, may provide a solution to the problems of rural neglect, as confirmed by Ntonzima (2014:12). Tourism is being embraced by an increasing number of governments, including Saudi Arabia, China, Indonesia, and Malaysia, to develop their economies, and research organisations, to offset losses in agricultural industries, and to diversify their economic bases, and to be a catalyst for development (Mohsin et al., 2016:137).

Despite the establishment of tourism in the Port St Johns area, its full potential is yet to be realised. In particular, the local people remain marginalised and are mostly not involved in the production of tourism products or are mostly employed in low-paying tourism jobs as guides, cleaners or gardeners (Acha-Anyi & Ndolose, 2022:285).

The research problem is, therefore, to investigate how poor development in the Port St Johns municipal area can be overcome through sustainable tourism development of the area.

1.4   Proposed framework of the study

The most important factor for the success of the tourism industry in all areas, and particularly rural areas, is the buy-in of local residents, looking at the perceived improvement of the quality of life that will then influence the attitudes toward sustainable tourism development (Bajrami et al., 2020:1). These authors conclude that the resource usage will then be linked to prosperity, with local communities protecting and supporting tourism as an economic activity. Nunkoo (2016:590) argues that a fundamental need for developing a sustainable tourism industry is positive community involvement and support. The participation of all stakeholders, through the tourism planning stages, is of great importance to avoid conflict.

The understanding of residents' views and getting full support is valuable for goodwill and cooperation of the community for the successful and sustainable development of tourism (Lee, 2013:38). Gursoy et al. (2010:381) acknowledge the total support of tourism development if tourism benefits are seen by communities as outweighing negative consequences in undertaking tourism development (Gursoy et al., 2010:384). Such cooperation enables the

industry to improve the tourism environment, resulting in enhanced natural and cultural protection (Vargas-Sánchez et al., 2009:377).

For this study, a path model of social exchange as a theoretical framework is used. Yan et al. (2016:646) explain the social exchange theory (SET) as:

> "… seeking to explain the behaviour of individuals in the process of resource exchange that is encouraged by the desire to receive a resource that one does experience through such contact".

Kim et al. (2015:21) define the SET as a "psychological and sociological perspective that gives an insight to progress in changes planned and stakeholder involvement in social exchange and stability". Høegh-Guldberg and Fuglsang (2015:4) describe a path model as a "general sociological theory that seeks to clarify the sharing of resources between locals and tourists". A path model further stipulates the power in social exchange as important in determining the ability of partners in exploring the advantages brought by a path model. When there is a mutual benefit between partners in social exchange, sustainable tourism will be realised.

1.5 Background to the research question

Against the background of the research problem, elaborating upon the sustainable development of Wild Coast Tourism is needed. According to Kumar et al. (2015:35), sustainable tourism is needed for tourism activities that motivate investors to continue investing in the local economy creating jobs, enhancing customs and livelihood, and conserving the ecosystems.

The first definition of sustainable development came in 1987 from the Brundtland Commission and reads that "development that meets the needs of the present without compromising the ability of the future generations to meet their own needs" (Kates et al., 2016:2)

Development is not only the development of an area or the infrastructure but is a human life transformation, which means that the development process has a human and emotional quality and function (Lennox et al., 2014:178). According to Waligo et al. (2013:59), the viability of sustainability remains a key issue in sustainable tourism and is inherent in the concept of viability in a balanced environmental setting.

Developmental success depends on a total governmental approach that should focus on the aims of development, the national economy, and social-economic improvement, and that the policy must continuously support such aims (Lee, 2013:38). Sustainable development provides more opportunities for improving economic growth, protecting eco-systems, improving the life expectancy of the local communities, and fostering co-existence of tourism development and environmental quality with tourists in the area. Policy formulation becomes critical in all the planning processes.

1.6   Research aim

The aim of this study is to investigate how sustainable tourism development in the Port St Johns Municipal area can be achieved by involving the local population, and also how to improve the lives of the community.

1.7   The research question

A key question for this research is how sustainable development of tourism in the Port St Johns Municipality can be achieved by involving the local population.

The following secondary questions were also formulated for the tourism sustainability in the Port St Johns Municipality are:

   i.   What are the core pillars for sustainable tourism development in Port St Johns?

   ii.   How can the community be involved in, and benefit from, sustainable tourism development?

   iii.   To what extent will the natural heritage of the area be affected by any development and how can it be protected?

1.8   Research objectives

Developed from the research questions are the following objectives, to:

- Investigate how the community can be involved in, and benefit from, sustainable tourism development.
- Establish the core pillars for sustainable tourism development.
- Establish the extent that the natural heritage may be impacted by tourism related development.
- Develop strategies for sustainable tourism development in the Port St Johns area.

This research also addresses two secondary issues, namely Public Private Partnerships (PPP), and the establishment of infrastructure in support of sustainable development. The government (provincial and local) and the private sector need to discuss strategies and develop a programme of action through a partnership that includes all the affected communities. The stakeholders should propose programmes that will positively impact and contribute to development.

A clear strategy for sustainable development encompasses the development of infrastructure capacity that is of the utmost importance for sustainable tourism development; roads, railway lines, airports, and sea transport, for adequate transport services are crucial for tourism development. International donor organisations such as the United States Agency for

International Development (USAID), the United Nations World Tourism Organisation (UNWTO), the European Union (EU) and other organisations should become partners in ventures if the development is to be achieved. These organs have the expertise and capacity to run projects of development, and the financial muscle to donate to the projects to achieve one of the Sustainable Development Goals (SDGs) – (SDG:14) to reduce poverty and unemployment, and create economic prosperity (United Nations, 2015a).

1.9   Significance of the proposed research

The proposed research could assist with possible strategies for the tourism development in Port St Johns Municipality, including:

- Involving the local communities in the strategic planning and execution of the plan of action for sustainable development of tourism.
- Fulfilling all the required standards on environmental analysis before the exploration of the raw materials (ilmenite, rutile, and zircon), by identifying key tourism hot sports with sensitive flora and fauna, and the further construction of the N2 toll road for the benefit of the local communities.
- Helping the execution of a sustainable tourism development program, and
- Assisting in conserving the natural resources of the municipality.

1.10   Research design and methodology

According to Ntonzima et al. (2014:14), a research methodology is aimed at testing the nature of the dimension dealing with the primary purpose and objectives of the study. For this study, both a qualitative and quantitative methodology was used. The use of both qualitative and quantitative methods is meant to provide balance in the research by using the strengths of both methods to minimise the weakness of the other. According to Molina-Arizona et al. (2018:412-414), the use of mixed methods improves the quality of research through the use of multiple data sources, and through triangulation of data from multiple sources robust results are established.

The primary instruments used for data collection were in-depth interviews, questionnaires, and a literature review. A total sample size of one hundred participants (n=100) was used. The sample included municipal managers, traditional leaders, government officials and members of the community. A municipal manager (1), a traditional leader (1), an Eastern Cape Tourism Board development official (1), Department of Economic Development, Environmental Affairs and Tourism: Eastern Cape Province (1), and the local community in all districts comprising tourism teachers (10), businesspeople (15) and the public (61) were consulted. The researcher

contacted the officials first to set up appointments on suitable dates on which the interviews could be held.

The composition of the sample was determined to include people who are involved in tourism at the local and national government levels. This was achieved by the inclusion of a municipal manager, an official from the Eastern Cape Tourism Board and another from the Department of Environmental Affairs and Tourism. The inclusion of a senior traditional leader of AmaMpondo was done in recognition of the key role of traditional leaders as the custodians of local culture and also in recognition of their role in land allocation (Ainslie & Davis, 2013:27). The businesspeople have an interest in, and operate for, tourism and other businesses in Port St Johns, which makes them better suited for the study.

Businesspeople understand the challenges that the business community experiences. Teachers who teach business studies, economics, and tourism are consulted in the study. These participants have a better comprehension of the business activities in the area, and scholarly literature available on tourism and economic development of the area. The general public was randomly chosen by the use of means discussed in the fifth chapter, as they are either directly impacted by the lack of development in the area, unemployed, or breadwinners for their families, or supporting bigger families due to the high unemployment in the area. Some are working in the other sectors of the economy and have a better insight into the challenges and prospects of developing Port St Johns.

An in-depth literature review of secondary data was used to investigate the potential of the sustainable tourism development of the Port St Johns Municipality; books, journals, the internet, and other publications were used as secondary sources. When researchers use data from other researched information in connection with research problems, this then constitutes secondary data (Flowerdew & Martin, 2005:129).

Data analysis was done using computer-based analysis programme packages and also manually. The free open-source programmeR was used to draw the graphics, as reliable computer software for analysing data was used for this study for quantitative analysis. The qualitative data collected through interviews was electronically stored on the researcher's laptop, with the researcher's phone being used as a means of recording and transferring the interviews to the laptop. Once transferred to the laptop the files were password protected to ensure data privacy and also to limit access of the data to other persons. A narrative analysis of the qualitative data was done using the research questions and objectives as the analysis guide.

Steps were also taken to ensure the reliability of the data collection instruments and also the validity of the collected data. Reliability is a measure of the ability of a measuring instrument to produce consistent results (Polit, 2014:1713). In this study, a retest reliability score was

calculated to determine the consistency of the results. A pilot study was conducted in which 10 conveniently sampled individuals were given the questionnaire and then the same questionnaire was readministered after two weeks. The correlation coefficient of the score was then calculated. The calculated correlation coefficient was 0.78 which, according to Polit (2014:1717), indicates the acceptable reliability of a measuring instrument. The validity of the quantitative data was checked through the calculation of Cronbach alpha values of the sample responses using SPSS. The Cronbach alpha value obtained was 0.76 which is above the minimum acceptable value of 0.7 as recommended by Polit (2014:1718).

For qualitative data, the concept of validity is replaced by data credibility (Yilmaz, 2013:319). To ensure qualitative data credibility data triangulation was used, that is the data from the different respondents was examined to see if it leads to convergent results. This was done by showing agreement between the study results and the results of other related studies.

1.11 Ethical requirements

Participants were informed of the nature of the study and participation is voluntary (see Appendix C). Confidentiality was guaranteed as the names of participants would not be recorded anywhere in the research. Participation was voluntary and there were no penalties for non-participation. Participants were free to withdraw at any stage or time during the study without giving any reasons. Participants were not obliged to answer all the questions. They were not paid but were asked to sign a confidentiality letter and describe their understanding of the research. This was a voluntary project. The researcher was honest in collecting and analysing data and reporting the findings. Ethical clearance was granted for this study by the Ethics Committee of the Faculty of Business and Management Sciences at the Cape Peninsula University of Technology (see Appendix A).

The records of the study will be the property of the Cape Peninsula University of Technology for the period that the findings are relevant. Specifically, the Tourism Department, libraries of the Cape Peninsula University of Technology, and the post-graduate office will keep the records.

1.12 Chapter outline

Chapter 1
Chapter 1 offers an introduction to the research study and outlines the statement of the problem, research methodology and research objectives.

Chapter 2
Chapter 2 focuses on following the key themes discussed in the literature review: the topics of tourism, sustainability, sustainable tourism development, rural tourism and infrastructure

development, the tourism environment, community-based tourism, eco- and marine tourism in the Port St Johns area, and the SET are addressed relevant to the study.

Chapter 3

Chapter 3 focuses on the importance of Public Private Partnerships, and their challenges.

Chapter 4

Chapter 4 focuses on governance, development, local economic development (LED) and policies. The chapter analyses the resources available in Port St Johns required for running a sustainable tourism industry. This chapter further investigates available legislation on sustainable tourism development and spatial initiatives. Stakeholder involvement in the development of tourism in Port St Johns is discussed.

Chapter 5

Chapter 5 outlines the research methodology used in undertaking the research study. Samples are chosen according to their role in society to have reliable data from all sectors. A total of 100 participants were identified and invited to participate in the study. A clear guide on how to participate in the study and the responsibilities of both the researcher and participants was stipulated. The steps to be used in data collection are clarified.

Chapter 6

Chapter 6 presents the research findings obtained by the research study and the analysis of the results. This provided a clearer picture of the outcomes of the research results as analysed. The strategies for sustainable tourism development (objective four) are presented.

Chapter 7

Chapter 7 presents the conclusion and recommendations of this research study. Objective four is discussed and the development of the strategy for tourism development is outlined.

CHAPTER 2
SUSTAINABLE TOURISM FORMS AND DEVELOPMENT: A THEORETICAL STUDY

2.1   Introduction

The following key areas are discussed in the literature review: tourism, sustainability, sustainable tourism development, rural tourism and infrastructure development, the tourism environment, community-based tourism, eco- and marine tourism. In the discussion of each of the topics given above, the relevant definition is given and the general aspects of each topic are discussed and finally, the Port St Johns context is discussed in light of each topic. The literature review concludes by looking at the SET and how it relates to tourism.

2.2   Tourism

The tourism industry is continuously growing despite global economic challenges according to the United Nations World Tourism Organisation (UNWTO) former Secretary-General, Taleb Rifai (Jucan & Jucan,2013:82). International tourism continued to propel ahead amidst threats of safety and security the industry faced in 2013-2014, and safety and security challenges in the Middle East and Japan (UNWTO, 2017b). The outbreak of Covid-19 in China in 2019 created a catastrophe for the tourism industry as it was declared a pandemic and spread globally killing millions of people. In the first quarter of 2020, there was a decline in the global number of tourists visits by 22%, as some countries in the world were completely closed for international tourism (Sharma et al., 2021:1). From February 2021, 34% of worldwide destinations were partially closed to international tourism but this number is subject to change as new lockdown restrictions are introduced in different countries due to the resurgence of the virus (UNWTO, 2021).

2.2.1   Definition of tourism

Many scholars have attempted to define tourism over many generations, and it is always a very complex mission to offer a clear universal definition accepted by all scholars. According to the UNWTO (2008), "this entails the movement of people to places outside their normal environment for different purposes, other than looking for employment, as tourism is an economic phenomenon". This study considers several definitions of tourism in line with the prescribed topic of the study.

Tourism, as a concept, was first discussed and a definition crafted after the First World War by Hunziker and Kraft and their definition of tourism was accepted by the International Association of Scientific Experts in Tourism (AIEST) (Burkart & Medlik, 1981:41). AIEST adopted this definition in 1942, where tourism is defined as a group of activities and relationships that are

a result of travel and stay of non-residents that are not going to result in permanent residents or earning activities. Characteristics of tourism are identified as follows based on the definition of Burkart and Medlik (1981:163),

- Tourism is a result of the movement of people away from their normal environment, staying in a destination of choice.
- The two elements must be the movement away from home and staying at a destination covered with activities, for example, sightseeing or sport.
- This all happens outside the residential place of the person(s) and the work environment.
- The visitation to the destination is temporary and short-lived, spending not more than a year, and
- The visit is without any intention to have permanent residence or work in the destination.

Burns (1999:27) identifies three important elements that are highly phenomenal and conscribed in the definition as inclusive of:

- Temporary leisure time
- Disposable income
- Travel ethic

There have been more developments in the study of tourism and improvement in scholarly work over the years with many different definitions. This summary assists in defining and understanding the definitions as presented.

The following definitions do not differ conceptually from the original definitions above but show the scholarly projects done in tourism over the years in simplifying the definition of tourism as a concept.

Tribe and Liburd (2016:45) define tourism "as the study of humans away from their habitant network and usual environment, and their dialectic relation". Giampiccoli and Saayman (2017:12) argue that tourism is associated with poverty alleviation in the developing world, because of such movements of people. The movement of people away from their homes enables economic activities to take place at the destination, enabling governments to reduce high poverty levels through employment and taxes. The focus in these areas should be on community-based tourism and responsible tourism, not necessarily conventional tourism (Abdelati & Bramwell, 2015:213). Conventional tourism is defined as travelling to a destination where primary attractions include flora, fauna, and cultural heritage. The natural environment is understood to be the bases for which tourism depends on and strives.

2.2.2 Importance of tourism

Zolfani et al. (2015:1) acknowledge the importance of the travel and tourism industry and recognises that it is one of the largest industries in the world. Rogerson (2017:16) notes that tourism is one of the key important sectors of a country's economy, and it has a great potential to play a key critical role in achieving the goals and objectives for the development of South Africa. Port St Johns is one of the areas that have great potential for rural tourism, as it is located along the coast of the warm Indian Ocean (Gwedla & Shackleton, 2017:14). The coastal area of South Africa is rich in seawater resources, which play an important part in supporting sustenance, and contributing to food security in poverty-stricken rural communities (Calvo-Ugarteburu et al., 2017:214). A theoretical approach to sustainable tourism development in Port St Johns is one of the key primary areas elements to be applied in this study.

There is a clear indication that local (domestic) and international tourism is one of the critically important vehicles of cultural exchanges, providing a platform for personal experience which has survived from the past, as well as contemporary life and society (Jugmohan et al., 2016:129). Tourism relies on the economic benefits of cultural resources and most importantly is a generator of economic development when managed properly. By facilitating cultural and social exchange, tourism plays a part in lessening intolerance between different cultural and tribal groups and people of different nationalities (UNWTO, 2017a).

Tourism can also play an important part in environmental sustainability through conservation efforts. According to Sutawa (2012:415), it is easy to encourage communities to contribute to conservation efforts if they benefit from the tourist activities in their community. Additionally, tourism involves setting up national parks and/or heritage sites which are crucial for conservation efforts. Growth of tourism is in many instances related to improved infrastructure in communities, and tourism can serve as a nucleus for the development of other supporting industries and businesses like banks and health care facilities (Cankurt & Subasi, 2015:21).

2.2.3 Key pillars of tourism

The success of the tourism industry rests on several pillars or certain prerequisites. The key pillars of tourism are discussed below.

2.2.3.1 Natural resources

Many aspects of tourism are highly dependent on the environment, and tourist activities depend heavily on the natural and cultural environment (Goh, 2017:43). Crouch and Ritchie (1999:150) define natural resources "as the nature of the basic resources of the environment that lays the foundation of tourism as inclusive of flora and fauna species". Natural resources are viewed as an alternative income generation activity for rural communities (Akbar et al.,

2016:160). The uniqueness of rural destinations in terms of nature, cultural and ethnical elements which successfully attract tourists and encourage visitations to unique rural destinations must be developed and protected (Hernandez et al., 2016:55). All of these are natural elements that enhance the value and competitiveness of a tourism destination in any part of the world.

2.2.3.2 Tourism products and services

Dwyer and Kim (2013:375) agree that tourism destinations are a combination of tourism products amalgamated to attract tourists into a destination, and these products are anything from facilities and environmental resources to services. It is always advisable to conserve or protect natural resources to maintain the quality of rural tourism products (Reimer & Walter, 2013:123). Tourism products include National Parks and heritage sites.

2.2.3.3 Conservation of the natural environment

Ridderstaat et al. (2016:85) state that the failure or success of tourism in a country area or city has a direct link to the quality of the tourism environment. Social and economic benefits are reliant on the environmental benefits of tourism more than any other sector comparatively. All of this leads to the improvement of the tourism environment with clear guidelines for the conservation and protection of the tourism environment.

2.2.3.4 Inclusion of stakeholders

Chirozva (2015:198) noted that a multi-stakeholder approach accompanied by community activism in ecotourism development is important for the successful planning of any project. Several researchers concur that the inclusion of the local population in the host community is necessary for tourism development (Sutawa, 2012:413; Kavaliasuske & Kocyte, 2014:209; Herrera et al., 2018:90).

2.2.3.5 Infrastructure

Roy (2014:172) sees infrastructure as a significant tool for travel and tourism competitiveness. 2020 Vision forecasts by the UNWTO (2010a) are said to focus on international arrivals with projections of nearly 1.4 billion tourists globally in the year 2020. The four "A's" of tourism getting the highest consideration (attractions, access, amenities, and ancillary services), are all recognised as competitive amongst global players (Yoon et al., 2001:366). The four "A's" are all the business activities involved in tourism, explained with examples below:

- "Amenities: shops, restaurants, cafes, public transport, tourist information and public toilets".

- "Attraction: natural attractions such as waterfalls and beaches, and built attractions such as the Arts Cape in Cape Town, and private business developments such as Gold Reef City in Johannesburg".
- "Access: transportation such as aircraft, trains and boats, or infrastructure such as tarred or gravel roads, airports, seaports and rail networks".
- "Ancillary services, entire travel experience very comfortable, safe, secure and convenience".

2.2.3.6 Policy

Policy regulations in the destination country play a key role in tourism

2.2.3.7 Safety and Security

Regions or countries that have high levels of conflict, high crime statistics and records of terrorism activities tend to be less favourable as tourism destinations (Joshi et al., 2017:831)

2.2.3.8 Human resources and affinity

This includes the general levels of education of the host community, the presence of human capital and the general attitudes of the host community towards visitors (Joshi et al., 2017:831).

2.2.4 Challenges facing Tourism

2.2.4.1 Health issues

At the beginning of February 2021, 32% of all tourist destinations globally (69 in total) were closed to international tourism (UNWTO, 2021). Of these tourist destinations, just over half (38 destinations) had been closed for at least 40 weeks due to the Covid-19 lockdown. At the time of writing (early 2021), about 34% of global destinations are still partially closed to international tourists (UNWTO, 2021). UNWTO Secretary-General Zurab Polilikashvili supports travel restrictions as they restrict the spread of the virus, although they are but one way of reducing the spread. The tourism industry, under the control of individual national governments, will analyse available data on Covid-19 statistics to decide when to restart operations in the industry (UNWTO, 2021).

2.2.4.2 Environmental degradation

The traditional focus of tourism has been to increase the number of visitors to a tourist destination, it has been shown that such tendencies disregard the carrying capacity of the tourist destination leading to environmental degradation (Benner, 2019:2). If not managed carefully tourism expansion can be harmful to the environment (Kavaliasuske & Kocyte, 2014:208). Practices such as pollution and unauthorised hunting or harvesting of rare species are all negatives that can result from the expansion of tourism.

2.2.4.3   Cultural and identity erosion

In some instances, tourism has been known to lead to the distortion of local cultures and influence the spread of unwanted behaviours (for example prostitution and drug abuse) (Benner, 2019:4-5).

2.2.4.4   Financial leakages and inequitable distribution of profits

Simón et al. (2015:723) describe leakages as the amount of tourism-generated revenue that leaves the destination. These leakages, if they exceed a certain level, leave the local population impoverished and are a sign of exploitation of the local community through tourism. Another problem related to unequitable resource distribution is the tendency of tourism to raise the cost of living in areas that are popular destinations (Benner, 2019:5).

2.3   Sustainability

The word "sustainability" originates from the Latin *sus tenere,* meaning to "hold up or to maintain". The focus of sustainability is on responsible use by the current generation of natural resources in a way that does not damage the environment or deplete the resources. The new trend in the world across all industries is about the sustainability of industries, and much tourism research focuses on the sustainability of the tourism industry. Some definitions of sustainability are presented in the next subsection.

2.2.1   Definition of sustainability

Spangenberg (2017:311) defines sustainability as the "development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs using the same resources". The definition was first accepted by the World Commission on Environment and Development (WCED), popularly known as the Brundtland Commission, in 1987 (Grubb et al., 2019:1). The WCED definition is the most accepted and appears in many books and journals about tourism while tourism is not mentioned in the definition (Grub et al., 2019:2). Liu (as cited by Zolfani et al., 2015:197), defines sustainability as "development that involves a clear role of government and the state, in planning for future living conditions of the community".

2.3.2   Sustainability in tourism

Sustainability is an important component of tourism influencing policy and management and is influenced by politics and governance. Hall et al. (2015:171) argue that tourism sustainability should be contextualised as encompassing the relationship between the natural environments and social-economic thoughts. Sustainability should therefore be seen in line with the development of tourism enhancing communities and the tourism environment. A

comprehensive definition of sustainability in tourism is provided by the UNWTO, who, according to Janusza and Bajdor (2013:524), defines sustainable tourism as:

> …tourism which leads to the management of all areas, in such a way, that the economic, social and environmental needs are being fulfilled with the cultural integration, ecological processes, biodiversity and supporting the development of societies.

2.3.3 Ensuring sustainability in tourism

Having defined sustainable tourism, consideration is necessary of what needs to be done to ensure sustainability in tourism. According to Janusza and Bajdor (2013:524), the framework for ensuring sustainability in tourism must consider environmental, social and economic factors. The considerations that need to be made are illustrated in Figure 2.1 below.
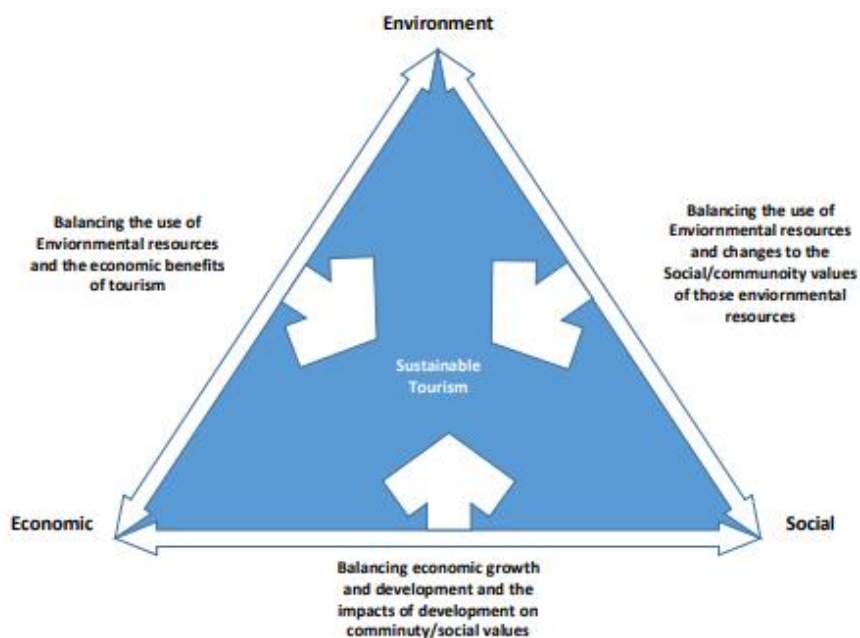
Figure 2.1: Elements of sustainable tourism
Source: Janusz and Bajdor (2013:524)

Figure 2.1 above shows that sustainability in tourism is achieved when there is a balance between the use of environmental resources for economic growth, a balance between economic growth and social values and finally a balance between the use of environmental resources and social values.

Other recommendations for ensuring sustainable tourism found in the literature include recognition of the negative impacts of tourism (Kavaliasuske & Kočytė, 2014:209). They add

that determining the carrying capacity of a tourist destination, educating the hosts, the visitors and providers of tourism is also necessary for sustainable tourism. Additionally, the existing policies related to tourism play a part in ensuring sustainability in tourism (Kavaliasuske & Kočytė, 2014:209).

2.3.4 Assessing sustainability in tourism

Assessing sustainability in tourism is not an easy task (Simón et al, 2015:723). One indirect way of assessing whether tourism is sustainable is by calculating the financial leakages (Simón et al, 2015:723). Financial leakage, as defined earlier, is the amount of generated revenue that leaves the tourist destination. However, due to the complex nature of the calculations involved most assessments of tourism sustainability are qualitative (Simon et al., 2015:4). An example of a qualitative way of assessing tourism sustainability involves looking at the quality of life of the host community (Janusza & Badjor, 2013:523).

2.3.5 The Port St Johns context

Because the tourism industry is sadly lacking in this area, it is difficult to assess whether any action in this regard would be sustainable. Certainly, it is desirable, and the topic for this study, that a vibrant tourism industry is established in the Port St Johns municipal area, even if this development is initially limited to promoting an accommodation sector, especially if this is planned and executed along the Wild Coast of this area.

2.4 Sustainable tourism development

Sustainable development focuses on processes that are used to manage changes in development. The United Nations (2015) adoption of the eight Millennium Development Goals (MDGs) 2000 in the UN headquarters in New York by 189 nations was designed to improve the lives of the world's poor, targeting to reduce by half extreme poverty, and halting the spread of HIV/AIDS by providing universal primary education. Davoudi and Layard (2001:7) highlight the key focus of sustainable development as highly focusing on the quality of life central to the humanity development. The United Nations has worked with all governments in the developed and developing world, civil society groups, and some partners from the private sector building on the 2015 agenda to reduce poverty and the spread of diseases (United Nations, 2014). Most countries did not achieve the targeted outcomes of the MDGs by the end of 2015, and new goals were set for 2030, and are called the Sustainable Development Goals (United Nations, 2015a).

At the Rio Summit of the United Nations in 1992, countries committed to developing a set of universal SDGs to build on the MDGs that expired in 2015 (Griggs et al., 2014:1). Tourism was seen as one of the tools for reducing poverty and protecting the natural environment, which

lays a foundation for the tourism industry to prosper, and therefore contributes to poverty alleviation. Sustainable tourism is in line with the key objectives of the SDGs (United Nations, 2015a) which are to end shortages of food in the world, end starvation, improve the availability of food, encourage lasting agricultural practices, and ensure a good lifestyle for all (Zimm et al., 2018:09).

2.4.1 Definition of sustainable tourism development

Zolfani et al. (2015:4) consider sustainable tourism development as development that meets the needs of the present and host areas while preserving and intensifying changes for the future. Sustainable tourism development is seen by scholars as influencing the management of all-natural resources in a way that economic, social, and exquisite needs are met while maintaining cultural integrity, ecosystem and all life supporting systems (Kiper, 2013:779).

2.4.2 Ensuring sustainable tourism development

The following outlined considerations are of key importance to ensure sustainable tourism development:

- "Not using non-renewable resources faster than renewable substitutes can be found".
- "Not using renewable resources faster than they can be replenished and"
- "Not releasing pollutants faster than the biosphere can process them to be harmless emphasises the use of renewable energy to minimise dangerous gas emissions that escalates global warming" (Lélé, 1991:609).

This argues for the adoption of sustainable practices by tourism industry firms, governments and organisations can be beneficial in a commercial sense, while at the same time acting to maintain the long-term viability of the tourism industry. Sharpley (2014:42) states that sustainable development needs to be underpinned by three fundamental principles, namely holism, futurity and equity. A brief outline of the terminologies is important:

- "Holism: Development needs to be considered in an integrated way within a global political, socio-economic and ecological context."
- "Futurity: There is a need for due regard to be given to the long-term appropriate use of natural and human resources."
- "Equity: Development should be fair and equitable providing opportunities for access into and use of resources for most societies" (Sharpley, 2014:42).

These fundamental principles outline a clear relationship between the tourism environment, people's wellbeing economically, and the natural tourism environment as the foundation for the existence of the tourism industry and the benefits thereof. Another important factor necessary for sustainable tourism development is the consideration of the views of the host population and the visitors (Herrera et al, 2018:91). It has been noted that divergence of interests between the hosts and the visitors can compromise sustainable tourism development, therefore it is important for authorities to manage incompatibilities between the hosts and the visitors (Herrera et al., 2018:91).

2.4.3   The Port St Johns context

The sustainable development of tourism in the Port St Johns area is informed by the objectives of the Spatial Development Initiative (SDI) in the Wild Coast which indicate a link with the sustainability agenda on rural development, following are the key objectives of the Spatial Development Initiative to:

- "Generate sustainable economic growth and development in the Wild Coast".
- "Generate long-term and sustainable employment for the local inhabitants".
- "Maximise the mobilisation of private investment, especially in the context of community tourism development".
- "Explore the under-utilised location and economic advantages of SDI export-orientated growth", and
- "Exploit spin-off opportunities from tourism investments for the development of Small and Micro Medium Enterprises (SMME), and the development of local communities" (Rogerson, 2001:267).

The major role in SDIs is driven by the national government and focuses more on sustainable economic growth and sustainable community development. As tourism was identified as an economic driver in the Port St Johns area, sustainable development must be central in the growth plan and community empowerment (South Africa, 2012c).

2.5   Rural tourism

Rural areas are always facing complex challenges and are isolated from the mainstream economy, caused partially by the migration of skilled and unskilled workforce to the urban areas in search of better working conditions (Williams, 2001:235). The poorest of the people usually stay in rural areas in developing countries and South Africa is no exception (Kepe & Tessaro, 2012:134). Rural tourism became very popular in recent years due to increased popularity among people in urban areas seeking to get away to a natural environment (Avcikurt et al., 2015:26).

Visitors' knowledge and experience in rural destinations are still limited and as such, the demand for rural tourism is seen to be on the rise (Kastenholz et al., 2018:134). In some developing countries, rural tourism is viewed by authorities as guests received by villagers as a source of extra income through accommodation and meal provision in private homes, including tourist guiding and event management of tourists (Sass, 2017:168). The reason for this conclusion is based on the level of organisational preparedness of the government of a country with no research or good governance. Natural resources and cultural landmarks are attractive to tourists and are mostly situated in rural communities which then act as attractions that are part of the tourism industry.

2.5.1 Definition

Rahmani et al. (2013:395) define rural tourism as the "…total activities undertaken by governments, people and farmers for recreation, tourist attraction and relaxation and also by tourists within rural areas."

2.5.2 Characteristics of rural tourism

Property development is not the focus of rural tourism, unlike developed resorts, but is created to recycle and use existing properties and heritage resources as tourist accommodation and attractions, and is aimed at ending the economic isolation in rural areas (Rahmani et al., 2013:396). Rural tourism does not require huge capital investment but a great need of infrastructural development (Irshad, 2010:18). These areas are developed with a focus on rural people, by rural people, and happen to be new to tourism entrepreneurship at a small scale and a lower cost (Lane & Kastenholz, 2015:1131).

The countryside provides varied experiences as both demand and supply considerations are special to the countryside villages and small towns:

- "Personal contact is important with local people; this is of particular value to small enterprises".
- "Physical activity and environment including people interaction".
- "Informal partnerships formed between accommodation and attractions leading to unplanned destination activities", and
- "New products are invented in some rural environment with rich heritage" (Rogerson, 2010:481).

Rural development refers to several characteristics, inclusive of economic expansion, expansion use of resources, upgrading, higher levels of mechanisation, and constitutional freedom (Charfeddine & Mrabet, 2017:138). Development further influences characteristics such as population growth, lengthening of lifespan, quality health provision, educational

standards, urbanisation, the spread of income, wealth distribution, industrialisation, and energy consumption (Garrett & Mitchell, 2001:171). Garrett and Mitchell add that rural development has as its chief focus increasing economic capabilities, innovation, human resources development and diversifying economic activities in rural areas. In this study, the focus is on the rural community of Port St Johns indigenous people that are highly illiterate and mostly unemployable due to a lack of skills (Ntonzima, 2014:19).

The merging of great influential features of modern life, changes in consumption, and new means of transportation outside normal modern city attractions are at the centre of what is represented by rural tourism, which focuses on economic, socio-cultural, the natural environment, and total political changes (George et al., 2009:1). Rural topography, landscape, and local communities which are unique with a distinct lifestyle entrenched in local culture, has always been the target of new markets and destinations. Sharpley (2002:233) says that rural tourism is seen as a way of improving economic fortunes, social cohesion, and regeneration. Through spatial development, tourism could be an important catalyst for rural socio-economic development of the rural economy (Murray & Kline, 2015:1198).

The tourist focus has declined in the protected areas in the developed world focusing to established protected areas in the underdeveloped world with a major boost in revenue generation and job creation for locals (Karanth & DeFries, 2011:139). The change is brought about by the tourists' demand for improved facilities with excellent service, and mostly the new protected environmental places subscribe to the new trend of environmentally friendly use of resources (South African National Parks, 2013). The UNWTO (2017a) developed prospective guidelines for sustainable development focusing on environmental indicators for the sector (tourism) which includes reduction of pollution, waste solutions and mitigation of climate change. With that said, a greater need for innovation by the management agencies responsible for managing the protected areas to attract tourists while conserving the environment and creating employment and reinvesting some revenues in improving the services and the infrastructure.

2.5.3   Rural tourism as a vehicle for community development

Unplanned or poorly planned tourism creates unbalanced development and weakens the resource bases (Ghosh & Siddique, 2017:65). Tourism development should be community-centred and a model for such development should be used. The Benign Tourism Development model is still the best model for the development of community tourism, focusing on human development and personal and institutional capacity to manage local resources (Giampiccoli & Mtapuri, 2014:638). The Benign Tourism Development model places people at the centre of any personal development improving the lifestyle of the people. The main aim should be towards acceptable achievements for the local people from external business while conserving

the physical, the human biology and the culture for the future benefits of the community (Giampiccoli & Mtapuri, 2014:638).

Rahmani et al. (2013:396) summarise the impact of rural tourism as:

> "…Improving the cash flows in rural areas, encouraging production of tourism products by locals, promoting local talent utilisation, attracting investment in rural areas, increasing employment opportunities as it requires little skilled labour and improvement in health facilities".

2.5.4 Challenges facing rural tourism

Despite the great potential that rural tourism has, it has its own limitations and challenges Rahmani et al. (2013:395). Some of the challenges faced by rural tourism affect other forms of tourism as well. The challenges faced by rural tourism as summarised by Rahmani et al. (2013:395-398) are; minimum government planning and investment, lack of skilled personnel, poor or lack of infrastructure, social and cultural conflicts between locals and visitors, lack of licence regulations, environmental degradations and inflating the cost of living in rural areas.

2.5.5 The Port St Johns context

Some Spatial Development Initiatives (SDIs) are being implemented by the South African government, with a specific focus on Wild Coast agritourism, amongst other developments. An agritourism SDI was the possible solution to the challenges of unemployment, which bring into the equation land reform, community involvement in the management of resources, and aggressive competition over those resources (Bufquin et al., 2018:57).

2.6   Types of rural tourism

Rural tourism then encompasses different types of niche activities within a bigger niche of activities, such as agritourism, farm- and adventure tourism, and indigenous tourism, food and wine, and cultural tourism which results in a complex, multifaceted activity (Lane & Kastenholz, 2015:177).

2.6.1   Agritourism

Sidali et al. (2017:1179) define agritourism as a "combination of human needs that must be met in terms of sustainability, suitability, beautification and comfortability of agricultural products". Local farmer's markets, agricultural community projects and local farm-food festivals are important components of the networks that are built around the concept of local food in traditional rural areas (Yang et al., 2010:374). Edwards-Jones et al. (2008:271) identify a close relationship with consumers interested in local cuisines, produced in an environmentally sustainable background with socially responsible humanity creating agri-food networks. Rural areas are blessed by many historic, natural, and social qualities spreading a combination of

activities. Agritourism is therefore a result of agricultural activities and rural or farm tourism (Yang et al., 2010:375)

Agritourism has become very important as a form of tourism in both developed and developing countries. Agritourism is popular in the Western Cape involving such activities as olive farming, fruit farming, strawberry picking, tasting of wine and cheese, bird watching, and ostrich- and horse riding (Rogerson & Rogerson, 2014:94). The government of South Africa planned, as far back as 1999 through the Spatial Development Initiative, to focus on the Wild Coast agritourism (Kepe et al., 2001:2) but till today in 2021, there are no developments. Agritourism in Port St Johns has no infrastructure and faces challenges with land reforms.

2.6.1.1 *Challenges of agri-tourism*

The challenges of agri-tourism development are of concern, and border around a lack of required skills, experience and training; tourism development is needed to enhance the development of the necessary skills (Koutsouris, 2008:240). All stakeholders in a socio-spatial environment need to interact and draft a plan for their projects to achieve sustainability. The importance of sustainability has been specified by Koutsouris (2008:245) as a tool in maintaining agricultural tourism projects through networks and different stakeholder engagement. Agri-tourism is practiced in a rural environment with indigenous people who are inclined to their cultural practices. A clear understanding of cultural tourism is important, hence it provides strength to rural tourism development, and the focus must explore cultural tourism as well (Rambodagedara et al., 2015:45). Another challenge facing agritourism is that farmers are not getting the maximum benefits of their conservation efforts of heritage sites on their farmlands, which may compromise the sustainability of these conservation efforts (LaPan & Barbieri, 2013:1).

2.6.2 **Cultural tourism**

Culture is a deeply embedded aspect of tourism, evolving continually in a society. Abascal et al. (2016:1360) defined cultural tourism as attending art performances, theatre, music concerts, arts/museums/galleries, craft studios, traditional festivals, cultural festivals, craft and cultural events, historical buildings/sites, and monuments that are visited by cultural visitors. The United Nations World Tourism Organisation, in 2010, acknowledged the new trends in tourism, of visiting tribal lands and experiencing different cultures, where wilderness areas have seen tremendous growth worldwide between 2000 and 2010.

The South African Heritage Resources Agency (SAHRA) has, in 2021, eight world heritage sites under its control: Robben Island, iSimangaliso Wetland Park, Cradle of Humankind, Ukhahlamba-Drakensberg Park, Mapungubwe Heritage Site, the Cape Floral Kingdom, the Richtersveld Cultural and Botanical Landscape, and the Vredefort Dome. They attract both

international and domestic visitors, who are cultural tourism fanatics. A heritage site can be a building or place of interest with cultural and historical significance. The SAHRA through legislation is responsible for declaring cultural or historical sites according to the guidelines as stipulated in the National Heritage Resources Act 25 (South Africa, 1999).

Heritage tourism scholarship links to the bigger scholarship of sustainable tourism as all these sites are maintained and protected areas (Gravari-Barbas & Jacquot, 2012). South Africa is the most-visited country in southern Africa and recognised for promoting regional and national development as it has more historical buildings and statues emanating from the colonial era. (Ranasinghe & Cheng, 2018). Tourism has the potential to change the culture of the community by influencing how people perceive themselves and their identity looking at their intangible cultural heritage, oral traditions and performing arts (Cassel & Maureira, 2017:9).

Lertcharnrit (2008:31-34) defined cultural heritage by describing key important products that range from artwork, historical monuments, heritage sites, heritage buildings, and original urban area history with the characteristic of originality. Kovathanakul (2006:177) defined cultural heritage as "an inheritance from the past which contains events, places, and people".

2.6.3   Indigenous tourism

Butler and Hinch (2007:163) say that indigenous people are a race of people who are endemic or indigenous native to a region and are either the majority or minority group in the region. In the case of Port St Johns, indigenous people are a majority being Amampondo. Indigenous people are usually comprised of cultural groups that are linked together by racial characteristics, language, beliefs, and kingship lines (Carr et al., 2016:1067). These people may share common origins other than kinships, such as nationality, constructions of individuality and ethnic identity (Rogerson, 2003:29). Traditional lands and natural resources create the interdependence between these groups of indigenous people for both economic development and shared cultural values.

Butler and Hinch (2007:5) highlight the direct involvement of indigenous people in tourism through control or using their culture as a primary attraction, which is called indigenous tourism. The impact of indigenous tourism is on the sustainability of jobs and the environment, which are the backbone of the tourism industry. The local communities should be protected and be involved in the LED plans to enable them to be part of the industry and beneficiaries of the proceeds of tourism. Chang et al. (2012:684) identify the lifestyle and culture as the main cultural attraction in a destination.

The Commonwealth of Australia (2009) acknowledges that indigenous tourism has great potential for a positive impact in creating sustainable jobs as a way of protecting the cultural and environmental heritage (Inbakaran et al., 2007:3). The rural areas are marked by many

skills shortages and skills-migration to the cities with a high number of unemployed/unemployable people. Ruhanen et al. (2013:46) highlight the popularity thereof of indigenous tourism amongst the international tourist markets than the local tourist market. This popularity sustains the industry but only if all elements of tourism sustainability are complied with. The natural resources lay a foundation on which the tourism industry flourishes, mostly found in rural settings and natural and man-made attractions.

There were a few museums started after 1994, including the Robben Island and District Six Museums in Cape Town, and the Apartheid Museum in Johannesburg (Grobler, 2008:163). There was also indigenous tourism development around townships, and township tours are now very popular focusing on township livelihood (Ivanovic & Saayman, 2013). Heritage could contribute to social cohesion which is a challenge in South Africa. Butler and Ivanovic (2016:65) argue that cultural heritage in South Africa should be representative of the country's rich diversity. In the past, there has been a focus on wildlife and nature tourism but little on indigenous tourism, meaning that a strong focus should be on indigenous tourism as well (Saarinen & Rogerson, 2015:210).

Indigenous knowledge amongst communities on traditional ecology plays an importantly significant part in retaining cultural identity and so contributing to sustainable natural resource management, (Maroyi, 2017:138). The biodiversity of plants and animals is important to humans and provides four basic categories of ecosystems: goods and services, regulation, support, and culture. Protected areas are defined as geographical areas designated to achieve specific conservation objectives (Article 2 of the Convention) (Convention on Biological Diversity, 2004:1).

Empowerment as a theoretical concept has been applied to explore the marginalisation of indigenous communities following colonisation, usually in the context of law-and-order issues and the destruction of traditional social structures (Swanson & DeVereaux, 2017:79). Many rural communities in South Africa are the most impoverished and must be given a greater role in determining their futures. Chambers (1997, cited by Paul, 2006:185) proposed a participatory rural appraisal (PRA) approach, which places greater emphasis on professional planners and experts being facilitators rather than implementers and exploring in greater depth indigenous technical knowledge systems.

2.6.4   Rural tourism and infrastructure development

Infrastructure in tourism plays an important part in development and is perceived as a tool to unlock the development potential of any potential area (South Africa, 2012b). The former president of the Republic of South Africa (Jacob Zuma) in his State of the Nation Address in 2011, presented an ambitious 20-year plan for infrastructure development in line with

economic development and the spatial restructuring needs of the country (National Planning Commission, 2011:240).

A Spatial Initiative Plan (SIP) has a range of economic and social infrastructure initiatives across all nine provinces in South Africa, with much emphasis on poorer provinces like the Eastern Cape and Mpumalanga (South Africa, 2012c:12). SIPs have, amongst other things, enabling socio-economic activities that would support sustainable green energy initiatives, the production of clean electricity transmission, for example, wind-generated energy and the creation of networks to support economic development. The availability of this kind of support will enable the creation of an integrated infrastructure for municipalities in districts with fewer resources, and for capacity for upgrading water, electricity, and sanitation bulk infrastructure (South Africa, 2012c).

New infrastructural provisions, upgrading existing infrastructure, and adapting some areas for tourists' use are some positive developments that should occur in a region (Roy, 2014:174). This has led to more extensive research in tourism in aspects including competition between different destinations with their competitive advantage leading to more tourists traveling around the world with more contributions to more revenues and impacting on socio-cultural, environmental, and economic aspects improving the image of the destination (Ahmed, 1991; Butler & Boyd, 2000), and ecotourism with sustainability strategies all relating to sustainable development (Clarke, 1997:228).

Tourism development in rural communities, small towns, and big cities has a direct impact on all infrastructural maintenance and use, including roads, railways, car parking in cities, electricity usage, information technology and general communication, sewage collection and disposal, accommodation, and water supply

2.7   Other forms of rural tourism

2.7.1 Ecotourism

Ecotourism is seen as strategic in supporting the conservation of natural environments while promoting local development and sustainability (Lanfranchi et al., 2014:224). Ceballos-Lascurain (1996:109) is reported as the first person to use the term ecotourism and defined it as an occurrence where travelling responsibly to unspoilt natural areas is encouraged, without destruction, while promoting conservation of the socio-economic benefits of the people.

Tourism development industries affect communities directly by the interaction they have with tourists (Sharpley, 2014:42). Ecotourism has brought about business activities and a requirement of sustainable development in protecting the tourism environment and tourism destinations. There is always a distinct complex relationship between tourism and protected

areas, as business economics contradicts tourism sustainability values with contrasting conservation focus on protected areas, while business economics talks to maximising profits (Wilson et al., 2009:285).

This reflects a relationship of strong ties connecting tourism activities and the natural environment in protected areas. Inherent natural resources attract tourists and are seen as the foundation of tourism without which nature-based tourism cannot exist with the level of visitation influencing their sustainability (Dodds et al., 2018:1555). Education and revenue generation is enhanced by the number of tourist visits and biodiversity is encouraged to foster more tourism activities limiting excessive visitation, as that has the potential to damage natural environments which will then discourage people to visit (Wearing & Neil, 2009:8).

Picard (2015:819) states that ecotourism has become the prime focus of an extensive range of private and public sector development initiatives worldwide, and especially in the islands of the western Indian Ocean. Provinces or regions of the world that promote ecotourism usually have a very fragile ecosystem, and natural or cultural values (Ok et al., 2011:1418). Ecotourism emphasises the natural conservation of important tourism sites, and environmental education for tourists is encompassed more in ecotourism (Sirakaya et al.,1999, cited by Chiu et al., 2014:325).

South Africa is one of the popular ecotourism hotspots amongst international and local tourists visiting national parks and game reserves (Buckley & Mossaz, 2018:60). There is a growing number of tourists visiting South Africa as birdwatchers in areas where there are large numbers of bird species and habitats, in mostly botanic gardens and centres of endemism, including the West Coast National Park, the Garden Route National Park and the Bontebok National Park (Biggs et al., 2011:84). These developments indicate an increase in tourist demand for the development of infrastructure and an increase of human activities in protected areas which must be managed well to avoid harming the environment and animals and birds in the areas (Coetzer & Bouwman, 2017:1).

Ecotourism narrows the spectrum of outdoor tourism, making compulsory the observation of the following three principles:

- Interest in natural/cultural areas;
- Contribution to nature conservation; and
- Benefits the local population.

Ecotourism generally encompasses tourism activities by tourists that are practiced in remote places, different from their cultures, and for adventure with a greater focus on sustainable activities, in the process promoting local control, and all this should have a sound economic benefit. In most of the developed world ecotourism is seen as an important socio-economic

tool, and governments are central to the sustainability of such development. Chirozva (2015:198) agrees with the notion as raised by Moswete et al. (2012:74) on ecotourism development as requiring a multi-stakeholder approach and community participation as critical success factors. For Weaver and Lawton (2007:1169), ecotourism is the rallying point with great support of private and public sector (governments) development initiatives.

Ecotourism, in mostly developing countries, has been identified as a tool for a sustainable response to guard against environmental and cultural degradation and mass tourism (Dangi & Jamal, 2016:454). According to Ceballos-Lascurain (1996), ecotourism, if managed well, provides positive contributions to socio-cultural, environmental, and socio-economic aspects of destinations offering sustainable solutions to cultural diversity and promotion of the natural environment.

The following are the pillars of ecotourism:

- Promotion of conservation of natural environment and culture.
- "Involving local populations in social and economic benefits, job creators and job creation, improving the infrastructure of the destination, and improving income opportunities" (Debnath, 2011:457).
- Full "participation of the local population involving all other stakeholders in the process, all being responsible in the running of the ecotourism activities" (Massi & Nisco, 2018:168)

With this background, Ok et al. (2011:1417) acknowledge that ecotourism must form part of sustaining tourism, that is, to promote both conservation and development. As ecotourism generates new demands on local resources government and reduces the population's dependence on social grants, economic activities improve. Ecotourism requires a less economically developed environment and less investment compared to big tourist destinations. Because of the environment, eco-tourists tend to stay longer, spending more money per day and enjoying locally produced goods and services than normal traditional tourists (Rahemtulla & Wellstead, 2001:6). A clear policy that focuses on ecotourism may help the local government to discover new natural and cultural values and increase the level of awareness on conservation.

2.7.1.1 *Challenges of ecotourism*
There are doubts among stakeholders, some researchers, scholars and local communities concerning tourism, about ecotourism's ability to make tangible contributions to conservation, economic benefits, and improving lives of the host communities. The critics associate ecotourism with colonialism as the term first appeared in a Parks Canada document in 1978 and is linked to Western conservation philosophy (McKercher, 2010:16). The interests of

African people were not considered when drafting the legislation for wildlife management but only the interest of investors, which are mostly foreigners Mackenzie (1988). The managers of these protected areas are always in conflict with communities when land issues arise (Tessema et al., 2010:493).

Devine and Ojeda (2017:610) suggest that numerous empirical studies show ecotourism enhanced the practices of neo-colonial policies through forced removals and privatisation of nature, culture with other natural resources, fishing, and harvesting of natural herbs. A brief definition of neo-colonialism is necessary for a better understanding of the concept in line with the study. Neo-colonialism is viewed by Janzer and Weinstein (2014:338) as the influence over a country by former colonial rulers by influencing policies for new developments and funding without formal total control.

Wijesinghe et al. (2017:1266) describe neo-colonialism as a habit by former colonial powers and even superpowers to indirectly impose their civilisation, interests, economic policies, and cultural practices on a community. Ecotourism projects have been criticised in, for example, both Kenya and Nepal as being colonial projects with communities forced to such projects with resources used mainly by external businesses causing dependency and inequality (Chan & Bhatta, 2013:72). The delay of the construction of the Pondoland National Park and challenges in Dwesa-Cwebe nature reserve highlighted by Ntshona et al. (2010:356), are seen in line with colonialism practices. Data from respondents of the four villages around the Dwesa-Cwebe Nature Reserve revealed that 97% of the population are not involved in the management of the reserve (Bango & Xelelo, 2017:2)

In developing countries, access to resources like land, water, timber, and the game is denied and expropriated under the pretext of sustainable tourism development (Devine & Ojeda, 2017:615). The popularity of ecotourism has created a debate amongst critics arguing ecotourism is a continuation of a liberalism conservation agenda, which encourages biodiversity, or the natural resources-made commodities, and that the locals are forced to be labourers (Igoe & Brockington, 2007; Fletcher, 2014:298).

2.7.2   Community-based tourism (CBT)

Researchers and sustainable development practitioners see a community-based development approach as central to the sustainability of tourism. CBT is important to planners, managers and operators involved in tourism development in line with community involvement (Tosun, 2006:498). CBT is a form of tourism that prioritises local suppliers and focuses on communicating the local culture and interpreting the local tourism environment (Mizal et al., 2014:24). CBT initiatives are for the benefit Community Based Ecotourism (CBET).

of the community initiated by families or groups using community assets and joined by business partners from outside the community (Dangi & Petrick, 2021:40).

Community Based Tourism (CBT) requires a high degree of control and significant benefits of the proceeds to the local people. Simpson (2008:9) argued that the implementation of CBT is difficult in developing countries with some communities experiencing external influences and sometimes internal power wrangling on how to run the business, leading to diminishing potential benefits to community members that are in distress and poverty (Simpson 2008:11). In some part of the world, such as in Asia, the CBT concept is difficult to apply as the participation of some stakeholders in decision-making is not encouraged, and the democratic participation process is not well outlined or known by the population, such as in China (Li, 2006:138).

Mtapuri and Giampiccoli (2016:155) have a different view on CBT initiatives, that they can be started by an outside person from within that community and being led either by a PPP or a non-governmental organisation, or a combination, looking at either a top-up or top-down approach. According to Dangi and Petrick (2021:22), the top-down approach to CBT is associated with local markets while top-ups are associated with global markets. The global markets are always seen at fault for ignoring the local community in addressing the equal administration of benefits from the resources used, equity issues and social justice (Dangi & Petrick, 2021:22).

CBT has been used as a strategy to limit the negative impacts of mass tourism and facilitate development in the community. CBT has become popular from a market perspective, mostly in Europe with higher consumer growth (Centre for the Promotion of Imports from Developing Countries [CBI], 2015:164). In the developing world, amongst rural communities, CBT challenges persist while the consideration of CBT is on rural communities, not excluding the urban setting (Giampiccoli et al., 2014:1145). Community empowerment by both government and non-government organisations (NGOs) is central to the CBT philosophy, which is to attain development goals (Prachvuthy, 2006:27; Mizal et al., 2014:24).

From the literature reviewed above, it can be understood that CBT is a community project managed by the people or community, for the community, and for the benefit of the community. CBT enterprises based on CBT are run by the community members focusing on community profits and are based on community-based ecotourism (CBET) which is fully operated and managed by the community with resolutions made by the local people, and yields shared upon the community itself (Khanal & Babar, 2007:2).

CBET is seen as a CBT with more focus and emphasis on ecological awareness than on business and community upliftment as CBT. Challenges normally arise on CBT, as it is usually based on a disadvantaged community, which lacks resources, has low skills, and capital for

initial investment (Mizal et al., 2014:28). Prachvuthy (2006:36), in a Cambodian village study, discovered that there are more challenges such as a lack of skills and knowledge in the management of CBTs services and financial access, as members of the community are usually poor. The focus is now on the CBT-food milieu which would be a buffer between CBT and various CBT aspects and food community development.

2.7.3   Port St Johns context

The Port St Johns area includes rivers and estuaries, coastal forests, wetlands and coral reefs, seagrass and rocky intertidal systems (Giardino et al., 2016:130). Managing coastal areas is a very complex environmental management balance subjected to the scrutiny of natural and anthropogenic pressures, with increases in population and renewed movement of people to the coastal areas, increased tourism activities, recreation, and industrial development (Nicholls et al., 2007:183).

The International Union for Conservation of Nature (IUCN) (2015) reports that the Wild Coast is home to 20% of the endangered Cape Vulture (*Gyps coprotheres*) in the whole southern African region (on the Red List of Threatened Species of the International Union for Conservation of Nature and Natural Resources, IUCN). The vultures breed mostly in the old Transkei area and survive in the area because of subsistence farming. They perform a very critical ecosystem function of consuming carcasses, recycling nutrients, reducing the potential for the spread of infectious diseases by eating dead animals, and providing a carbon-neutral waste removal service (Dupont et al., 2012:406; Ogada et al., 2012:456). The Cape Vulture is a colonial, nesting scavenger endemic to southern Africa

2.7.4   Flora endemic to the Wild Coast

The area is popular for the unique flora that can be divided into forest and grassland sub-species. The greatest part of the area's forest falls within the Pondoland Centre of Endemism, and one of only 235 centres or hot spots worldwide (Costello & De Villiers, 2016:75). The area, as an island of sandstone, stretches from KwaZulu-Natal to the Magwa region of Pondoland, and Mounts Sullivan and Thesiger in the Port St Johns area. This centre is one of the only two plant endemism in Maputoland-Pondoland region and one of the world's principal centres of plant diversity (Costello & De Villiers, 2016:77). The largest indigenous coastal forest in southern Africa, and the best tidal rivers are a spectacle of attraction that enhance the uniqueness of the area (Wildlife Protection and Conservation Society, 1968:22).

Pondoland is nationally perceived as an organic focal point of plant endemism containing a critical extent of the planets-plant (Red Desert Nature Reserve, 2019). The Pondoland Centre of Endemism covers a zone of 1 880 square km. A biodiversity concept is, according to Costello and De Villiers (2006:75), an area selected at 3% of the world's biologically rich

environments preserved, which translates to 80% of the world's plant species being saved. About 2 253 different plant species were recorded in the Port St Johns area, the Umtamvuna Reserve, Mkambati and Oribi Gorge. Of all the plant species, 196 are endemic to Pondoland (Red Desert Nature Reserve, 2019). Of the endemics, 16 occur in four of the previously mentioned destinations, showing that every one of the explored locales contains its own endemics that occur there.

2.8   Social exchange theory

The SET is an accepted framework for analysing community reaction to tourism as it recognises different views based on different encounters and psychological conclusions (Prayag et al., 2013:632). According to Allen et al. (1993:28) and Haralambopoulos and Pizam (1996:509), the focus was on the development of tourism and the effects thereof on the host communities hence the focus on this theory. Chuang (2010:1313) acknowledged that there is diverse pressure on tourism development that affects local communities throughout the world, resulting in a social issue of social psychology with a focus on the SET. This theory, in tourism studies, focuses on the extraneous rewards communities receive with real economic rewards, employment, or income (Paraskevaidis & Andriotis, 2017:29).

According to Nunkoo (2016:590), the participants in any social exchange process weigh the costs and benefits of the exchange process, and they behave to increase what they perceive as the benefits while trying to decrease what they view as the costs of the exchange. The SET has been extensively applied in studies involving human social behaviour (Jani, 2018:159). The applicability of the SET from a tourism perspective is due to the social and economic exchanges that result from tourism between the host community and the visitors (Jani, 2018:159).

Cropanzano and Mitchell (2005:898) subscribe to the SET, which encourages parties involved to contribute to a common goal with shared benefits through what they need. The common goal is achieved through cooperation and interdependence, according to Parks and Floyd (1996:86), is understood as the level at which individuals rely on partners' contributions in arriving at their decisions. Tasks of interdependence have been used in explaining interdependence, where interdependence alleviates the impact of forced ranking systems on performance of a job (Moon et al., 2016:174). Interdependence and network convergence have been identified as common factors in fueling virtual communities in areas of interest (Teng, 2015:209). Virtual communities are known also as online communities coming from different disciplinary communities of information technology, sociology, business, and economic perspective. Virtual communities have four key characteristics—cyberspace existence, information technology, communication on common interests generation, and creating social relationships through information sharing (Dencheva, 2013:18).

The SET explains a wider range of responsivity towards customer-relationship-management, explaining the behaviour of individual customers in a community system (Sheldon, 2015:60). A good relationship with customers talks to a good representation of the destination by virtual tourists. The SET is further used in explaining customer behaviour towards information technology. Central to the exchange of resources and getting something in return, called reciprocity, encourages group interaction and interdependence (Shiau & Luo, 2012). Greater interaction amongst communities warrants maximum returns and there should be proper consultation before decisions are taken (Cropanzano & Mitchell, 2005:865). Interdependence, as interpreted by Parks and Floyd (1996:88), is the relationship with outcomes that are influenced by a combination of the party's efforts in the past, highlighting the importance of consultation.

Porath et al. (2015:1541) and Porter and Woo (2015:1496) use the SET to explain why individuals seek networking decisions and work advice in reaching their decisions. Knowledge-sharing has been used in social exchange mostly in online health communities to clarify reputational enhancement and sharing of knowledge (Yan et al., 2016:648). Social exchange influence is important to engagements benefiting others to the betterment of their business or community (Bowler & Brass, 2006:70). The world is moving towards the fourth industrial revolution from the internet era which is based on the escalated use of technology and improved communication.

2.9   Chapter summary

A clear understanding of tourism and sustainable tourism is important in understanding the development of tourism. That understanding enables decision-makers to develop areas of tourism interests by looking at the type of resources they have in a destination and a country. Sustainable tourism development is seen as key to the improvement of the lives of local communities.

This chapter placed emphasis on the importance of stakeholder engagement, local communities, government units, NGOs, international donors, and the business community. This relationship is important for all parties in planning and implementing such planning in the destination. Key types of tourism are discussed to differentiate different activities and infrastructural requirements for the industry to succeed.

In Chapter 3, the focus is on the importance of public private partnership and how to manage the partnership to be a success. International organisations, local business and the government are central to the development having to achieve proper infrastructure to enable tourism activities to take place.

CHAPTER 3
DEVELOPMENT OF PUBLIC PRIVATE PARTNERSHIP

3.1 Introduction

This section looks at the concept of Public Private Partnerships (PPP). Firstly, a definition of PPP is considered and then the general characteristics of PPPs are outlined. The functions and purpose of PPP in tourism are considered, noting the challenges and opportunities they offer in tourism. The legal framework around PPP is discussed and finally, examples of PPP in South Africa are given.

3.2 Public Private Partnership (PPP) definition

There is no accepted universal definition of PPP. For the purpose of this study, Klein's (2015:36) definition is used. Klein defines PPPs as "collaboration between the private sector and public sector in infrastructure construction built on operate transfer deals". Arimoro (2018:2) points out that although a universal definition of a PPP remains elusive, there is a general agreement that a PPP involves cooperation between a private entity and a public entity with the aim of providing infrastructure. The International Monetary Fund (IMF) describes PPPs as an arrangement involving the private sector supply of infrastructure (services and assets) that normally was supplied by the government (Hemming et al.*, 2006:3).

The South African government defines PPP as a contract between the public- and the private sectors wherein the private sector takes the financial, technical, and operational risks in the projects, taking charge of project design, project financing, construction and project operations (Jomo et al., 2016:3). Government pays for the services of new infrastructure maintenance and general facilities maintenance. Above all, traditional governments pay for operating costs and the risk of cost in late deliveries (Khatleli, 2020:6).

According to the Organisation for Economic Cooperation and Development (OECD, 2008:12), PPP is defined as a legal contract between a government and private partners, involving operators and financiers in line with how the private sector delivers services achieving government objectives and fulfilling profit objectives of the private sector. The World Bank (2012:11) defines PPPs as a long-term contract between the private sector and government agencies that provide a service, where the private sector takes a notable risk and management responsibility in the running of the project. These definitions have in common, government involvement, legal aspects, infrastructure, and funding which translates to the government working together with the private sector to deliver big projects to the economy

The World Bank (2014:18) highlights the key core attributes for PPPs with the following characteristics:

- Normally a long-term agreement between two stakeholders (government and a private company), where a private company provides service to the public.
- Funds for the service come from the government and delivery of the project is done by the private sector, where the risk is then transferred from the government to the private sector.
- Investments must be made by the private company in the project, in the form of working capital.

In some cases, the government contributes, in addition to the budget, an enabling environment for the project, such as giving access to land or making assets available. Governments may give financial guarantees to limit financial risk on the part of the private sector. When the PPP contract is finished, associated assets are given back to the government, depending on the project size and the arrangement at the conception of the agreement (Grimsey et al., 2017:144).

3.3   Nature and impacts of public private partnerships

PPPs are widely used to deliver infrastructural projects in a country through partnerships between the government and the private sector (Hodge & Greve, 2018:131). The infrastructural development would include, but not be limited to, the establishment of transport infrastructure (railway lines, airports, roads, and seaports), sports facilities (stadiums and track-runs), water purification and storage facilities (dams and water reservoirs), and waste-to-energy plants. PPPs are sometimes mentioned as a potential vehicle for achieving SDGs (Hodge et al., 2010:244; Lenferink et al., 2013:620).

The term Private Public Partnership was coined in the 1970s through the Keynesian paradigm that was investigating the role of the state in poor economic performance (Jomo et al., 2016:3). The modern PPPs are paid by the state rather than the consumers as it was at the beginning in the United Kingdom in the 1980s, where the government was allowed to develop infrastructure in the process adhering to fiscal rules (Jomo et al., 2016:4). The goal of PPPs is to exploit resources jointly by the sectors through the application of management knowledge, and the maximisation of set goals of the parties involved (Jomo et al., 2016:10).

Leigland (2018:108) outlines the conventional view of PPPs as having better service with lower costs, with the private sector making profits with a reasonable pricing structure. If projects do not meet this scrutiny, criticism from the government and other stakeholders such as the media houses, civil society, and the locals will be levelled against the private agency. While striking a balance that will satisfy all stakeholders involved in delivering a quality project, it is not an easy task to get the right balance of making all stakeholders happy.

Several PPP models exist and the suitability of each model depends on the objectives of the project (Tshehla, 2018:2). Forms of PPP and the responsibility of each part are summarised in Table 3.1 below.

Table 3.1: Tabulated forms of Public Private Partnerships and the role of each entity

PPP modality	Role of private sector	Role of public sector
Design-Build-Operate-and Transfer (DBOT)	Designs, finances and constructs; operates and maintains infrastructure for fixed term; collects fees and charges to recover investments plus profit; at end of cooperation term the infrastructure is transferred.	Regulates activities of DBOT supplier; acquires facilities ownership at close of cooperation term
Build-and -Transfer (BT)	Finances and constructs; ownership is turned over to government after project completion	Acquires ownership of infrastructure after construction; compensates private sector at agreed schedule.
Build-Operate-and -Transfer (BOT)	Finances and builds; operates and maintains infrastructure for fixed term; secures fees and charges to recover investments plus profit; at end of cooperation term the infrastructure is transferred.	Regulates activities of BOT supplier; acquires facilities ownership at close of cooperation term
Build-Lease-and -Transfer (BLT)	Finance and constructs infrastructure with project turned over to government after completion; ownership is transferred after close of cooperation lease period.	Private sector is compensated by lease of facility at agreed term and schedule; owns and operates infrastructure after close of cooperation lease period.
Rehabilitate-Operate-and Transfer (ROT)	Refurbishes, operates and maintains infrastructure/ facility which is turned over after franchise period	Provides franchise to ROT supplier; regains legal title of asset/infrastructure after term of franchise period

Source Rogerson (2016:421)

The reasons that governments adopt PPPs include the urgent need for infrastructure and facilities development, capital constraints and the challenges of corruption, bribery and lack of transparency that are usually associated with traditional government-centred projects (Rogerson, 2016:421).

3.4 Public Private Partnership requirements

Financial projections of PPP projects are influenced by macroeconomic indicators, which are not limited to only the consumer price index (CPI), GDP, and employment figures (Chan et al., 2010). The stability of these indicators influences the investors to make financial investments in these projects (Osei-Kyei & Chan, 2017:103). This results in countries with better interest rates, lower inflation levels, and better exchange rates, making the economic environment favourable for private investment. The involvement of the private sector talks to its existence to maximise profit as they must agree with the macro indicators that talk to the stability of the economy of a country.

The transparency of any country about the investment environment has a positive influence on investors and their investment decisions. The publicity and marketing of the government is necessary for focusing on investment opportunities in countries, as South Africa is doing, with

President Ramaphosa encouraging markets to invest hundreds of millions of dollars in South Africa by 2023 (Ensor, 2019).

Table 3.2: Factors attracting private investment in Public Private Partnerships in developing countries

Adequate financial capacity of contracting authority	Ahadzi & Bowles 2004
Financial viability of projects	World Bank 2009
Adequate public sector experience in PPP	World Bank 2009
Available and mature financial market	Ozdoganm & Talat Birgonul 2000; Li 2005
Favourable existing legal framework and policy	World Bank 2009
Government positive attitude towards private sector investment	Hwang et al. 2013
Government providing guarantees	Ng et al., 2012
Government providing tax rebate on imported equipment	Osei-Kyei et al., 2014
Investor's knowledge of host country environment	Zhang 2005
Political stability	Zhang 2005
Political support and acceptability for PPPs	World Bank 2009
Stable macro-economic indicators	Osei-Kyei and Chan 2015
Well organised and committed contracting authority	Hwang et al., 2013
Favourable existing economic policies	Li 2005

Source: Researcher construct, 2020

The way in which risk is allocated between the private entity and the public entity is a key requirement for the success of PPPs (Osei-Kyei & Chan, 2015:2). In PPPs, risks must be

categorised and each risk must be allocated to the party with the greatest capacity to deal with the risk (Osei-Kyei & Chan, 2015:2). Tshehla (2018:1) adds that for the successful implementation of PPP, risks need to be shared equally among the participating stakeholders. Additionally, the correct identification of the risks involved makes it possible to choose the right model of PPP to implement (Tshehla, 2018:2).

The perceived cost and benefit of undertaking a PPP are also crucial to the success of a PPP. According to Rogerson (2016:422), if the stakeholders involved do not perceive great benefits, a PPP is not likely to succeed. In particular, lack of support from the community is a common cause of failure for PPPs and this is common in cases where the community perceives the project as being of poor quality or not meeting their expectations, resulting in community opposition to the project. This involvement of different stakeholders makes communication a crucial success factor for PPsP (Kwofie et al., 2019:3).

To enhance the successful implementation of a PPP, the national government must provide legal frameworks, policies and political will with regulatory frameworks, and final PPP units supporting the whole PPP (Verhoest et al., 2015:123). A clear legal framework serves to reduce risks, brew competition for participation from the private sector and reduces the overall costs of the project (Arimoro, 2018:5). Additionally, the availability of a clear and stable legal framework is necessary to ensure profitability for the private entity involved and at the same time offer the public entity the power to enter into an agreement (Arimoro, 2018:5).

3.5   Legal framework in Public Private Partnerships

The World Bank (2009) guide indicated key measures attracting foreign direct investment for the PPP markets in Africa. The guide looked at the legal and policy framework, the financial viability of the identified project, political stability, and government experience on PPPs as the key factors attracting investment (Cheung et al., 2012:649), and back the notion of the legal framework for PPP viability as investors look at whether the framework protects their interests and further the duration of the projects to be undertaken. The legal framework is the basis on which legal disputes are resolved. The early stages of the contract must be well drafted and designed as it is a complex process that has legal obligations from both sides (Almarri & Blackwell, 2014:852). The legal frame then must define investors' rights within that frame, and investors would be motivated to invest with a clear dispute resolution mechanism (World Bank, 2009).

Delmon (2015, cited by Arimoro, 2018:6) states that through a legal framework for PPP, a government has the opportunity to:

    i.   "Confirm its political commitment through explicit legislation";

ii. "Set out the roles for the different arms of the government, including control and approval of individual PPP projects";

iii. "Set out the basis on which a public authority may provide support for various risk, e.g. revenue guarantees";

iv. "Provide a procedure for the public authority to make changes in the project's specifications, and a method of compensating the project company for resulting extra costs";

v. "Provide clarity on investors' rights if the PPP contract is terminated early, whether because of default by the project company or because the public authority want to take the facility back under public sector control";

vi. "Give leaders the ability to take security over the PPP contract; vii. If appropriate, allow for the provision of investment incentives such as special tax treatment".

3.5.1 Public Private Partnerships legal framework in South Africa

The legal framework of PPPs in South Africa was analysed by Arimoro (2018:10-12) who outlines the legal framework as consisting of:

i. The constitution of the Republic of South Africa which makes implied statements in terms of section 217(1) for the equitable, transparent, competitive and cost-effective considerations to be made in PPP contracts.

ii. The Public Finance Management Act 1999 which establishes the National Treasury and the minister responsible for national financial matters. It also identifies the central, provincial and local government officials responsible for public budgets and delegates the powers to administer and regulate PPP to the National Treasury.

iii. Treasury Regulation 16 2004, which is the heart of PPP legislation for national and provincial governments in the country and defines the standards necessary for a PPP project.

3.6 Challenges facing Public Private Partnerships

PPPs face several challenges. Thiyane et al. (2018:1) observe that due to their complex nature, PPPs are prone to longer than anticipated implementation periods. The involvement of different stakeholders in PPPs in another source of potential challenges as they may have exclusive positions (Kwofie et al., 2019:3). Osei-Kyei and Chan (2015:2) summarise the challenges facing PPPs as high transactional costs, long procurement periods, shortage of skills, incomplete risk transfer and passing of high charges to the end users.

South Africa is faced with major challenges on how to resolve the use of PPPs to enable efficient service delivery at various levels of government (Fourie, 2015). The 2016-2017 Auditor General's (AG) report on local government identified shortcomings in the development and maintenance of infrastructure, highlighted as underspending of grants, prolonged project life cycle, poor quality workmanship and lack of proper monitoring and evaluation of contracts (South Africa, 2017). These governance challenges must be resolved to enable the government to deliver quality service on time to the population.

South Africa faces a shortage of workers with the required skills. A plan is needed to consider either the encouragement (subsidies) of the development of the needed skills domestically or to import of workers of the type needed (South Africa, 2017). Skills challenges in South Africa have impacted the country's development, as indicated in the AG's report (South Africa, 2017). Begum et al. (2014:314) analysed the spatial development programmes that were planned for rural areas in developing countries, focusing on infrastructural development and health, receiving substantial amounts of financial support from governments and the private sector through PPPs. A discussion on PPPs follows to outline their relevance and importance in a country's development.

A skill is defined as the ability to perform a specified stipulated task. The applied labour market research agreed on the general definition that skill means the ability to perform specified tasks (Suleman, 2017:266). For any economy to develop, skills in a variety of industries are needed to increase production and employment. According to Suleman, skills need definition focuses on the type of job that the employer requires to be done: skills shortage meaning shortage of such relevant suitably skilled professionals in the labour market, versus what employers want.

The development of a country through industrialisation is important for the welfare of its citizens, and the growth of the country's gross domestic product. Some factors force different governments to support PPPs, amongst them being lack of capacity, finance, and skills. South Africa has a skills shortage in the fields of, for example, engineering and project management, depending heavily on foreign direct investments (Business Tech, 2018). Expat and international mobility group Xpatweb published research results through Business Tech in 2018; most surveyed companies (75%) acknowledged that they are struggling to find skilled employees in South Africa. They are now actively recruiting international talent to close the gap in skills needed (Business Tech, 2018). This is done in compliance with the strict legislation on recruiting foreigners and observing the government's policy of promoting Blacks in the labour force as the country is struggling with unemployment. In the second quarter of 2021, the unemployment rate was at 44.4%, the highest rate in the history of the country (StatsSA, 2021). This challenge of skills shortages in South Africa has been experienced for more than

20 years, particularly in technical and vocational fields, including Information and Communication Technology (ICT) and engineering (Business Tech, 2018).

Table 3.3: Skills shortage: Main types of critical skills in South Africa

Medical practitioners and specialists	Artisans and technicians
Media and production specialists	Mining engineers
Marketing specialist/managers	General managers at different industries
Machine operators latest technology	Actuaries and Chattered accountants
Researchers	Experienced project managers
General business professionals	

Source: XPATWEB (2018)

3.7   Public Private Partnerships in tourism

In the United Kingdom and Brazil, for example, rural tourism had received financial support which enabled locals to improve their standard of living in those agrarian industries that have been affected by migration and global warming. Tourism, through economic contribution, is seen and rated as the largest industry in the world (Jarvis et al., 2016:1). There are many components that constitute the tourism industry, including accommodation, restaurants, natural and man-made attractions, and retail tourism operations, all forms of transportation, travel agents, marketing organisations, tour operators, and support businesses such as banks. Some components of tourism can be constructed through PPP programmes to enhance industry performance.

The estimates of PPP participation in developing countries were between 15% and 25% (Leigland, 2018:106) of the total infrastructure investment. Foster and Briceno-Garmendia (2010:20) noted that the World Bank Africa Infrastructure Country Diagnostic study reported that about 29% of capital spending in sub-Saharan Africa was the contribution by the private sector. The international conference on Financing Development in Addis Ababa on 13-16 July 2015 acknowledged that both the public and the private sectors play fundamental roles in infrastructure financing (United Nations General Assembly, 2015). The Addis Ababa Action Agenda (AAAA) strongly recommended a move toward capacity building in PPPs, focusing on planning, negotiations of contracts, budgeting, and general accounting standards (Chhibber, 2016:4).

3.7.1 Examples of Public Private Partnerships in South African tourism

South Africa has widely used PPPs for infrastructure development in transport, water and sanitation, health and correctional services (Rogerson, 2016:419). Tshehla (2018:1) observes that PPPs were implemented successfully in correctional services and for the South African National Parks (SANParks) tourism infrastructure. However, they have failed in other cases involving large-scale infrastructure.

3.7.1.1 Public Private Partnerships in the Cradle of Humankind world heritage site

The PPP involved the Gauteng provincial government, a private investor and the Wits University (Rogerson, 2016:423). The private investor was to fund the project, the Gauteng provincial government had to make payments of annual concession fees and Wits University had to provide the palaeontological expertise. The proposed construction on the site was completed on time and within budget (Rogerson, 2016:425). However, the projected numbers of tourist visitors were not met and the private investor pulled out .siting uneconomic operating conditions. leading to the collapse of the PPP (Rogerson, 2016;426).

3.7.1.2 Public Private Partnerships in Jozini Tiger Lodge

Tiger Lodge is a four-star hotel in the Jozini municipality in KZN; construction started in 2005 and the hotel was operational by 2010 (Thiyane et al., 2018:2). The PPP involves the local government, national empowerment fund and the local community (Thiyane et al., 2018:2). The community has a control of 31% of the shares and the remaining 61% are controlled by the local government (Thiyane et al., 2018:2). The local community offered the land for the project, the funding was provided by the national empowerment fund and the municipality acted as the facilitator of the PPP. Thiyane et al. (2018: 2) considers the PPP a success that resulted in raising human and non-human capital, efficient use of resources and skills transfer to the host community.

3.7.1.3 Public Private Partnerships in SANParks

The South African National Parks (SANParks) in 2020 comprised 19 major parks, which are mandated to manage the conservation of the flora, fauna, landscapes, cultural and heritage site (Ngwakwe & Mokgalang, 2016:297). The PPP for the funding and management of SANParks was prompted by the need to ease the capital requirements of the government and to improve revenue generation of the SANParks (Ngwakwe & Mokgalang, 2016:295). It was noted that the skills, resources, efficiency and management practices required for national parks are not within government capacity, thus the need to involve private players (Ngwakwe & Mokgalang, 2016:295).

The PPP agreement allows a private party to build tourism facilities within national parks; the SANParks pays concession fees for 20 years and the ownership is restored to SANParks

(Ngwakwe & Mokgalang, 2016:297). Under the agreement, the private investor is required to operate within the goals and objectives of SANParks. This PPP has been noted by the World Bank as a success and the statistical results from Ngwakwe and Mokgalang (2016:297) show that under the PPP, the SANParks have improved job creation opportunities, increased business opportunities, increased revenue generation and increased land hectares under SANParks' management.

3.8   Chapter summary

PPP seems to be a trusted and well-tested form of business dealing that delivers the best projects. Many factors contribute to the success of the PPPs, mostly the government commitment and political will. The developed world is more advanced in the PPP models that work, as they have used such models in developing their infrastructure. The developing world needs to improve governance and political stability with acceptable human rights standards for the PPP to bear results.

The efficiency of the private sector in delivering successful infrastructural projects is encouraging. South Africa as a country has a shortage of skills in key important areas, hence the PPPs seem to be the appropriate way to go. The private sector can source skills and retain such skills as their remuneration. Tourism development is highly dependent on infrastructural development, hence PPPs become central to sustainable tourism development.

The following chapter focuses on the importance of governance and LED in an economy. Government sets policies that govern the NDP and local government as the governance component for service delivery.

CHAPTER 4
GOVERNANCE AND LOCAL ECONOMIC DEVELOPMENT

4.1 Introduction

This chapter focuses on governance, development, LED and policies related to tourism. A clear analysis of resources available in the Port St Johns Municipality area required for running a sustainable tourism industry was done. The chapter analyses resources available in Port St Johns required for running a sustainable tourism industry. The chapter further investigates available legislation on sustainable tourism development and spatial initiatives. Stakeholder involvement in the development of tourism in Port St Johns is discussed.

Giampiccoli et al. (2014:638) argue that in the tourism sector, community-based tourism (CBT) had been identified in the past as a community development tool to improve community involvement in the sector. In developing countries, tourism has been promoted as a developmental tool, and even in South Africa, it is relevant to culture and heritage. Local CBT acknowledges the major challenges in their development as dilapidated infrastructure, lack of skills and skills development, which affects capacity building and affects CBT in long-term sustainability. All this needs favourable and proper management of the natural and cultural assets in which the development must take place (Jugmohan et al., 2016:133).

Sustainable tourism development involves economic, social, and environmental aspects of development that continuously look at the improvement of tourism (Zolfani et al., 2015:1). The expectations of a national government are, through policies and economic initiatives, to promote local development. CBT is inclusive of elements such as empowerment, sustainability, social justice and independence, and is focused on disadvantaged and vulnerable communities (Giampiccoli & Saayman, 2017:7).

4.2 The population and employment

The Eastern Cape is covered by rural settlements, which make up approximately 70% of the living space in the Eastern Cape (Ntonzima, 2014:5). Rurality is defined in terms of its contrast to urbanisation and is "often perceived as underdeveloped, primitive, distant, rough, uncouth, uncivilised, unenlightened, and poor" (Eastern Cape Planning Commission, 2014).

Table 4.1 below gives a breakdown by gender of the population of the OR Tambo district municipality, of which the Port St Johns municipality is a part. The population of Port St Johns municipality is the smallest in the district municipality but has a higher number of unemployed people (McCann, 2017:20). Should tourism be developed, many people would benefit as tourism business owners or employees. Planning is always easier when the population size is known to enable resource allocation. Women empowerment must be prioritised as the

statistics show more women than men in the municipal area. The data provided are of vital importance to this study for directing final recommendations.

Table 4.1: Population by gender: Port St Johns and the rest of the OR Tambo District Municipality, 2016

	Male	**Female**	**Total**
Port St Johns	77 600	90 100	168 000
Ngquza Hill	143 000	161 000	304 000
Nyandeni	146 000	167 000	313 000
Mhlontlo	91 200	102 000	194 000
King Sabata Dalindyebo	230 000	264 000	494 000
OR Tambo Total	688 000	784 000	1 470 000

Source: Roelof (2021)

According to McCann (2017:19), Port St Johns has the most youthful population in the Eastern Cape, with 55.41% aged under 20 years of age. In this area, there is a high rate of unemployment (75.79%) and poverty levels up to 83.15%. Port St Johns has a high share of the poverty gap at 1.42%, significantly higher than that of the rest of the province at 1.09%. McCann (2017:20) discovered that levels of functional literacy are very low at 41.61%, with a population of only 9.13% with matriculation. The community is at a low human development index of 0.41, below average for health, professional services, education, and a growing number of children-headed households. Women in this community constitute 52.52% of the economically active population but face higher levels of unemployment and higher levels of growth in unemployment than men.

Table 4.2 below shows the rate of unemployment in Port St Johns and the OR Tambo district municipality versus the provincial and national employment statistics. The rate of unemployment is so high that it surpasses the provincial statistics. This has a direct impact on the country's fiscus (no tax contribution) and may contribute to increases in crime. The development of tourism in the area is of great importance as tourism is seen as the creator of employment, gender parity, sustainable management of water, and economic growth in line with the SDGs (Carius & Job, 2019:830).

Table 4.2: Unemployment rate 2010-2020 in Port St Johns, OR Tambo, Eastern Cape, and National total

Years	Port St Johns	OR Tambo	Eastern Cape	National Total
2010	35.6%	32.8%	27.7%	24.8%
2011	38.2%	33.5%	27.9%	24.9%
2012	39.9%	35.2%	28.7%	25.0%
2013	41.2%	36.1%	29.4%	25.1%
2014	40.9%	35.7%	29.4%	25.1%
2015	40.3%	35.1%	29.1%	25.5%
2016	40.7%	35.5%	29.3%	26.3%
2017	44.6%	39.8%	33.0%	27.2%
2018	47.5%	42.5%	34.9%	27.4%
2019	50.8%	46.3%	37.3%	28.4%
2020	49.8%	45.3%	36.3%	27.5%

Source: Roelof (2021)

According to StatsSA (2019), a person is seen as unemployed if they have been actively looking for a job in the past quarter with no success. The table above depicts statistics of the high level of unemployment in Port St Johns, at 49% in 2020. The tourism industry is seen as having the capacity to create employment and improve the lifestyle and life expectancy of the people in this community. Tourism jobs will enable the communities to be able to pay for the services rendered by the municipality without using government grants to survive (Rogerson, 2017:98). The local community, as shown by the level of unemployment, cannot afford to pay for basic services.

The basic service provisions of water, electricity, sanitation, and refuse removal, is very poor. There is limited access to health care facilities in this area, which hinders the development of the tourism sector. For this area to grow, the key priorities for the municipality are economic development, tourism, agriculture, infrastructural development, housing, education,

community facilities, sports facilities, health and welfare, protection services, development of the tourism environment, general institutional development, and finance (South Africa, 2012b). Sustainable development should be the focus to enable managed development that can bring sustainable growth and improve the tourism industry.

4.3   Sustainable development goals

The SDGs are a vision of the global community on human progress that seeks to inspire citizens, policymakers, and business for a better world. Boluk et al. (2017:1201) note that the world body acknowledges the impetus of development mostly in the developing world, and a declaration by the National General Assembly in 2017 as the International Year of Sustainable Tourism for Development (UNWTO, 2017a).

The declaration positioned tourism as a tool to promote the "Agenda 2030 for the Sustainable Development Goals" with 17 SDGs. A clear understanding of the goals (SDGs) calls for mutual opportunities and responsibilities to appraise with a critical multiple perspective approach. An outright reconfiguration of positions of power in achieving sustainability will improve the system of consumption and productivity (Boluk et al., 2017:1202). The configuration will see the academic community collaborating with multilateral institutions to implement the key critical dimensions of the SDGs.

The United Nations General Assembly's Millennium Goals adopted the SDGs (UNWTO, 2015) which outline the UN's development agenda by 2030. The key areas outlined below are in line with human development and tourism development which are central to the goals of poverty reduction.

Table 4.3 below highlights the United Nations SDGs as a build-up on the failed MDGs which were not achieved. Although these do not specifically refer to tourism, all apply to the global tourism industry. The former UN Secretary-General Ban Ki-Moon identified a lack of progress to unfinished allegiances as due to insufficient resources, absence of a centre of focus and responsibility, and inadequate commitment to sustainable development (UN, 2010). Clemens et al. (2007:740) view the structure of the MDGs as an impediment to nations meeting these goals. Tourism is mentioned in three areas related to Goals 8, 12 and 14, and a broader consideration with prospects to contribute to all the goals, directly or indirectly (UNWTO, 2015).

Table 4.3: 2030 Agenda of the United Nation (SDG)

SDG	Description
No poverty.	Poverty is the lack of income and resources to ensure a sustainable livelihood, and its manifestations include hunger and malnutrition, limited access to education and other basic services, social discrimination, and exclusion as well as the lack of participation in decision-making
Zero hunger	Soil, water, oceans, forests, and biodiversity are being rapidly degraded. Climate change is putting even more pressure on the resources we depend on, increasing the risks associated with disasters such as droughts and floods
Good health and wellbeing	Ensuring healthy lives and promoting the wellbeing of all at all ages is essential to sustainable development
Quality education	Obtaining a quality education is the foundation for improving people's lives and sustainable development
Gender equality	Gender equality: Women and girls continue to suffer discrimination and violence in every part of the world. Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous, and sustainable world. It demands equal access to education, health care, decent work, and representation in political and economic decision-making processes
Clean water and sanitation	Water scarcity, poor water quality and inadequate sanitation negatively impacts food security, livelihood choices and educational opportunities for poor families across the world. Drought afflicts some of the world's poorest countries, worsening hunger and malnutrition
Affordable and clean energy	Energy is central to nearly every major challenge and opportunity the world faces today. Be it for jobs, security, climate change, food production or increasing incomes, access to energy for all is essential. Sustainable energy offers a transformation opportunity
Decent work and economic growth	Sustainable economic growth will require societies to create conditions that allow people to have quality jobs that stimulate the economy while not harming the environment. Job opportunities and decent working conditions are also required for the whole working age population
Industry, innovation, and infrastructure	Investments in infrastructure – transport, irrigation, energy and information, and communication technology – are crucial to achieving sustainable development and empowering communities
Reduced inequalities	There is a growing consensus that economic growth is not sufficient to reduce poverty if it is not inclusive. To reduce inequality, policies should be universal in principle paying attention to the needs of disadvantaged and marginalised populations
Sustainable cities and communities	Common urban challenges include congestion, lack of funds to provide basic services, a shortage of adequate housing and declining infrastructure. The future we want includes cities of opportunities for all, with access to basic services, energy, housing, transportation and more.

Responsible consumption and production	Responsible consumption and sustainable consumption and production are about promoting resource and energy efficiency, sustainable infrastructure, and providing access to basic services, green and decent jobs, and a better quality of life for all
Climate action	Climate change is now affecting every country on every continent. Implementation of the Paris Agreement of 2016 is essential for the achievement of the SDGs, and provides a roadmap for climate actions that will reduce emissions and build climate resilience
Life below water	The world's oceans – their temperature, chemistry, currents, and life – drive global systems that make the Earth habitable for humankind. Careful management of this essential global resource is a key feature of a sustainable future
Life on land	Deforestation and desertification – caused by human activities and climate change – pose major challenges to sustainable development and have affected the lives and livelihoods of millions of people in the fight against poverty. Efforts are being made to manage forests and combat desertification
Peace, justice, and strong institutions	The promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective, accountable institutions at all levels
Partnerships for the goals	A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre are needed at the global, regional, national, and local levels.

Source: UNWTO (2015)

The development of tourism is a developmental tool that reduces poverty, improves life expectancy, reduces gender inequality and is critical to realise the SDGs by 2030 (Carius & Job, 2019:830). Education is central to the development of the world and influences the sustainable development of all industries. The level of unemployment in the Port St Johns municipality was 40.7% in 2016 and in 2020 was higher at 49%, which encouraged this research to investigate a sustainable tourism development plan for the area.

The ocean economy can change the fortunes of this municipality by creating jobs and providing necessary marine products to the people, which must be inclusive of all stakeholders and women in particular. The conservation of both marine life and general environmental conservation is critical for the sustenance of the industry. Tourism has emerged as a means of funding conservation consequently excluding residents' use of natural resources in enhancing their livelihoods (Morais et al., 2018:444). All these challenges should be eliminated

in planning as tourism in this area is in serious need of revival to enhance better life and land use for all.

The success of the SDGs depends on the implementation of each attribute and integration into all related SDGs and other instruments. Convention on Biological Diversity (CBD) and Aichi Biodiversity targets are known as the best roadmap countries and for biodiversity conservation contributing to the integrated implementation of SDGs. Governments in many countries must ensure/ that these goals are achieved, which encourages these governments to develop policies toward localising the international guidelines from the UN.

Ban Ki-Moon, the Secretary General of the United Nations in 2021, commended world leaders on the gains achieved through the MDGs, with some failures in uniformity and inequalities amongst nations (United Nations, 2015b). In the final report on the MDGs, inequality was cited as a significant gap in the success of the programmewithin nations (Onditi & Odera, 2017:152). Furthermore, women were reported to be poorer than men, and still marginalised in decision-making, with an earning capacity of less than 24% of men globally (Arora-Jonsson, 2011:744). South Africa was recommended for fast-paced transformation and women empowerment.

South Africa has the highest levels of an unequal society in the world where the coexistence of extreme poverty and extreme wealth is strongly visible, with an estimation of 10% of the population owning almost 95% of the country's wealth and 80% of the population owning nothing (Orthofer, 2016). In the South African context, wealth inequality is a strong indicator of the injustices that were perpetuated by the Apartheid-era government, (Chatterjee, 2019:842). This municipality is not immune from the past apartheid policies of segregational development and the 27-year rule of the current government is with no development.

Women and children are seen as mostly affected by the challenge of no access to clean running water affecting 40% of the global population. Highlighting issues of gender equality and empowerment of women should be integrated through the adopted SDGs (UNWTO, 2015a:31).

4.4   Politics

A state, according to Eggers (207:214), is made up of a permanent population, a defined territory and a sitting government and could enter into relations with other states. A state is, however, not synonymous with the government and a government may change, but states will continue to exist. The government is responsible to facilitate policies on economic growth-expansion of national income or production measured by the GDP, because of increased capital formation and input utilisation. In the United States of America, development has a much broader meaning and is articulated as a general improvement in the material and social wellbeing of society (Land & Michalos, 2017:839).

In South Africa, there is a general expectation that government and the private sector should start initiatives to improve the less-developed areas in the country. The Presidential Infrastructure Coordinating Committee, in the Eastern Cape Province, through the Spatial Initiative Program, was initiated in 2012 to benefit the Wild Coast region, through the corridor development of the N2-Wild Coast highway (South Africa, 2012a) but by 2021 had still not started. The political climate, though, in the area is tense as there is no agreement on the consultation and implementation of the plan, while the Amadiba Crisis Committee (AIDC) (2017) stated that "Sanral will stop all projects in our community and failing which, they will kidnap their employees."

This shows animosities amongst the stakeholders involved in this project. There are court cases launched by local communities against this development citing no consultation with others against the road construction (Dlamini, 2020). There is always a challenge in multicultural nations, from social cohesion to various degrees of political and socio-economic and religious divisions. The communal culture has always been a threat that divides some societies even leading to civil wars; social fabric after wars is a challenge, and tourism is used as a catalyst that reinforces social cohesion, also seen as a hegemonic activity (Kamble & Bouchon, 2016:272).

South Africa, as a social entity, has been through political challenges and the government used sport and tourism to enhance social cohesion. While there are many challenges in upholding and strengthening social cohesion as diverse ethnicity becomes complex (customs, lifestyle, and general behaviours) (Dukes & Musterd, 2012:135). Where there is a disadvantage there might always be an advantage, there are benefits to multicultural diversity, such as cross-cultural interaction that promotes capital and creativity, enhancing tourism activities for both locals and international tourists (Dukes & Musterd, 2012:1981).

Economic development and employment of local communities can be achieved by using tourism as a tool to reshape economic activities within the community and foster societal values (Kamble & Bouchon 2016:285). The domestic economy is weak, which warrants the acceleration of economic transformation by addressing the structural problems that should be central to the government agenda (Rogerson, 2011:151). The political will of governments should be driven by action plans and implementation, having created a viable infrastructure for the upliftment of the local communities that would lead to ownership of businesses by them.

Government, businesses, and civil societies should be central in the development of policies and implementations enabling a socially responsible development towards economic transformation and assessing the risks that are involved in developing tourism. The South African government's economic policy is the National Development Plan (South Africa, 2012b) which seeks to alleviate poverty, improve infrastructure, and encourage investors, amongst

other things. Ten critical action plans are highlighted in the National Development Plan (South Africa, 2012b):

i. "Social commitment to reducing poverty and inequality, increasing employment, and creating more investments;

ii. A strategic approach to addressing poverty and creating access to employment, increasing social wages, improving public transport, and raising rural incomes;

iii. State improvement of the public service, fostering and strengthening to accountability, improve coordination and fight against corruption".

iv. Improve on private investment in labour-intensive industries with more focus on competitiveness and exports".

v. Education that is accountable and in line with responsibility from the state to classroom".

vi. National health insurance phasing in to focus on upgrading of public health facilities, training health professionals to meet the demand, and improving on the cost of private health care".

vii. Improvement of public infrastructure investment at 10% of GDP per annum using tariffs and partnerships between the public and the private sectors, and taxes in so doing improving the public transport network, water, and energy".

viii. Interventions programmes or initiatives to ensure environmentally sustainable and resilience to future shocks".

ix. Improving standards in cities, improving transport, locating jobs closeness to where people live, upgrading informal settlement, and closing the gap in the housing markets".

x. Improve safety by reducing crime and strengthening the criminal justice system."

The National Development Plan is an economic policy of the government which is in line with the objectives of the study on development, poverty alleviation, health, general infrastructure, education, safety, and other key important elements in tourism development. The correct application of the NDP will see more tourism activities with more tourists, the economy growing and health challenges addressed. It is important that the government find the right skilled people to oversee this plan for the betterment of the country.

Cumming et al. (2017:255) identified that there is a commonality between the SDG and NDP objectives: SDGs and the NDP centres on poverty reduction by aiming at creating jobs, reducing inequality, access to clean water, food security, limiting the impact of climate change, natural disaster risk reduction, and infrastructure development, amongst other things, including decent settlements and universal health. The sustainable use and conservation of biodiversity dominates both policy documents. Having reviewed the NDP, it is important to deduce the SDG prescript on the development of policy documents for different organs of governance. The discussion enhances the alignment of the policy discussion from a world body to a national government on the application and reduction of poverty globally, and in South Africa in particular.

4.5   Tourism White Paper (1996)

According to Rogerson (2017:96), the development of the Tourism White Paper of 1996 focused on the development and promotion of tourism with the South African Government as the key stakeholder involving the private sector and communities. It encouraged close working relations for better results between all stakeholders involved. The policy placed much emphasis on sustainable development and more emphasis on tourism, further encouraging sound management that promotes learning from experience (South Africa, 1996b).

The 1996 Tourism White Paper addressed historical imbalances and brought back to the mainstream of the economy the previously disadvantaged communities (Rogerson, 2017:97). The funding model of small new businesses was developed with the marketing of a destination. According to Saner et al. (2019:99), the policy endeavours to address the following areas:

- "Efficient co-ordination of public resources.
- A safe and clean tourism environment.
- Constant innovation in the tourism product portfolio.
- Improved levels of service, product quality and value for money, and
- Sustainable environmental practices".

Rogerson (2014:211) noted that the development of tourism was in line with the NDP as an economic policy of the country. The Tourism Development Framework is an integral part that proposes considering external factors of all stakeholders looking at structures in the industry supporting business environments known for competition and marketing activities. The strategic framework should not be seen in isolation without the stipulated goals and objectives, which should be in synergy with each other for it to be successful (Rogerson, 2014:209).

4.6   National Tourism Sector Strategy (NTSS)

The NTSS was the initiative of the South African National Department of Tourism to promote and accelerate the growth of tourism through a consultative process and structural positioning of the sector in the public spheres (South Africa, 2010b). The NTSS was published in 2011 for South Africa as a 10-year strategy from 2010 to 2020 with a partnership between the public and the private sectors (South Africa, 2011). It focuses on keeping and strengthening the alignment between the two sectors to ensure the responsible usage of resources and fostering practical planning. A clear discussion and definition of a PPP is critical for the purpose of this study and was addressed in Chapter 3.

The challenge of PPPs in most developing countries includes financial mismanagement, shortage of skills, political unrest or instability and weak financial markets (Wibowo & Mohamed 2010:510). In most of these projects, the private sector is responsible for financing and designing the actual construction. When all is said and done, the private sector operates the facilities and maintenance is done accordingly. The NTSS policy exploits the relationship between stakeholders to enable the development of the tourism sector to grow the tourism economy.

Rogerson and Rogerson, (2019:213) view the vision of the NTSS as to grow the tourism economy that benefits South Africa's competitive edge underpinned by Ubuntu through nature, culture, and service quality. The NTSS was developed to increase both direct and indirect tourism contributions to the economy through collaboration and partnerships focusing on agreed priorities. South Africa (2012c) reports that the tourism sector strategy has brought together more stakeholder relations to improve the tourism service quality in the country with the following guiding principles:

i.   "Trust and accountability: The partnerships shall be built on trust; all parties should have mutual trust that they are all aiming for the same vision and goals and all role players shall accept responsibility to deliver on the actions and objectives on which they embark.

ii.   Respect for our arts, culture, and heritage: All tourism development and activities shall respect all aspects of South Africa's diverse arts, heritage, and culture.

iii. Responsible tourism: All tourism development and activities shall deliver on the triple bottom line, namely economic, social, and environmental sustainability.

iv.   Commitment to service excellence: the entire tourism value chain system shall continuously strive for service excellence towards tourists.

v.   Constitution upholds its value; honour dignity of humanity and equality shall be respected.

vi.   Commitment to transformation: The whole industry shall understand and commit clearly and unequivocally support the moral need for transformation, and

vii.   Stakeholder collaboration and cooperation".

The national government has recognised the indispensable role of tourism in the economy by including the tourism sector as one of the primary areas in the initial Industrial Policy Action Plan (South Africa, 2007), the New Growth Path (South Africa, 2010a) and the National Development Plan, with the sector anticipated to make a huge contribution to creating jobs and fostering economic growth (South Africa, 2013. The alignment of all these policies requires very strong governance to achieve the objectives set in all policies.

4.7   Governance

Arjoon (2005) acknowledges that good corporate governance in an organisation focuses on ethical leadership, the equitable treatment of people, and a clear line of communication on general ethical practices. Over almost three decades (up to the year 2000) corporate governance has attracted more international scrutiny because of its developmental value in economic growth and economic development (Naidoo, 2009:140). The current trends in corporate governance, according to Yiu and Wan (2019:2687), the management field focuses on recent changes from the principal economic system to adopting an international approach from an institutional perspective. This creates room for researchers to direct their research to corporate governance around the world especially in developing economies and mitigate the challenge of corporate financial fraud when identified (Shi et al., 2016:1273).

In the 21st Century, governance as an important concept in politics and public policy is now used more often in tourism (Hall, 2011:657). Clean, good, ethical governance is fundamental for implementing sustainable tourism as it can enhance democratic principles by leading to tourism growth. The term governance in tourism literature is relatively new, and not used more often compared to terms of tourism politics, policy, policymaking and planning, and destination management (Hall & Jenkins, 1995; Hall, 1994, 2008).

Reputable governance practices reflect policy and business changing environment and competencies of official government units (OECD, 2012:12), where tourism is subjected to political, social, environmental, and technological changes. Good cooperative governance plays a critical role in social cohesion and increases the interest in foreign direct investment influenced by policies of government, political stability, and economic development (Detotto et al., 2021:2).

Governance encompasses a process for the regulatory framework and organising social action to enable acceptable social order (Bramwell & Lane, 2011:412). Tourism governance involves various methods for governance, regulatory mobilised actions, rules, and establishing norms and practices. Tourism governance forms include layers of governance (hierarchy) stakeholders' government and community, and markets (Hall, 2011). Sustainable development is associated with democratic processes as it includes a diverse array of stakeholders which warrants democratic processes in decision-making. The importance of democratic practices in the field of tourism is an essential element of sustainability enhanced by principles of good governance (Mowforth & Munt, 2015).

Bramwell and Lane (2011:123) comment that an adjustment in governance processes is necessary for sustainable development for specific purposes, with desired results towards economic and environmental goals, including socio-cultural wellbeing. A well-guided and defined governance protocol will yield results in the ethical, good, and moral wellbeing of any structure in government. Governance talks to leadership, which involves stakeholders that are to be led, and a focus is on the key stakeholders in the tourism industry and their roles.

4.8   Tourism and stakeholder management

Tourism is an intricate industry involving an extensive range of stakeholders and different businesses working towards providing better service for the individual tourist or groups of tourists on tour away from their normal residence to pursue either leisure, business or visiting friends. Businesses that participate include the transport industry inclusive of air, road, sea, and rail; the hospitality sector inclusive of accommodation and food; and the entertainment sector inclusive of events and attraction; shopping malls and all sectors that support the tourism industry.

There is great interconnection among the roles and responsibilities of leading LEDzs stakeholders in South Africa (Rogerson, 2011:155). There is also an emphasis on overlapping roles between the ventures and authority of the two major government ministries, the Departments of Provincial and Local Government, and Trade and Industry. This overlap might cause confusion should the governance rule be not clearly separated. This leads to a growing need for a clear examination of the roles among all LED stakeholders to avoid repetition of activities and to establish supporting roles for all government departments involved and for other stakeholders.

4.9   Local economic development

LED is directed at job creation, poverty reduction, agricultural yield improvement, tourism, fishing, and the support of small medium and micro enterprises (SMMEs) for sustainable development. Tourism has been identified by many governments as an important socio-

economic catalyst and a tool to alleviate poverty in rural areas, mostly in developing countries (Goodwin, 2009:91)

The national government's main objective is to forge strong sustainable local economies in improving LED, this being the prominent feature of developmental planning in South Africa since 1994 (Rogerson, 2010:486). Before the new dispensation, LED was focused limitedly on isolated local development initiatives in the largest cities, for example, Pretoria, Johannesburg, and Cape Town in South Africa, where the economy had gone through the same structural transformation as in the advanced world (Arku & Oosterbaan (2014:363).

The first legislation from the new South African government came into being in 1996 with the Constitution of the Republic of South Africa in the era of the new dispensation, and the White Paper in 1996 on Local Government with an emphasis on the development of local government (South Africa, 2006). Further legislation came in 2000 under the Local Government Municipality Systems Act 32 of 2000, where most functions of LED were legislated and Integrated Development Planning was made compulsory for all local governments (Nel & Rogerson, 2005a:55).

There is a greater role played by partnerships between local stakeholders and regional, national, and international players outside of their boundaries in improving local economies, capitalising on expertise, and resources (Development Bank of Southern Africa [DBSA], 2007). More work was then needed to close the gap between small and big municipalities on LED practices due to the increasingly slow pace of development in small towns (DBSA, 2007; Rogerson, 2008:61).

4.10   Role of local economic development

Municipalities in the country are the main centre of service delivery in the organogram of local government. Local government works with both the public- and private sectors in tourism for the benefit of the local communities to derive economic and social benefits (van Schalkwyk, 2013). Many South African municipalities made tourism priority number one in their budget allocation because LED is the core function of contemporary local government in South Africa (Nel & Rogerson, 2005b:15). In South Africa tourism is a strong driver for LED (Rogerson, 2010:485).

According to Rogerson (2017:35), the information demonstrates that for some local governments in the country, planning should be prioritised for local development and job creation. By analysing new data relating to tourism, performances at the local level in South Africa indicate that for certain local governments in the country, tourism planning should be a matter of high priority (Rogerson, 2008:69).

Local government is central to service delivery and through designs of tourism plans, marketing, infrastructural support, and support structures of tourism for the growth of the industry should play a critical role assumed by local government. The Department of Tourism developed the NTSS (South Africa, 2010b) to highlight the critical role of local government as a partner in developing the tourism industry and achieving the desired outcomes of national tourism policies (South Africa, 2011). Government over the years has undertaken important initiatives to assist in local government's contribution to tourism planning and building capacity. Local government is a key and important stakeholder in local tourism support and development.

The government has regulated local government and the Constitution of the country using the Local Government Act no. 108 of 1996 of the Constitution of the Republic of South Africa providing the following:

- "The Act provides guidelines for the provision of democratic and accountable government for communities.
- Provision of services in a sustainable manner.
- Promotion of social and economic development, and
- Encouraging the involvement of local communities and all stakeholders in local economic development" (South Africa, 1996a).

Empowerment of communities in different skills becomes critical as their development is vital for these tourism projects to be a success, as highlighted in the Act above.

4.11   Empowerment

Empowerment in tourism has not been explored fully and that affects the achievement of sustainable tourism development (Sofield, 2003:2). The responsibility is mostly on the government, and failure of the government to empower residents has negative effects on tourism development; residents' empowerment is seen as the antidote to social injustice (Choi & Murray, 2010:589).

Sustainable tourism development should focus on improving the quality of life providing full benefits from tourism activities. The economic benefits, and production with profits, should be derived from tourism activities for meaningful development, in line with the triple bottom line (TBL) (McCool & Lime, 2001:379; Dwyer, 2005:80).

The TBL is a philosophical orientation whereby organisations develop and implement not just a traditional economically sustainable strategy, but also explicitly include environmental and social sustainability strategies (Stoddard et al., 2012:238). Stoddard et al. define TBL as a straight concept attached to the SDGs and reasonable turn of events and is a moderately new

proportion of corporate performance. The public revelation of social, economic and environmental pointers of organisational execution is firmly identified with social responsibility. Naidoo et al. (2021:3) acknowledge that when the TBL is used correctly, nature-based tourism will contribute to the conservation of endangered species and understanding diversity in human preferences will improve the opportunity to increase the pricing of nature-based tourism.

This study takes an interest in three different types of empowerment: psychological, social, and political, in line with Scheyvens (1999:247), Chen et al. (2017:278) and Lin and Simmons (2017:322):

- Psychological empowerment occurs when the pride and self-esteem of individuals are improved, further enhancing the uniqueness of the people, culture, natural resources, and traditionalism.
- Social empowerment, in a tourism context, looks to improve the perceived benefits of tourism in a community, and the connection the industry has to the community.
- Political empowerment in tourism is seen as a new type of empowerment that gives residents control over their affairs.
- In the tourism context, political empowerment is a result of a fair representation of residents in all tourism structures sharing their concerns about tourism development in their environment.

The high level of involvement and understanding of the processes of tourism planning enables high stakeholder participation with better results, enabling increased community participation in tourism projects (McCool, 2009:138).

Cole (2006:631) pointed out the differences in empowerment where community members are active participants in change, finding their own solutions, participating in decision-making, and evaluating their projects. Residents' empowerment is very important and is seen as having both intrinsic and extrinsic effects on the attitudes of residents and tourism. Boley and McGehee (2014:87) acknowledge the great importance of empowerment in sustainable tourism development by considering the Resident Empowerment Tourism Scale (RETS), looking at the measurement of how residents in Port St Johns perceive themselves psychologically, socially, and politically and empowered through tourism. Cole (2006:631) looks at resident empowerment as representing the top layer of the participating active members of the community effecting change and finding solutions to their challenges.

4.12   Social justice

The World Commission on Environment and Development, in 1987, used the concept of justice, fairness and equity as fundamental to sustainability. Jamal and Camargo (2014:22)

viewed literature on sustainable development that developed over the years but there has been a slow theoretical link to justice and ethics at a destination level, with emphasis on fairness, equity and justice for indigenous people, including the poor. The key justice principles of fairness and equitability should guide policymakers in treating tourism products, such as cultures packaged for sale to both domestic and global developers.

Social justice entails elements of Corporate Social Responsibility (CSR), which is characterised by ethical business commitment and contribution to economic development. Quality of life of the community's working population and their families should be improved and the standard of living gradually improved too (World Business Council for Sustainability Development, 2020:3). The involvement of stakeholder management is very important in integrating social demand that includes all socially responsible firms, putting first the interests of all stakeholders. Carroll's (2016:5) pyramid of CSR shows important areas of focus by businesses in their drive for a beneficial contribution to the tourism industry.

The benefits of CSR for communities are very important as this changes the lives of the people and the environment in general. Carroll's (2016:5) pyramid shows different spheres of key areas of focus in business, focusing on philanthropic, economic, ethical, and legal business responsibilities. A brief discussion on each responsibility will explain their importance to the tourism industry.

A philanthropic responsibility involves company donations to the community in different forms, community development projects, products, and services, with monetary resources to mention a few. This is not limited to monetary resource mobilisation to the local communities as most people would assume but needed resources by the community are contributed. In an area that has a shortage of skills, the business community can run a skills development project as part of their CSR programs. Skills shortages are a challenge in the whole country and the Eastern Cape in particular. The business community and the stakeholders would identify key areas that need attention in the community and such programmes would be well communicated for the benefit of the tourism project in the area.

The philanthropic responsibility is more optional and discretional and normally linked to marketing strategy, where an organisation wants to do more than just contribute to the wellbeing of the community. Carroll (1991) acknowledges that sometimes philanthropic responsibilities are ethically motivated by companies aiming to do the right thing.

Laws are developed out of ethical business practices looking at consumer safety, the natural environment, and the safety of employees, and once formalised, become codified ethics for society. Spence (2016:24) adds a new dimension to ethics, which is personal integrity that encompasses at least four small business-social responsibilities of self and family, employees, the local community, and business associates. This all captures the way businesses conduct

their operations in communities, with the following important business expectation of ethical responsibilities as explained by Carrol (1991).

These expectations of business include:

- Consistent performance with the societal, ethical norms and expectations.
- Considerate and respectful of new evolved ethical norms of society.
- Preventing the compromise of ethical norms for business goals, doing the best in being a good corporate citizen, and
- Acknowledging that business integrity and ethical behaviour is more than compliance with laws and regulations.

Compliance with the legal framework as a business is important, laws and regulations on operational conditions, should meet legal obligations. Businesses often hire compliance officers to prioritise compliance with the laws that govern business operations.

In meeting the required legal responsibilities, the following business expectations should be adhered to:

- Conforming to government laws consistently
- Complying with local regulations
- To be law-abiding corporate citizens
- Fulfilment of their societal legal obligation
- Supply goods of high quality to meet required standards.

Fening et al. (2015:48) describes ethics as our way of life in our daily personal life, social and business lifestyle. Clear knowledge and understanding of ethics could prevent various wrongdoings by people and businesses, fraud, lying, scamming, environmental challenges, and financial misconduct. Being ethical encourages people to do right, move away from doing wrong and influencing businesses to operate within the ethical norms of society. Kinicki and Kreitner (2009:23) define ethics as "a study of moral issues and choices". The tourism industry must conform to ethical business standards as prescribed by the World Tourism Organisation.

Carroll (2016:3) acknowledges that businesses have a responsibility to society, an economic responsibility that allows businesses to be established and sustained over a long period to improve the lives of the people. The economic expectation of the community is for businesses to be profitable and to achieve their social responsibility. Shareholders and the rest of the business community benefit when a business is doing well, increasing resources and profitability (Fening et al., 2015:50). This implies that business economic activities are an integral part of community development and sustainable tourism (Belias et al., 2017:72).

The pyramid of CSR gives a schematic representation of the literature discussed above, on CSR and the impact it has on the community and business relations in a destination.
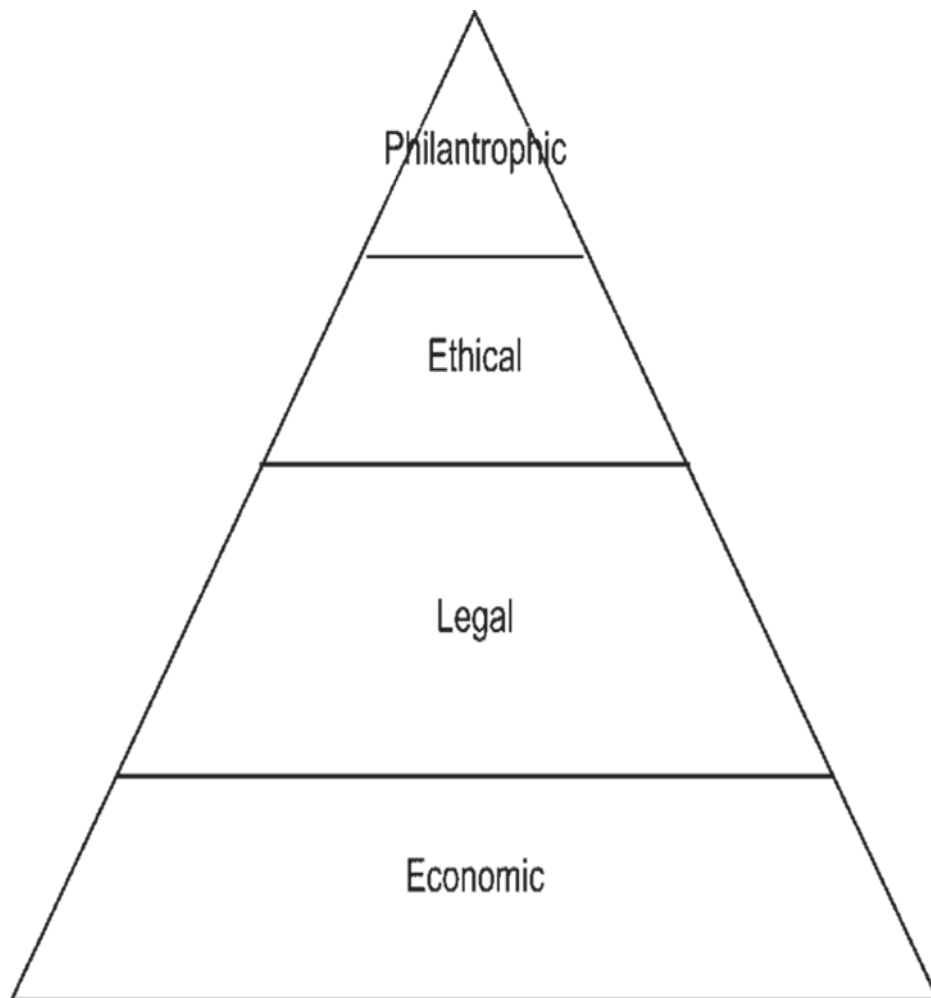
Figure 4.1: Pyramid of corporate social responsibility
Source: Carroll (2016:5)

According to Jamal and Camargo (2014:132), it is still a challenge to establish how sustainable discourse addresses justice challenges in poor-income communities, highly marginalised, and excluded in policy formulation, for the benefit of the local communities. It is only a destination that is inclusive of all its stakeholders in the process of tourism planning and policy formulation, that enables a fair practice in environmental and socio-cultural resources that addresses the issue of social justice. This is the basis of the theoretical insight that evaluates guidelines that are assessing moral justification, focusing on ethics and justice that are used by policymakers, and by marketers on community wellbeing and cultural goods shared by all in the local

community including visitors. There are ethical issues that must be taken into consideration as prescribed by different ethical theories.

The focus of ethical theories is on ethical requirements that focus on the existence of business and society side by side. Garriga and Mele (2004:60) acknowledge ethical theories as focused on a principal position of doing only the good in uplifting society. Farache and Perks (2010:236) suggest the legitimacy theory as informed by organisations securing their existence, as they are seen to be operating within set norms and values of society. Legitimacy is always a threat in businesses operating outside the societal norm and practices. Organisations doing business in the community and interacting with the consumers directly tend to respect the local beliefs and trends.

4.13   Marketing

Kotler et al. (2002:3) indicate that marketing was defined in 1935 by the American Marketing Society as "the performance of business activities that direct the flow of goods and services from producers to consumers". In the 1980s a revised definition of marketing was introduced, that the marketing process of an organisation communicating value to the customers and looking at the customers' interests that benefit the organisation and stakeholders (Bjerke, 2018:91).

According to Rogerson (2017:56), the Eastern Cape Provincial Growth and Development Plan seeks to achieve performance and alignment of its programmes, such as branding and destination marketing, looking at both the local and foreign market. This could be achieved through exhibitions, marketing of co-operative findings, media leverage, and research.

Destination marketing is seen as central to the improvement and sustainability of tourism destinations influenced by globalisation and competitive markets for tourists (Wang, 2011:3). A destination comprises a diverse and eclectic range of business activities and people, with an interest in the development of a destination involving all stakeholders but there is always a challenge that not all stakeholders are involved in the viability of the destination, looking at the principal objectives of operating a business as a lifestyle (Thomas et al., 2011:970). The competitiveness of the business environment at a destination sets a tone for individual business ventures and cooperatives to succeed followed by strong leadership and industry associations (Pike, 2004; Cai et al., 2007:465).

Wang (2011:3) defines destination marketing and management as:

> "…the creation of visitor-epi-centered approach to local development and socio-economic and cultural development of a community in a destination, in so doing integrating visitor interest and businesses with the local communities".

There are many examples in the tourism literature of destinations that variously use exhibits, cultural events, and sports activities to re-brand a destination, as stated by Lahav et al. (2013:291). That enables a destination marketing unit to portray a true reflection of community activities bringing the area into the mainstream of tourism business activities, mostly from lack of positive attributes coming from the area (Walters & Mair, 2012: 91).

Traditional marketing conceptualisation of the market-orientation construct focuses on the idea that customers and competitors at a market level represent the central value creation, excluding other role players in the marketing environment. The conclusion from this argument in market-orientation paradigms is that market-level information is an essential strategic consideration very important to customers and competitors should not exclude other important role players (Line & Wang 2017:85).

In many environments, inclusive of destination marketing, several key stakeholders like suppliers, government agencies, and intermediaries are all seen as important in decision-making and the implementation of marketing concepts (Matsuno & Mentzer, 2000:2). The main key function of marketing is to maximise value across all stakeholders, not limited only to customer satisfaction (Lusch & Webster, 2011:130). Destinations should be marketed and developed as a tourism hub and stand out as a brand, as branding is an important component of destination equity building.

4.14   Branding

Kotler and Armstrong (2002:13) define a brand generically as a "name, term, symbol, a total combination of all, or the sum that identifies or differentiates a seller of a product". The American Marketing Association defines a brand as the "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers" (Govers, 2013:71).

Govers and Go (2009:16) see place branding as building brand equity looking at the country, region, or city's identity. Human experience, relationships, thinking, and emotions impact defining a place in a particular setting. Stedman et al. (2004:586) clarify that a place consists of the actual environment, (physical) activities, and social programmes in that setting.

Brand awareness is defined by Chaudhuri and Holbrook (2001:82) as the ability to recall a brand and its logo, a high level of association, and love for the brand. A high level of brand awareness is required for one to distinguish different brands. Seo and Lim (2005:72) define awareness as the "level at which a specific brand is distinguished amongst other brands". In the tourism context, destination brand awareness will enable a tourist to remember a particular location amongst many other locations (Song et al., 2013:388)

City branding is seen as a strategic initiative that promotes a city's competitiveness, marketing the city's history, places of interest, and natural and cultural resources. The key attractions in a particular segment and specialty in city branding include lifestyle, fashion, social opportunities, and dynamic markets that bring intense competition (Zhang & Zhao, 2009:247; Kırgız, 2013). The association of people with a place, beliefs, and ideas, is why destination branding is seen as a combination of cognitive and emotional assessments, creating uniqueness in a city selection (Baker & Cameron, 2007:81). Branding in tourism has been focused much more on tourism products and less in destination branding (Choo & Petrick, 2007:375). Branding tourism pervades most aspects of tourism products, tourism services, tourist choice, and the image of the destination, which must all be promoted internally and externally.

Internal branding is designed for local tourists and is very important in creating awareness and benefits of tourism in a destination over a period. Branding attracts customers to certain terms and services that will enhance their social status or identity, symbolising customers' personal traits (Reed & Forehand, 2003). Brands create customer satisfaction when the brand has a strong image that helps customers to enhance their self-image (Yi et al., 2004, cited by Choo & Petrick, 2007:378).

Table 4.4 below indicates different types of tourism and activities that are involved in every tourism type, according to Williams et al. (2014:3). These tourism activities enhance the branding of a destination and are unique, enabling the tourists to associate themselves with activities in a destination. Different people travel for different reasons which are closer to their heart, all that uniqueness may create loyalty in a destination.

Table 4.4: Specialised tourism categories: Tourism activities to explore in South Africa

Adventure tourism	Visiting remote, exotic, places outside of the norm
Agritourism	Exploring countryside sleeping over bed and breakfasts in rural communities, agritourism.
Hiking	Hiking and camping in the wilderness and enjoying the countryside
Cultural tourism	More focus on local lifestyle, art, religion, cuisine, and traditions.
War tourism	Areas which depict the past like castles, battlefields, natural and manmade disaster areas.
Disaster tourism	After disasters, some tourists visit to affected areas - floods, hurricanes, volcanoes.

Eco-tourism	Small-scale, low-impact travel to fragile, untouched and protected Areas
Educational tourism	Student programmemostly on exchange and mostly abroad
Gastronomic tourism	Interest on food and beverage experiences mostly on international and regional travel, interest is increase on local markets as well
Genealogical tourism	Tracing personal familial lineage to enhance heritage
Geotourism	Geographic character enhancement linked with ecotourism trails and hiking off following normal trails
Nautical tourism	Visiting ports by boat and mostly sleeping in boats.
Medical tourism	Travelling to receive better healthcare, e.g., surgical procedures
Pop culture tourism	Great focus on areas with books, TV, current events, film, music, and most forms of entertainment
Religious tourism	Interest on holy sites, missionary or pilgrimage
Scuba tourism	Marine biodiversity interest
Space tourism	Russian space agency.
Sports tourism	Purpose of travel is sport events, clinics and camps.
Sustainable tourism	Critical on low impact on the environment with little impact on local cultures and creating employment
Volunteerism	Charitable work, orchestrated by charitable organisations
Wildlife tourism	With great interest in wild animals in their natural habitats

Source: Williams et al. (2014:4)

These are different types of tourism, which attract tourists to different tourism destinations that appeal to their interests. It is important for a destination to promote and brand its destination with its main tourism activities. This makes it easy to do product differentiation, focusing on the key tourism drivers (attraction). These types of tourism are not fully explored in Port St Johns as tourism development is not prioritised.

The development of tourism will give numerous training and development opportunities to these tourism types as they are not prioritised. Port St Johns has a great potential to be amongst the best destinations in the country as it has many tourism opportunities, with its warm Indian Ocean waters and warm weather. These types of tourism will make the area the centre of attraction in the country, the region and the world.

4.15   Chapter summary

Tourism stakeholders (government, business, communities, and tourists) play an important role in tourism development, and destination management and marketing. The cooperation from all role players contributes to sustainable tourism management, which increases the popularity of the destination. Good governance leads to a well-communicated system which creates transparency and attracts more investors and tourists.

The area has a high rate of unemployment, being mostly female and young people and reveals poverty rates higher than the provincial and national average The two issues of poverty and unemployment are amongst the SDGs, which means the phenomenon is an international concern. There should be a political will to address these challenges and move towards uniformity and equality amongst nations. The SDGs will only be realised if the global community works together in improving their countries' economies, integrating trade and skills development, and sharing. The similarities between the National Development Goals and the National Development Plan show the need for the international world to work together in improving the lives of our people.

The South African government has developed policies for improving the tourism industry in the country. The following policies had been developed as early as 1994 - the Tourism White Paper and the NTSS in 2010, all in synergy with the programmes of the United Nation's SDGs. The policy application needs to be improved to achieve the set objectives and by so doing improve the tourism industry and finally the lives of the people on the ground. Destinations will be better managed and prosperity will improve business impetus. All these enable destinations to develop as a brand that creates loyalty because of the activities that are offered in the destination. Once the tourists become loyal, that guarantees growth, and there will be frequent visits and word-of-mouth attracting new visitors.

The following chapter, Chapter 5, focuses on the research methodology used in this study. It discusses the research collection surveys and the targeted population as respondents. The mixed methodology used in the collection of data, that is, the qualitative and quantitative methods, is clarified.

CHAPTER 5
RESEARCH DESIGN AND METHODOLOGY

5.1   Introduction

The previous three chapters focused on the theoretical aspects of sustainable tourism development, PPPs, governance, and LED to critically discuss the key sustainable principles and the importance of governance and LED. This chapter highlights the framework of the research, focuses on addressing the approach and considers the rationale of the research design and the research methodologies used.

In conducting research, the researcher must harmonise several key elements, such as the aim, research questions, study population, data analysis techniques and the results, in a reliable and reproducible manner (Garg, 2016:640). Garg continues, that the research methodology outlines how the basic elements of research are harmonised in a systematic way. This section is presented according to the recommendations of Kilani and Kobziev (2016:1) by including the research method, research design, research paradigm, data collection and sampling methods and the data analysis procedure. The section concludes by showing the steps that were taken to ensure reliability, validity and credibility of the data together with the ethical considerations that were taken into account during the research.

5.2   Research method

According to Ntonzima (2014:14), a research method is aimed at testing the nature of the dimension dealing with the primary purpose and objectives of the study. For this study, a mixed research method was used. Mixed methods involve the integration of both qualitative and quantitative methods; mixed methods are suitable for any research in which the researcher wishes to draw upon the strengths of both qualitative and quantitative methods (Almalki, 2016:288). It is for this reason that mixed methods were used in this study. Additionally, mixed methods were used due to their ability to accommodate data generated from multiple sources, which was the case in this study.

5.3   Research design

Jowah (2011:55) describes research design "as the structure of the research to be followed in resolving the research problem or answering the research question". The appropriate design helps to minimise potential errors that may occur in resolving the research problem, including bases of measurement, tools, and sampling. Welman et al. (2009:46) define research design as a "plan by which the respondents of any proposed study are selected by means of data collection". Trochim (2006:103) and Jowah (2011:15) aver that research design is thought of as the structure of a project and is the centre that holds all the elements in a research project;

a detailed plan by the researcher to get respondents to yield the required data necessary to complete the research study. The conclusion drawn from the definition is that a research design is a road map that defines the research process to be undertaken in a study. The literature on research design shows that the study of materials, sources, and data are important in reaching a conclusion (Jowah, 2011:54).

A mixed methodology is associated with several different designs, including sequential, explanatory designs, embedded designs and triangulation designs (Almalki, 2016:292-293). This study used the triangulation design in which the qualitative results and the quantitative research are integrated in the analysis and interpretation stage to show the complementary nature of the results (Almalki, 2016:292). The reason for using such a design lies in the fact that the data were collected from a variety of individuals in different positions, with some in positions of power and authority and some being ordinary citizens of Port St Johns. In such circumstances, it was important to verify if there was general consensus among the sampled individuals regardless of their position in Port St Johns.

5.4   Research paradigm

One of the criticisms of mixed methods is that they are not based on solid philosophical assumptions, unlike qualitative and quantitative methods (Migiro & Magangi, 2010:3758) because a mixed method embraces two research methods that have fundamentally opposing paradigms. It is difficult to find a paradigm that is compatible with a mixed method , therefore, the choice of a paradigm when a researcher uses a mixed methodology should be based on the considerations of the researcher (Migiro & Magangi, 2010:3757).

Pragmatism is a research paradigm that focuses on the outcomes together with finding meanings (Shannon-Baker, 2015:4). The adoption of the pragmatic paradigm in this study is due to its flexibility that allows the researcher to be both subjective (as required by qualitative methods) and objective (as required by quantitative methods) (Shannon-Baker, 2015:7).

5.5   Population and sampling techniques

The population in this study is all the individuals who reside in the Port St Johns area. Sampling was in line with the objectives and assumptions of the study. Purposive and convenience sampling were used. The sample size selection was partly influenced by the costs associated with selecting a large sample size, and partly by the complexities associated with each sampling method. However, some efforts, which are described in the next paragraphs, were taken to ensure that the sampling does not produce a biased sample.

According to Jowah (2011:18), probability sampling is based on the determination of allowing all members of a given population an equal chance of selection to be part of the sample. Non-

probability sampling includes non-regular determination of the sample that does not ensure an equal chance of selection of members of the population, but rather is dependent on accommodation or different rules that suit the researcher (Jowah, 2011:18). Methods of probability sampling include simple random sampling, cluster sampling and systematic sampling, non-probability sampling include convenience sampling and purposive sampling (Cooper & Schindler, 2011:126).

The sample included two municipal managers, one traditional leader, an Eastern Cape Tourism Board development official, one member of the Department of Economic Development, one member of Environmental Affairs, one member of Tourism: Eastern Cape Province, and the local community in all districts comprising 10 tourism teachers, 15 businesspeople and 61 members of the public. The researcher contacted the officials to set up appointments for suitable dates on which the interviews could be held. The total sample size was (n=100). The traditional leader, the official from the Department of Economic Development, the official from Environmental Affairs and the municipality were selected based on their willingness to participate. Emails were sent to the relevant departments requesting permission to include members as participants in the study. The members who responded positively were chosen to participate.

The same approach was used to sample business people, using the details obtained from the Department of Economic Development. Emails were sent to local business people asking for their willingness and ability to participate in the study. The first 15 businesspeople who responded positively were included in the sample. The educators were chosen purposively, considering their years of experience in teaching tourism. Three educators with experience of between 0-5 years were purposively selected, three with experience between 5-10 years and four educators with over 10 years of teaching experience were included. The sampling of the members of public was done by going to the shopping mall where the researcher approached individuals randomly. The approached individuals were firstly informed of their right to choose to participate or not and a brief explanation was given about why they were being asked to complete the questionnaires.

5.6   Pilot study

The aim of a pilot study is to clarify questions on the interview schedules regarding how they are understood and to get the answers required (Plowright, 2011:88).

The pilot study sought to clarify the design of the research technique and rectify errors in the research preparation before starting the fieldwork. The field workers were isiXhosa speakers and they helped in translation for those who did not understand the English language. The pilot study laid a foundation for a smooth process as all challenges were identified before the

commencement of the research survey. Eighty-three participated in the pilot study, which took place on 20 January 2021 at four different venues. The attendance was recorded as follows: the town hall = 33 participants; local clinic = 20 participants, and a family home where there was a traditional ceremony = 27 participants. The pilot study was a success as the participants were enthusiastic and participated willingly in the process, which highlighted very few potential problems. The large number of participants in the pilot study was because it was conducted over an extensive area.

5.7   Data collection instruments.

The following data collection instruments were used: in-depth interviews, questionnaires, and a literature review. The sample size for the questionnaire data collection was (n=100). Seventy of the questionnaires were administered to local people selected as described in Section 5.5. Thirty were given to local business people and educators of tourism. In total, 67 questionnaires were completed, while 33 were incomplete and thus unusable. Six interviews were scheduled with municipal managers, traditional leaders, government officials and community leaders. The researcher set up appointments with the relevant stakeholders on different dates. Two local government officials managing tourism in the municipality and one in the provincial government (Department of Economic Development, Environmental Affairs and Tourism) were interviewed. One local Chief gave an interview, while two interviews were unsuccessful due to the candidates' health.

In-depth interviews are important as these would enable the researcher to obtain more relevant information from the people who are involved in the management of the Port St Johns Municipality LED unit and the support of structures or units. The researcher set up appointments with six relevant stakeholders on different dates. All tourism officials and traditional leaders were interviewed, and the local community was given questionnaires.

5.8   Data analysis and interpretation

Data analysis involves changing data into a form (information) that is easily understood and interpreted by readers and participants in the study and is based on an interpretative philosophy (Lewins et al., 2010:45). The researcher chose a mixed method approach, as it provided strengths that limited any weaknesses of both qualitative and quantitative research. In this study, the researcher used a triangulation design to determine if there was convergence between the contextual findings of quantitative data and the quantitative data.

The qualitative data were analysed by the use of narrative analysis. The analysis of the collected data was based on the recommendations of Harding and Whitehead (2013:14) listed below:

i. Reading the interviews as a whole, to gain an overall understanding of the texts.

ii. Identifying the meanings evoked by the interviews and possible themes in the data.

iii. Analysis of each document by the principal investigator. An in-depth interpretation of each text was written and given to participants.

iv. Determining the credibility of each finding by returning to participants for their evaluation of how well it represented their experiences.

v. Continuing interpretation with material arising from further discussions with participants being treated as new data.

vi. Identifying the themes as the researcher reviewed and re-examined the data, interpretations and discussions with participants.

vii. Preparing the final report using sufficient excerpts from the interviews to allow for readers to participate in validation of the findings

The quantitative data were analysed by the use of sample statistics like the mean and standard deviation. The calculation of these statistics was done using commonly applied software for quantitative data analysis. In addition, charts like bar graphs were drawn to aid in the illustration of the results from the quantitative data.

5.9 Reliability and validity of quantitative data

Singh (2007:77) notes that reliability indicates issues of consistency of measures, looking at the instrument's ability to be consistent in measuring the same thing the same way every time it is measured. The reliability was determined by the calculation of Cronbach alpha values in R. The Cronbach alpha value obtained was 0.84 which is above the threshold value of 0.7 recommended by Oetker-Black et al. (2014:125). The validity was determined by re-administering the same questionnaire to the sampled business people and tourism educators and then calculating the correlation coefficients of their scores. The calculated correlation coefficient was 0.85, which according to Elia and Stratton (2011:430), shows acceptable validity.

5.10 Credibility and trustworthiness of qualitative data

To ensure data credibility in this research, the recommendations of Yilmaz (2013:319) were adopted , being give examples of the narrative accounts given by the respondents for each question to show consistency and plausibility of the data, and the theoretical framework to show plausible connections between research findings. The data from the different sources

used were shown to lead to a convergent conclusion. This was done by discussing the related results from the different data collection methods under themes.

To ensure trustworthiness of the data, the following steps were taken, as suggested by Reynolds et al. (2011:14):

- Use clearly worded questions - done by the submission of the interview questions to the supervisor for review;
- Triangulation to filter noisy or deviant responses by checking if the responses are in general consistent with the other responses and/or with what can be found in the literature; and
- Check for transferability of results - done by comparing with results obtained from similar studies.

5.11   Ethical considerations

The original meaning of ethics in the Greek language means custom or character (Kakabadse et al., 2001:226). Ethical considerations in any research are of critical importance as a clear path of the study is presented. According to Jowah (2011:15), research ethics are defined as acceptable standards that guide the moral behaviour of the researchers in undertaking the research. The key importance of ethics in research is preventing harm or negative results from research activities (Cooper & Schindler, 2011:66). The reality is experienced by the researcher through interaction with the participants in qualitative research (Sarantakos, 1993:29).

There is bound to be a clear line of interaction between the researcher and the participants in entering their environment sharing the same space over time. This relationship may border on unethical practices in that the rule of researchers applying for ethical clearance before the commencement of the study must always be adhered to. Harris and Atkinson (2013:1025) emphasise professionalism with all research projects through a panel of ethics personnel in applied research with all research processes clearly outlined before the study commences, and research design and statistical analysis all justified within the confines of ethical practices.

The participants in the study were assured of confidentiality in that all information would be treated with the strictest confidentiality. Participants were allowed to withdraw from the study at any stage and did not have to answer questions if they so desired. Participation was voluntary and no financial benefits were received at the end of the study. The researcher understands the values of the social process and attitudes involved in this process (Kakabadse et al., 2001:228). In conducting qualitative research, a clear presentation was made to outline areas of concern, sensitive data, and anonymity.

5.12   Chapter summary

Port St Johns was selected as the centre of the research study. The target groups were people in tourism management, local community members, government officials and the business community. Governance and community-based tourism is a key focus of the study hence the focus on the management of the industry in the area. Data collection instruments used in this study include interviews, structured questionnaires—both qualitative and quantitative.

The researcher started by conducting a successful pilot study that set the tone for the fieldwork. The local people showed interest and participation was encouraging. The study complied with all ethical requirements. The process was fully explained to all participants—their right to not answer some questions they are not comfortable with, the right to withdraw at any time and that the process is voluntary with no payment involved.

The interpretation of the results is presented in the following chapter, Chapter 6.

CHAPTER 6
DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

6.1   Introduction

This chapter presents the findings of the surveys and interviews conducted, the analysis of data collected, and the interpretation of the results. The study employed both qualitative and quantitative methods. Questionnaires were the data collection tool for the selected population for the study. Interviews were also used for the qualitative data collection. The graphs were drawn using RStudio software.

6.2   Presentation of qualitative data.

The collected data are presented in this section as listed below, according to the objectives of the study.

The following codes were used to identify the respondents:

M1 - municipal manager 1

M2 - municipal manager 2

G1 – government official 1

T1 – traditional leader 1

T2 – traditional leader 2

6.2.1   Data presentation for objective 1

- Investigate how the community can be involved in and benefit from sustainable tourism development.

To satisfy the above objective, the following questions were asked during the interviews and the responses provided are given.

Question: Do you have any tourism projects in your municipality?

M1: We do not have any tourism project now as all the funds were diverted to the fight against Covid-19. At a local municipality level, we only maintaining our tourism infrastructure.

M2: At the moment there are no projects going on from the municipality side.

G1: No specific project from the provincial government but rather the town has been identified by the national government as one of the areas to be developed as a smart city. Tourism development being the focal point.

T1: We do not have any projects.

T2: Nothing in my area.

Question: Do you have any tourism projects planned for the Port St Johns municipality?

M1: I cannot say for certain.

M2: We have made plans but things have not been going as expected .

G1: The provincial government does have plans for tourism development in the whole province including Port St Johns.

Question: Please briefly explain these projects

G1: The national government is to overhaul the whole infrastructure and create a new city that will be modern and cater to the needs of locals while appealing to tourists. The infrastructure in the town cannot cater to the increasing demands of the increasing number of visitors and locals. The infrastructure in question is water, electricity, roads, waste removal and refuse collection. The quality of water purified is mostly a challenge.

Question: What is the purpose of these projects in the Port St Johns area?

M1: Obviously the purpose of projects is to create jobs, add more value to the community and make things better for everyone in general.

M2: We have to improve the place and the quality of life for our people, so the projects if they take off, we expected them to make improvements in these areas.

G1: The town is amongst the poorest town in the province with a high level of unemployment. The development of tourism will bring in relief on job creation and infrastructural development. The town has great potential and loved by foreign tourists.

Question: Who will be managing these projects?

M1 Projects are normally managed by project managers appointed during the procurement process.

M2: We have no projects going on at the moment so I cannot answer that.

G1: As I said before, there are no existing projects at the moment, but these projects will be managed by the national government and maybe with the assistance of the private sector.

Question: What are the proposed dates for the start of these planned improvements?

M1: I cannot say.

M2: We are long past the proposed dates.

G1: I do not have a specific answer to that question you may have to contact someone higher up.

Question: Are these sustainable projects or just once-off?

M1: Let's not talk about that for the moment.

M2: Definitely, yes.

G1: They will be sustainable projects.

Question: What steps will be taken to ensure the sustainability of the projects?

M1: That will be determined once the projects are available and teams are working on the logistics.

M2: As long as the funds are used as per plan the projects will be sustainable.

G1: I don't have those details at the moment but I'm sure those involved in the planning have better details than I have.

Question: Is job creation an aspect of these projects?

M1: That's one of the priorities of any of the projects.

M2: Yes, our people need jobs, especially the young ones. We hope to use tourism to create jobs for them.

G1: Job creation is central to these developments, long-term and short-term employment. Skills development too will be improved.

Question: Is wealth distribution an aspect of these projects?

M1: As the jobs will be created, it means naturally wealth will be distributed.

M2: I think that's a question for the national government.

G1: In the long run, yes.

Question: To what extent are facilities being (roads, water provision, refuge removal, sanitation, communication) created or maintained?

M1: There is a backlog on the maintenance of our infrastructure, as mostly our funds are diverted to address the high level of poverty. Our infrastructure is old and normally fails us from time to time. The infrastructure grant funding was promised to the municipality by the provincial government in 2018 and we as the municipality are still waiting for it to start the processes of maintaining and improving the current infrastructure.

M2: Over the years our infrastructure has collapsed so we need funding from the government, without that funding nothing will change.

G1: As I said before, plans have already been made to take development in this province seriously to match other provinces, as for the specifics of Port St Johns, the local municipal guys can answer that better.

Question: Is tourism a priority in your municipality?

M1: Tourism is a major part of life here, we as a municipality are aware of that but like I said before, things are not going as expected.

M2: Port St Johns municipality centres its development around tourism as the town has no industries. We depended on tourism for job creation as most of our people are unemployed and lack the required skills to compete in the formal economy. We set out funds to enhance the development of the industry and the national government has planned to make our town a smart city.

Question: How are the local people from the community involved in the tourism projects

M1: For now, that there is no project I would not comment on this.

M2: They will form the majority of the labour, once the tourism jobs are available.

G1: Depending on the position of the individual, some will be employed as workers, others will benefit from an entrepreneurial point and I believe those who can invest will be welcome to invest, so as you can see our people will be involved in different ways.

Question: Do you have any partnerships with the private sector on tourism projects?

M1: I am not aware of any at the moment.

M2: On the security cluster we do partner with the private sector as we lack capacity on community policing. However, in general, it is difficult to get willing partners from the private sector due to very bad infrastructure.

G1: At the moment we are busy encouraging private investors to come forward and work with us, however there are still a number of issues that need to be ironed out for the partnerships to work.

Question: Do you think tourism can be used to promote job creation?

T1: Yes, tourism do [sic] create jobs.

T2: I do not have a deep understanding of tourism but as it is business it can create more jobs for our people.

Question: Are the people in your community interested in tourism?

T1: My people will have a share in the profits and be involved in the running of the project.

T2: there is interest in anything that can provide for the people.

Question: What is your view on the tourism industry in general?

T1: It creates job and improves livelihood.

T2: No knowledge of the industry.

Question: Is there anything you wish to add which I have not covered in these questions?

M1: The issue of shortage of skills and no capacity is a challenge to the development of our municipality. Political meddling is the ultimate cause for most of failures [sic] of our program. Corruption seals off the challenges of development. With the state capture commission, we hope that things will change and those responsible for looting state coffers will be brought to book and justice be served.

M2: The spatial development programmeby government will improve the infrastructure of the area and the N2 toll road is key to tourism development of the area. The key burning issue in the area is stakeholder management as there are more disagreements on the development strategies in the region. Once there is unity the Pondoland region will be the best tourist destination in the country.

G1: I would say I am happy that citizens like you are showing interest and awareness on issues that affect development in our province, if we have more of our people showing such kind of awareness, then I'm sure the development will start from the grass roots.

6.2.2   Data presentation for objective 2

- Establish the core pillars for sustainable tourism development.

Question: What are the core pillars for sustainable tourism development in Port St Johns?

M1: Natural resource, topography, vegetation, animals (marine and land), the people and the culture.

M2: As you can see, we are blessed with beautiful attractions all around and we have the ocean which is an attraction in itself.

G1: We have plenty of natural resources that are attractive, including the ocean, the Isunuka mud caves, hot springs wildlife and beautiful scenery.

Question: Is there available land for development?

M1: There is plenty land available for development. For the municipality, we do not have enough land for development as most of the land belongs to the communities (communal land) and we struggle to get access as the communities do not want to lease the land to the municipality. The land is mostly sold to communities for residential purposes leaving development in limbo. This is a real challenge for development in the area.

M2: I believe the land is available, but the use and development need to be agreed on first.

G1: As the province, we do not have the latest updated information on the land available as some of the land is still under claim from the local people, once the land claim processes are over, we will be in a position to do land audit on the communal land and government land available. That will then enable us to plan ahead on the available land for development and involve communities as most of this land belongs to communal chiefs.

T1: I do not think there is enough land in my area.

T2: There is no more land in my area as we have allocated land to the people and the grazing land for our animals. We are a very small area.

Question: Should there be projects in the area will you release land for development?

T1: I will have to discuss that with may people if they want to give up some of their land.

T2: Where will I get the land.

Question: How can the community be involved in, and benefit from, sustainable tourism development?

M1: People will get jobs.

M2: There will be jobs, we expect the income levels will improve and people will be able to develop their lives.

G1: There will be multiple benefits, from job creation, marketing the local culture, improving the local facilities and so on. I think this will also boost local talent.

Question: Do you think your people are interested in tourism

T1: They are interested in anything that can give them a better life.

T2: Yes, people normally told of visitors coming to our area and the need for accommodation for them.

6.2.3 Data presentation for objective 3

- Establish the extent that the natural heritage may be impacted by tourism related development.

Question: Do any of the projects influence the (different) cultures in Port St Johns?

M1: I do not think so.

M2: It might influence, but I can't say to what extent.

G1: To be honest culture is a dynamic aspect and it will change whether there is tourism or not, so to say tourism projects will influence local culture is a bit of an exaggeration because culture will change with or without tourism.

Question: To what extent will the natural heritage of the area be affected by any development and how can it be protected?

M1: I think if the tourism projects are well managed there will be no big changes to the environment.

M2: We have had tourism in this town for a long time and the natural heritage has been able to withstand visitors, therefore, I do not see any changes happening as a result of new tourism projects.

G1: There will definitely be changes, both positive and negative but I foresee more positive changes than negatives.

Question: If the plans tourism development is to succeed to your expectations, what plans do you have to protect the natural environment?

M1: At the municipal level we have an environmental management plan, if that plan is followed, I'm sure the environment will be safe.

M2: As a municipality, we have the blueprint to manage environmental issues.

G1: Planning at provincial level requires working with a number of stakeholders and maybe new plans will have to be made and there will be different guidelines to meet the new challenges.

Question: Do you see tourism changing the land use patterns in Port St Johns

T1: Not very much.

T2: I think there will be a greater demand for land for developing service industries like shops, malls. We may also need to expand our housing projects.

G1: I don't think so, traditionally there is limited agriculture happening here so I don't expect there to be major changes in the use of land.

Question: What are the changes that you think will come as a result of expansion of tourism

M1: More jobs, better living standards, better infrastructure.

M2: Better facilities, more revenue for the municipality which will lead to better services for everyone.

G1: I think this will change the whole face of the province, the level of poverty will be reduced, infrastructure wise we will be able to complete with other provinces and I think more people will come to appreciate our beautiful province.

6.2.4   Data presentation for objective 4

- Develop strategies for sustainable tourism development in the Port St Johns area

Question: How are communities involved in tourism businesses, and will they benefit from sustainable tourism development?

M1: There is a tourism forum and all stakeholders are involved. If there are agreements on the policy adoption and tourism development future plans all should benefit. With the current structure of tourism in the municipality locals are secondary beneficiaries. Only when local are shareholders and owners of the tourism businesses will they fully benefit. Most businesses in the town are owned by business people from outside of the province and the country currently. Investing in our people will change that.

M2: At the moment we have opportunities available for community members to make developments and we always give priority to people in our local community, the challenge is that our local people do not have the money to utilise the available opportunities.

G1: If you look at the spatial development initiative there are provisions for SMEs, MMEs and individuals who are able to make contributions to the tourism growth, however, the implementation of the spatial development initiative has not been as effective as planned.

Question: Are the government departments involving you and your community in the planning and implementation of tourism projects?

T1: No one comes to me and my community.

T2: There are no projects as yet as they all complain that resources are allocated to the fight against Coronavirus 19.

Question: Is there anything you wish to tell me which was not covered in the questions?

T1: If you have influence to the powers that be please invite investors to my area, we are will to partner with anyone who has interest in our area for business and sharing of skills transfer and profits.

T2: I am interested in development but would like some training on general governance and administration. I have not been to university and only have matric. I lack the insight on rural development and general governance. I only understand the traditional way of doing things while the country has involved.

Question: Are there any specific tourism projects that you would like to take place in your area?

T1: Yes, there are, any that will uplift my community and benefits them. My people are not employed and are poor.

T2: I want to see more young people get jobs.

6.3   Quantitative data presentation

The quantitative data is presented in summary form using graphs and tables; presented first are the demographics of the study sample. The numerical data generated from the questionnaires was ordinal, therefore, the best way to present it is by means of tables, which reflect the participants and collectively their personal details. The discussions following in Section 6.4 reflect the information offered in Section 6.2.

6.3.1   Demographics of the study sample.

Figure 6.1 below shows that the sample had slightly more females (52%) than males (42%).

Bar graph showing gender proportions of sample
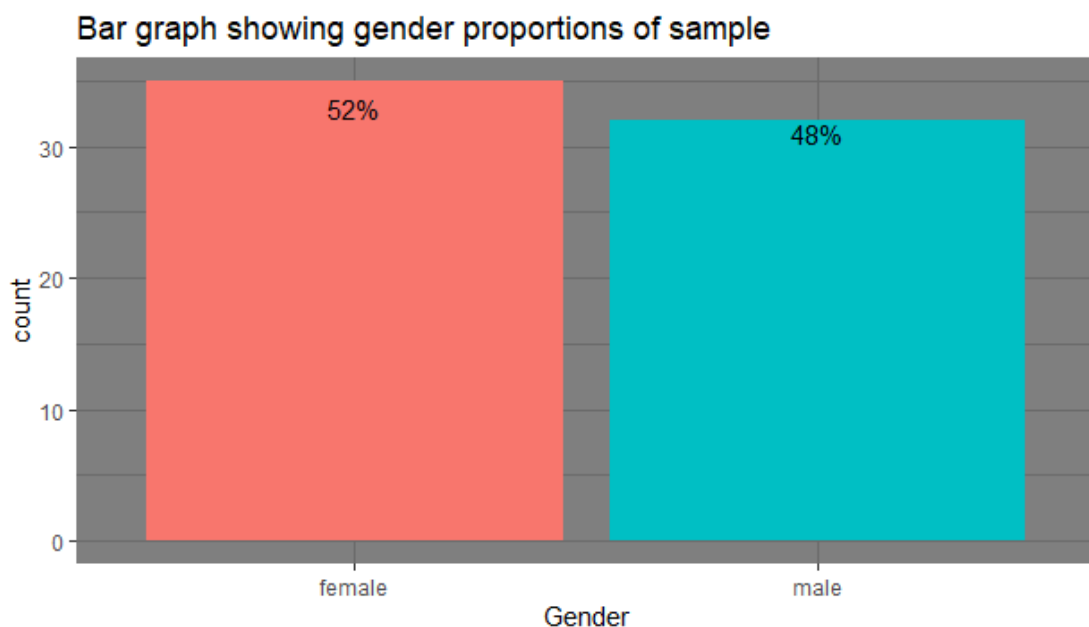
Figure 6.1: Proportions of male and female respondents in the study sample.

Figure 6.2 below shows that the majority of the respondents (82%) are residents of the Port St Johns area.

Bar graph showing residence status of the study sample
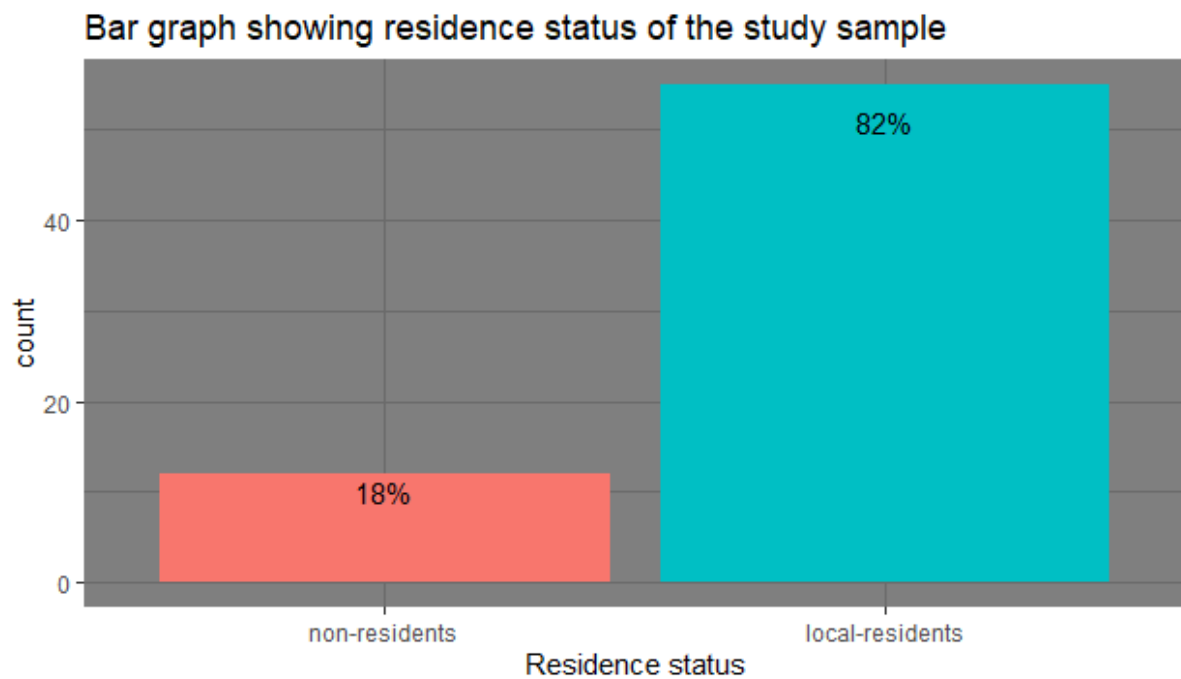
Figure 6.2: Proportions of residents and non-residents in the study sample.

Figure 6.3 below shows that the majority (90%) of the respondents are South Africans and only 10% are of foreign origins.

Bar graph showing nationality proportions of sample
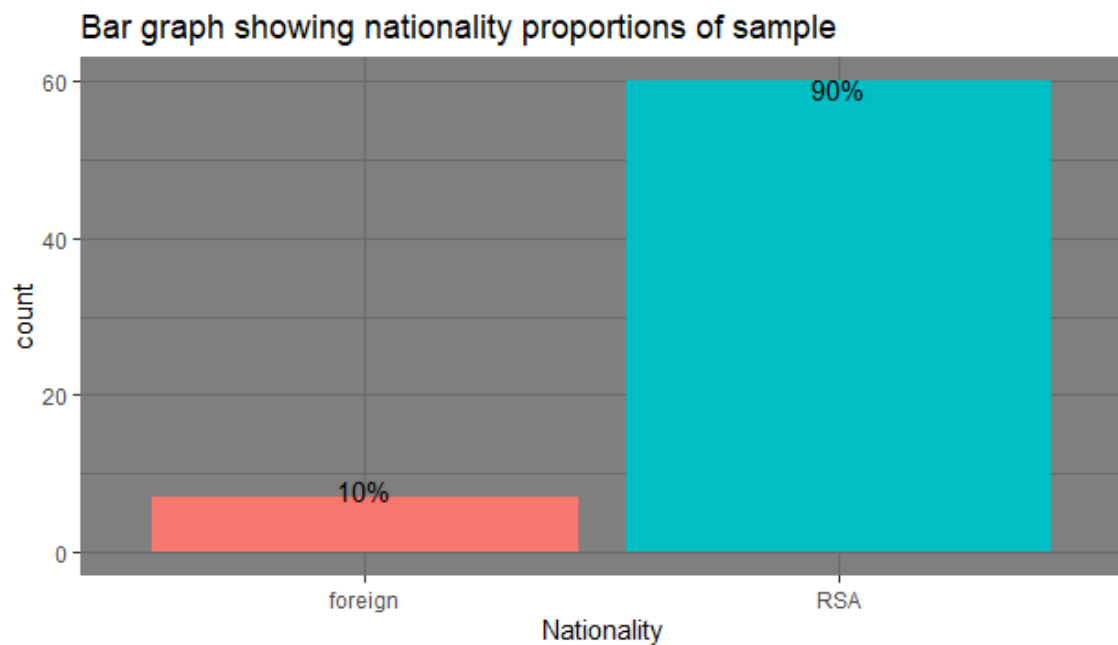
Figure 6.3: Proportions of South African national and foreign national in the study sample

Figure 6.4 below shows that the majority of the respondents (62%) are unemployed, this unemployment rate is higher than the official unemployment rate of South Africa.
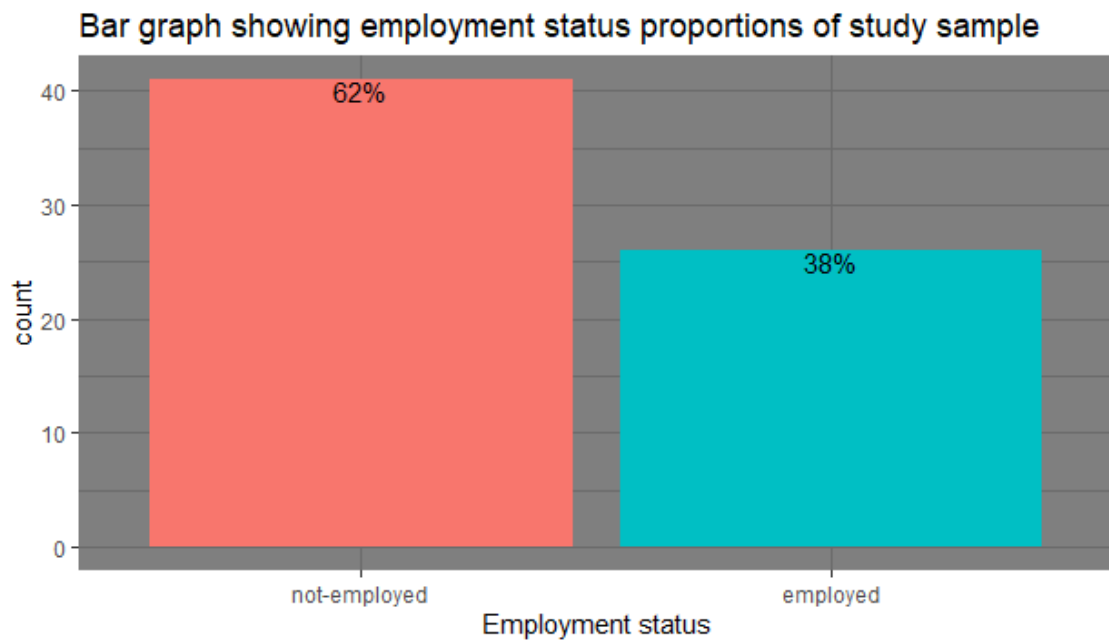
Figure 6.4: Summary of employment status of the study sample

Figure 6.5 below shows that the number of individuals included in the study sample who are involved in tourism is higher (57%) in comparison to those not involved.
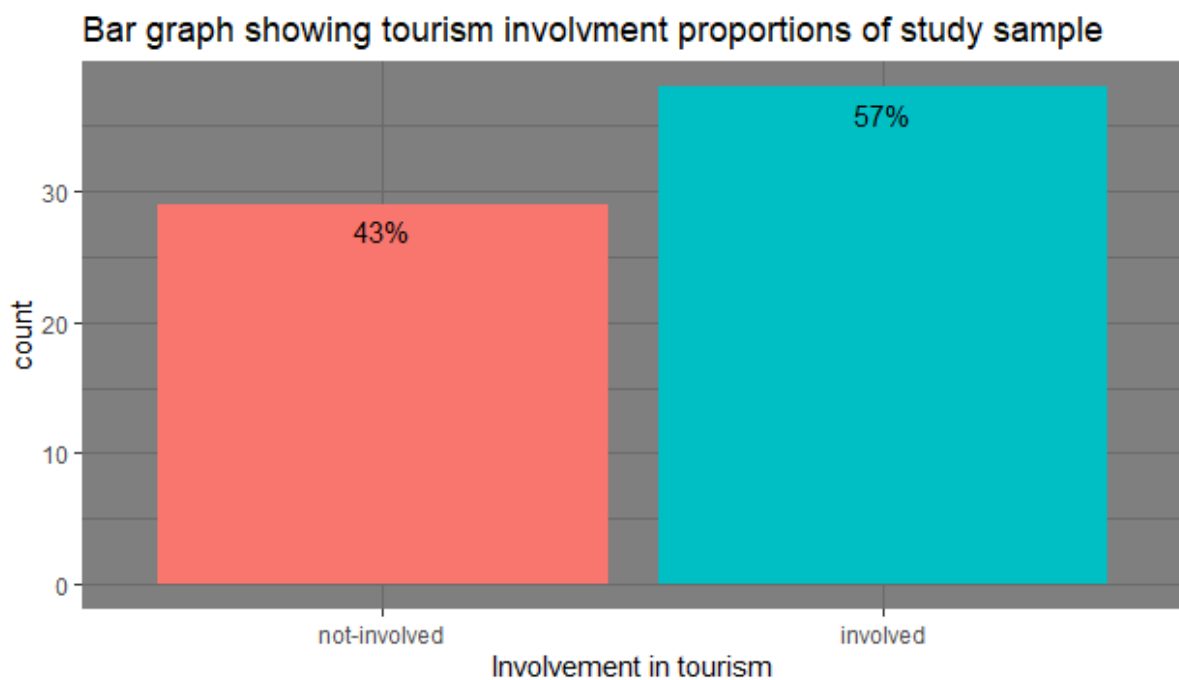
Figure 6.5: Proportions of individuals involved in tourism in Port St Johns

Figure 6.6 below shows the proportions of respondents in the various income groups.

Bar graph showing income levels of the study sample
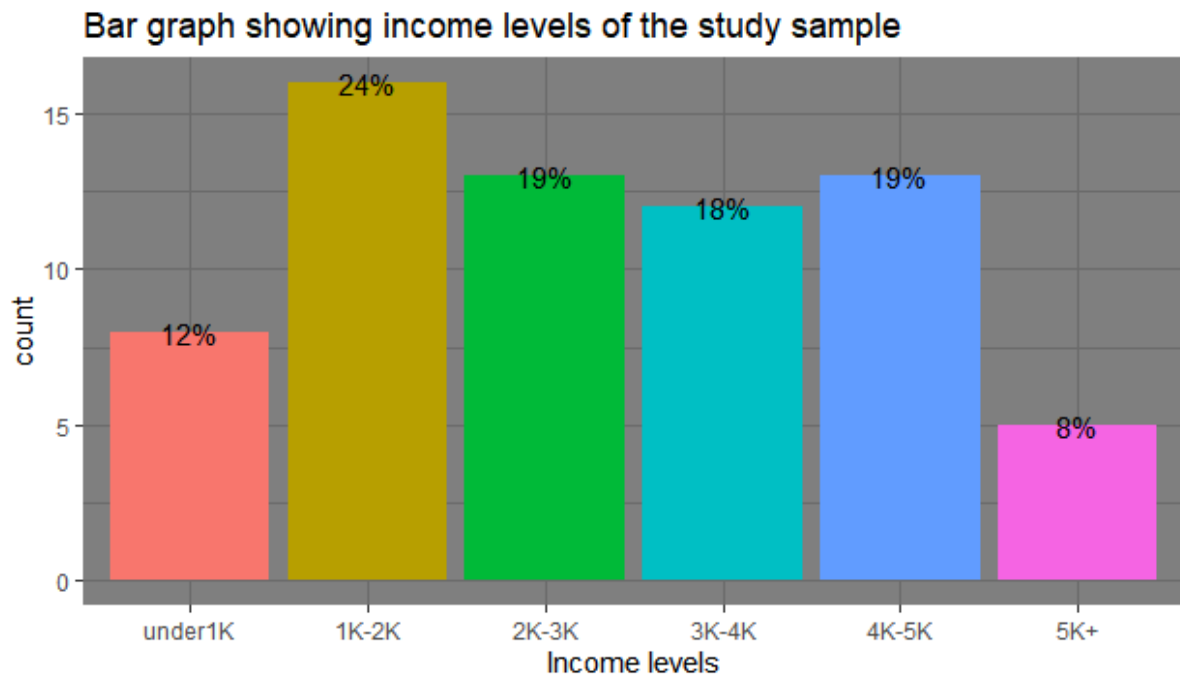
Figure 6.6: Proportions of respondents and their income levels

6.3.2 Quantitative data presentation for objective 1

The questions that sought to achieve this objective are found in sections 2, 3, 7 and 8 of the questionnaires. Below in Table 6.1 is a tabular representation of the questions covering the first objective of the study and responses are summarised as proportions. The responses were categorised using a 7-point scale and the response guide is provided above each set of questions

Table 6.1: Summary of the responses on questions covering the first objective of the study

Question	1 SD	2	3	4 N	5	6	7 SA
The government should play a role in helping people create jobs in my community and region.	0	0	0	4%	0	15%	81%
There is no advantage for the communities in the Port St Johns area to work together to develop the economy of the region.	96%	2%	0	2%	0	0	0
I would be willing to pay higher taxes if it would bring more economic development to the area.	5%	2%	0	14%	25%	46%	8%
Our community should not allow outsiders to invest money here.	15%	12%	13%	29%	5%	16%	10%
We need more jobs here so that our young people will not have to move away to find jobs.	0	0	0	3%	0	0	97%
Are there any job creation opportunities created through tourism to the benefit of the community?	0	0	6%	24%	0	26%	44%
Are there any new infrastructural development projects in the area to support tourism development and benefit the community?	75%	12%	7%	6%	0	0	0
Are there community members involved in prostitution?	0	0	0	34%	25%	36%	5%
Are there any tourism activities in your community?	0	0	0	0	0	18%	82%
Do you think enough is done to deal with crime?	12%	25%	14%	30%	19%	0	0

Response guide: 1=Strongly disagree, 2=Moderately disagree, 3=Slightly disagree, 4=Neutral, 5=Slightly agree, 6=Moderately agree, 7=Strongly agree

Table 6.2: Summary of the responses on questions covering the first objective of the study

Question If the number of tourists to Port St Johns increases, do you believe the following will improve or worsen for your community?	Worsen tremendously	2	3	N4	5	6	Improve tremendously
	1	2	3	4	5	6	7
1. Opportunities for shopping	0	0	0	17%	30%	26%	27%
2. Opportunities for recreation	0	0	0	8%	25%	46%	21%
3. Traffic congestion	32%	7%	33%	9%	5%	12%	3%
4. Crime rate	10%	6%	14%	25%	12%	26%	7%
5. Preservation of local culture	28%	12%	23%	10%	25%	11%	2%
6. Improvement in basic infrastructure (roads)	8%	9%	13%	17%	25%	16%	12%
7. Better access to basic infrastructure (electricity)	3%	0	0	35%	14%	41%	7%
8. Improved access to basic infrastructure (water)	0	0	13%	10%	5%	47%	25%
9.10. Basic infrastructure sanitation)	0	2%	7%	41%	15%	19%	10%
11. Basic infrastructure (waste removal)	0	0	32%	12%	37%	9%	9%

Response Guide: 1= Worsen tremendously; 2 = Worsen moderately, 3 = Worsen slightly, 4 = Neutral, 5 = Improve slightly, 6 = Improve moderately, 7=Improve tremendously

Table 6.3: Summary of the responses on questions covering the first objective of the study

Question	NB 1	2	3	Sb4	5	6	BE7
How have the community benefited from new tourism business in the Port St Johns area?	25%	19%	7%	31%	7%	11%	0
Are there new job opportunities benefits in the tourism sector in the Port St Johns area?	35%	21%	2%	24%	5%	7%	6%
Have the community benefited financially from tourism in the Port St Johns?	45%	12%	19%	17%	7%	0	0
Is the availability tourists benefiting the local vendors	30%	17%	10%	17%	5%	6%	15%

Response Guide: 1= No benefit at all, 2= Trivial amount, 3= Very small benefit, 4= Small benefit, 6= Moderate benefit, 7= Benefited Extremely

Table 6.4: Summary of the responses on questions covering the second objective of the study

Question	Not at all 1	2	3	4 N	5	6	Extremely 7
Do you feel safe at home?	7%	2%	13%	35%	3%	15%	25%
Do you feel safe in your community?	4%	6%	3%	12%	15%	40%	20%
Do you attend community meetings?	28%	11%	10%	17%	16%	8%	10%
Are there quality health facilities in your community?	0	0	51%	32%	15%	2%	0
Do you think enough is done to deal with crime?	14%	22%	30%	14%	15%	5%	7

Response Guide: 1=Not at all; 2=Very little; 3= Kind of; 4=Neutral; 5= somewhat; 6=Very; 7= Extremely

Table 6.5: Summary of the responses on questions covering the second objective of the study

Question	Strongly Disagree 2	2	3	4N	5	6	Strongly Agree
Port St Johns has the warm Indian Ocean?	0	0	0	0	0	0	100%
Fishing is allowed in Port St Johns?	4%	6%	3%	12%	15%	40%	20%
Water sport is very popular here?	2%	3%	1%	6%	16%	29%	43%
Conservation is prioritized, plants and animals?	14%	12%	25%	32%	15%	2%	0
Plant species unique to Pondoland are popular?	1%	0%	30%	49%	15%	5%	0

Response guide: 1=Strongly disagree, 2=Moderately disagree, 3=Slightly disagree, 4=Neutral, 5=Slightly agree, 6=Moderately agree, 7=Strongly agree

Table 6.6: Summary of the responses on questions covering the third objective of the study

Question How strongly do you agree with the following, between humans and the environment relations?	SD 1	2	3	N 4	5	6	SA 7
1. Enough programmes on environmental protection awareness	40%	13%	17%	15%	4%	6%	5%
2. Do people understand the importance of the natural environment in tourism, plants and animals?	42%	24%	13%	3%	6%	8%	4%
3. Is legislation on harvesting of natural herbs and marine animals monitored and adhered to?	4%	4%	12%	53%	15%	5%	7%
4. Are there consequences on those that brake environmental laws	6%	14%	12%	47%	17%	1%	3%
5. Are communities still hunting wild animals and birth throughout the year?	15%	14%	13%	24%	15%	6%	13%
6. Cutting of trees for wood is managed well.	2%	2%	21%	42%	13%	12%	8%
7. Protection of endangered animals like the vultures is priority	7%	12%	23%	20%	10%	17%	11%
8. Are rural communities involved in committees that seek to protect the natural environment.	8%	12%	4%	47%	10%	8%	11%

Response guide: 1=Strongly disagree, 2=Moderately disagree, 3=Slightly disagree, 4=Neutral, 5=Slightly agree, 6=Moderately agree, 7=Strongly agree

Table 6.7: Summary of the responses on questions covering the fourth objective of the study

Do you support tourism development? Are you opposed to tourism development?	NA 1	2	3	N 4	5	6	E 7
1. Tourism development (new attractions, new hotels/resorts)	70%	23%	7%	0	0	0	0
2. Attractions designed for large numbers of tourists (theme parks/large resorts)	43%	27%	17%	5%	2%	6%	0
3. Visitor services (hotels and restaurants)	74%	21%	0	5%	0	0	0
4. Small and independent businesses (gift shops, guide services)	69%	14%	0	14%	0	1%	2%
5. Outdoor recreation programmes (such as organised hikes, company events)	71%	2	3	4	5	6	7
6. Tourism programmes (events or festivals)	54%	16%	9%	10%	5	2%	4%
7. Promotion of the area as a tourist destination (TV/ advertisements/ brochures)	6494%	6%	0	0	0	0	0
8. Improved transportation, facilities, and roads	94%	6%	0	0	0	0	0
9. Information for tourists (maps/guidebooks)	76%	17%	7%	0	0	0	0
10. Policy activities	18%	23%	14%	31%	4%	3%	7%

Response Guide: 1=Not at all; 2=Very little; 3= Kind of; 4=Neutral; 5= somewhat; 6=Very; 7= Extremely

Table 6.8: Summary of the responses on questions covering the fifth objective of the study

Question	Not at all	2	3	N 4	5	6	Extremely
Are you involved in decision making about tourism?	67%	12%	13%	0	5%	1%	2%
Are decisions taken in community meetings?	6%	5%	9%	75%	5	0	0
Are such decisions communicated to the community?	69%	19%	3%	5%	4%	0	0
Is the process transparent and democratic?	73%	12%	7%	2%	6%	0	0
Is the process free and fair?	70%	16%	8%	4%	2%	0	0
Is there capacity in the current leadership?	45%	20%	13%	8%	5%	6%	3%
Is it clean governance without corruption?	63%	21%	13%	3%	0	0	0
Can you recommend your leadership style to other municipalities?	65%	20%	8%	5%	0	0	0

Response Guide: 1=Not at all; 2=Very little; 3= Kind of; 4=Neutral; 5= somewhat; 6=Very; 7= Extremely

6.4 Data analysis and results discussion

In this section, the results and data presented in the tables above are analysed following the methods stated in the methodology chapter. To help make sense of the data, the results are analysed and discussed under the relevant objective. Since the research used a mixed methods, the data analysed under each objective consisted of both qualitative and quantitative data.

6.4.1 Analysis and discussion of results under objective 1

The responses given during the interviews reveal that the people in the Port St Johns community can benefit from sustainable tourism development, through the job opportunities created, development and improvement of skills related to tourism, improving the available infrastructure, and wealth redistribution. Of all the benefits stated above, all the interview respondents view job creation as a benefit from tourism development. The most comprehensive summary of how the people in Port St Johns may benefit is given in one of the responses given by the provincial government official G1 as "There will be multiple benefits, from job creation, marketing the local culture, improving the local facilities and so on. I think this will also boost local talent". The responses given from the interviews also reveal that the major way in which the people of Port St Johns are expected to be involved is through the

provision of labour as workers in various jobs that will be created through tourism development as can be seen from one of the responses from the municipal manager M2 who said "They will form the majority of the labour, once the tourism jobs are available". Analysing the response given by G1 it can also be seen that other ways in which the people will be involved is as entrepreneurs and possibly as investors.

The interview responses also show that at the time at which the data were collected (2020/2021), there were no new projects aimed at expanding the tourism development in Port St Johns, this is revealed in the response statement given by M1 stating:

> We do not have any tourism project now as all the funds were diverted to the fight against Covid-19. At a local municipality level, we only maintaining our tourism infrastructure.

It can be seen from the response above that funding challenges are partly the reason why there is currently no tourism projects developed. In the absence of public funding, it is logical to explore public-private partnerships as an alternative to funding the tourism development. However, there are indications that there has been failure in forming PPP as indicated when G1 stated that:

> At the moment we are busy encouraging private investors to come forward and work with us, however there are still a number of issues that need to be ironed out for the partnerships to work.

However, respondents M1, M2 and G1 revealed that there are plans to expand tourism through some planned projects, this is summarised in the response by G1 as "*The national government is to overhaul the whole infrastructure and create a new city that will be modern and cater for the needs of local while appealing to tourists…*" Moreover, none of the respondents could provide proposed timelines for the planned projects but one of the responses given by M2 shows that the proposed dates for the start of the projects have been passed without the planned projects taking off. This can be a result of funding challenges or a lack of clear understanding of all the stakeholders involved as hinted by M2 when he said:

> The key burning issue in the area is stakeholder management as there are more disagreements on the development strategies in the region. Once there is unity the Pondoland region will be the best tourist destination in the country.

The quantitative data showed that there indeed existed high levels of unemployment in Port St Johns as 62% of the questionnaire respondents reported being unemployed, which is a plausible reason why all the interview respondents indicate job creation as the main benefit anticipated from tourism development in Port St Johns. The quantitative data also show that the people in Port St Johns expect other benefits from tourism development including; some improvement in recreational facilities (92%), some increased shopping opportunities (82%) and some improvement in the road infrastructure (53%).

6.4.2 Analysis and discussion of results under objective 2

The interview respondents identified the key pillars of tourism in Port St Johns as the natural environment, the coastal marine environment, hot springs and indigenous plants. There is a conflict, however, among the interview respondents on the availability of land necessary for tourism development. The municipal officials hold the view that the land is available, while the two traditional leaders interviewed expressed that there is no land in their communities available for tourism development. This contradiction can be seen by comparing a response from M1 stating "There is plenty of land available for development. For the municipality we do not have enough land for development as most of the land belongs to the communities…" and that of T2 who stated "There is no more land in my area as we have allocated land to the people and the grazing land for our animals. We are a very small area".

Such conflicting responses are indicative of no clear communication between the traditional and local authorities in Port St Johns.

The quantitative data from the questionnaires showed that the local people consider the following as the pillars of tourism in Port St Johns; the Indian Ocean coast (100%), water sports (88%) and fishing resorts (75%). The percentage of the questionnaire respondents who reported feeling some degree of safety in their home was 75% which is higher than the percentage of respondents (13%) who reported feeling some varying kinds of unsafety in the community, these statistics indicate that the general social environment in Port St Johns can be considered as safe and conducive for tourism activities.

There is also consensus among the interview respondents of the poor state of infrastructure in Port St Johns. This poor infrastructure can be viewed as indicative of the lack of one of the key pillars of tourism development that is required. The majority of the questionnaire respondents (51%) also reported on the inadequacy and poor state of infrastructure in the area.

6.4.3 Analysis and discussion of results under objective 3

From the interviews, there was generally a consensus that the development of tourism in Port St Johns will, in general, not impact the natural heritage. This can be seen in a response given by G1 who stated that "There will definitely be changes, both positive and negative but I foresee more positive changes than negatives". The general optimism shown by the municipal managers and the provincial government official rests on their confidence on the sustainable management blueprints available, this is summarised in the response of M1 who stated that "At municipal level, we have an environmental management plan, if that plan is followed, I'm sure the environment will be safe". In addition, the interview respondents all expressed doubt about there being major changes in the land use patterns as a result of tourism development.

The questionnaire respondents on the other hand generally did not share the same kind of optimism expressed by the interview respondents, that the natural heritage of Port St Johns will be largely unaffected by tourism development. 70% of the questionnaire respondents reported some level of dissatisfaction with the effectiveness of the current environmental protection awareness programs. In addition, 79% of the questionnaire respondents reported some level of doubt on whether the people understood the importance of protecting the natural environment. The presence of high numbers of neutral responses (47%) to some key questions on the level of involvement of the rural community in conservation of the natural environment also points to the lack of confidence by the general population in the conservation efforts. The lack of confidence may be a result of the general public being unaware of the environmental management plans and possibly the lack of visible enforcement of the available environmental management laws.

6.4.4 Analysis and discussion of results under objective 4

During the interview, one of the municipal managers stated that

> There is a tourism forum and all stakeholders are involved. If there are agreements on the policy adoption and tourism development future plans all should benefit. With the current structure of tourism in the municipality locals are secondary beneficiaries. Only when locals are shareholders and owners of the tourism businesses will they fully benefit.

This response shows that under current circumstances the people of Port St Johns are largely involved in a peripheral role in the tourism activities in their community. As seen from the literature review, giving the local people meaningful positions and a fair share of the benefits of tourism in their area is one of the ways of ensuring sustainable tourism development. In that regard, there is a need to change policies to ensure there is more benefits to local people in Port St Johns.

Some of the ways in which local people can be more actively involved are through PPP and making it easy for the local people to develop key skills that can enable them to take up better positions in tourism. Other ways that can be used to develop sustainable tourism include encouraging more involvement of the people of Port ST Johns in decision making. The responses given by the traditional leaders indicate that at the moment there are very little to no extensive consultations made before making decisions on tourism, given the response of one of the traditional leaders who said, "No one comes to me and my community". The questionnaire respondents indicated that there is a great enthusiasm from the general population of Port St Johns to participate in tourism development. This is indicated by the fact that 70% of the respondents indicated support for the development of new tourist attractions, 74% indicated support for building hotels and other supporting infrastructure for tourism and 69% of the respondents expressed support for the development of small independent

businesses. Given this enthusiasm from the local people, it is wise that the local people are brought on board in the development initiatives.

CHAPTER 7
CONCLUSIONS AND RECOMMENDATIONS

7.1 Study summary, linking to the study objectives

The study was conducted in Port St Johns, a town close to the Wild Coast of the Eastern Cape Province. This area was chosen for the study for its magnificent natural beauty of forests, mountains and seascapes. The participant sample comprised community- and business leaders, municipal and local government officials, and members of local communities, and sought to establish the tourism potential of the area to promote economic development.

From the study aim and research questions, the following objectives were developed:

Objective 1:

- Investigate how the community can be involved in, and benefit from, sustainable tourism development.

All the participants were unanimous in their responses that they recognised the potential of their region to attract tourists which would promote job creation. While the local communities realised how they would benefit if tourism was developed on a (reasonable scale) basis which saw them being involved in the creation and development of a tourism industry, they were, however, hesitant to commit themselves. This hesitancy probably stemmed from the attitude of municipal and provincial leaders to want to dominate and control any development. This feeling probably arises from the fact that most community participants did not fully understand what 'tourism' entails, and how they would be involved in this industry.

Objective 2:

- Establish the core pillars for sustainable tourism development.

While the municipal and provincial leaders knew what was needed to create, develop, and promote a tourism industry, the community participants were unsure. All participating groups spoke of the lack of facilities (provision of clean drinkable water, refuse removal, a constant and reliable source of power, a good road transport system, clean and honest municipal government) which they said would hinder any development, including tourism. All participants noted the natural beauty of the Transkei area of the Eastern Cape Province – the mountains and rivers, the valleys and vegetation, the wild animals – which could be used to develop a viable and sustainable tourism industry. A warning was sounded by representatives of the different participating groups on the possible (even likelihood) of corruption by officials and community leaders controlling any development in the study area, including tourism. Even the possibility of 'international' investment in the area raised questions.

Objective 3:

- Establish the extent that the natural heritage may be impacted by tourism-related development.

The possible negative impact on the natural beauty of the study area was questioned by all participating groups. While the communities saw only possibilities, mainly for employment creation and income redistribution, the municipal and provincial leaders, some of whom had knowledge and experience of tourism, did express a concern for the preservation of the natural resources of the study area if any tourism development was allowed without proper checks and balances. All participants acknowledged that roads in the area were in a poor condition and rarely maintained, that most inhabitants did not have access to pure drinking water, that there was almost no provision for electricity outside of the town of Port St Johns, and that the local municipality did not provide measurable local services.

Objective 4:

- Develop strategies for sustainable tourism development in the Port St John's area.

While the municipal and provincial participants had some ideas on what strategies were needed for tourism development, and some participants were aware of legislation already in place (specifically the Spatial Initiative Program, and, to a lesser extent, the N-2 Wild Coast highway development), too many participants noted the strife among leaders in the community, and the legal action taking place between 'warring' factions. So, while national strategies are in place to develop tourism, and which could be profitably employed in the creation and development of a viable and profitable tourism industry in the Port St Johns municipality area, it is the implementation of these strategies that is doubtful.

This study also addressed two secondary issues not specifically noted as a study objective, namely Public Private Partnerships (PPP), and the establishment of infrastructure in support of sustainable development. The government (provincial and local) and the private sector need to discuss strategies and develop a programme of action through a partnership that includes all the affected communities. The stakeholders should propose programmes that will make a very positive impact and contribute to development.

7.2   Conclusions

This study sought to investigate sustainable tourism development in Port St Johns municipality in the Eastern Cape province. This investigation led to the formulation of four study objectives which are listed in the first chapter and addressed in Section 7.1 above. The study objectives

were in turn linked to research questions, which were answered in the previous chapter. The study managed to satisfy all the set objectives, and the study results were also largely consistent with the results published in similar studies, which in some way confirms the reliability of this study. The study, as with any other study, was subject to certain limitations, the major one being having to conduct the interviews telephonically because of the geographic location of the researcher. This resulted in less than anticipated qualitative data being generated as the interviews had to be cut short due to the high costs of telephonic interviews, and the availability of respondents. This limitation, however, had its impact reduced by the incorporation of questionnaires which augmented the qualitative data. The next section presents some recommendations based on the study findings.

7.3   Recommendations

Based on the findings of this study, the following recommendations are made for consideration in the effort toward sustainable tourism development in Port St Johns.

viii. There is a need to improve the participation of the community of Port St Johns in the decision-making. It was shown from the data collected that there is minimal involvement of the traditional chiefs and the general population at large. Through more involvement of all stakeholders home-grown solutions may be found to further tourism development in Port St Johns

ix. It was also established that, despite the greater proportion of the people in Port St Johns reporting some limited involvement in tourism, as seen from the responses provided from the study sample, little involvement was actually seen. It was also, based on the study sample, determined that the income levels of the people in Port St Johns are generally low with most of the respondents reporting to be earning between R1 000 and R2 000 per month. Therefore, there is a dire need to provide opportunities for people to improve their skills so that they occupy more meaningful tourism jobs.

x. The data analysis also revealed that despite the presence of planned tourism projects for the Port St Johns area, the planned projects are yet to be initiated for, among other reasons, the unavailability of funds. In that respect, the stakeholders involved in the planning and implementation of the projects are advised to consider less capital (and more people) intense forms of tourism like rural tourism.

xi. The national and provincial governments have put strategies in place to develop tourism, especially in the rural areas. Coordinated efforts must be made to implement these strategies to the benefit of rural communities.

xii. Community leaders must be educated on the benefits of tourism activities so that they will buy into these sustainable developments to the benefit of their communities.

xiii. National, and even international, expertise must be sought to create, develop, and implement specific strategic plans for tourism development in Port St Johns

xiv. Skills development in tourism activities is imperative for both management and communities. Tourism cannot (and will not) progress unless all concerned have the required knowledge to plan, manage, coordinate, and operate the various sectors (accommodation, services, and transport) of the tourism industry.

7.4   Study limitations

Unfortunately, the Covid-19 pandemic played havoc with the study: the planned interviews and participant questionnaires could not be fully executed, so the planned-for sample numbers were not realised. While the community members did agree to participate, some of the provincial and municipal employees were just not available. This could have impacted the results as some of the eventual participants may not have been the desired experts.

There is little doubt in the mind of the researcher that the poor infrastructure of Port St Johns did impact the available community members. The lack of electricity and clean water, poor municipal services, unmaintained roads, and unreliable transport, did impact poor rural communities when it came to getting to data collection points.

Some community participants, indeed some community leaders as well, complained that they were told not to participate in the study as there was a feeling of political influence and bias. If leaders do not support a venture their followers will question the venture.

7.5   Areas for future study

- A better-planned survey, free from health and political influences, could lead to better and more meaningful information.
- Specific tourism projects need to be addressed, and not just as a global exercise.
- A division in a study between provincial and local government officials and the general community should offer more valuable data on which to base strategic decisions to develop communities through tourism projects.
- The possible involvement of international organisations in the development of the Wild Coast area, and specific towns in these regions, needs to be investigated.
- No institutions of higher education were involved in the study. The expertise of these institutions must be obtained to investigate specific aspects of tourism development.

- The employment opportunities in a rural area like Port St Johns need to be evaluated to plan for, and implement, strategic developments.

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APPENDICES

APPENDIX A: CPUT ETHICAL CLEARANCE

Cape Peninsula
University of Technology

P.O. Box 1906 • Bellville 7535 South Africa •Tel: +27 21 4603291 • Email: fbmsethics@cput.ac.za
Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	FACULTY: **BUSINESS AND MANAGEMENT SCIENCES**

The Faculty's Research Ethics Committee (FREC) on **20 November 2020**, ethics **Approval** was granted to **Bantu Msengi** for staff research activity of **M Tech: Tourism and Hospitality Management** at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	**INVESTIGATING SUSTAINABLE TOURISM DEVELOPMENT IN PORT ST JOHNS, EASTERN CAPE PROVINCE** Lead Supervisor (s): Prof J P Spencer

Comments:

Decision: APPROVED

	15 December 2020
Signed: Chairperson: Research Ethics Committee	**Date**

Clearance Certificate No | 2020FOBREC843

APPENDIX B: PERMISSION TO CONDUCT RESEARCH IN PORT ST JOHNS MUNICIPALITY
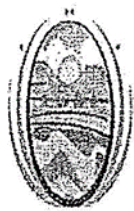
PORT ST JOHNS
· MUNICIPALITY ·
OUR HERITAGE, OUR PEOPLE
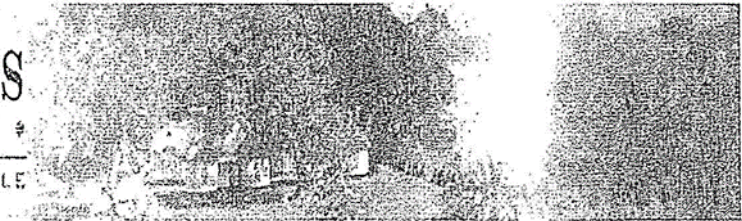
ERF 257 Main Street
Port St Johns
South Africa
5120

To whom it may concern.

The Port St Johns municipality is granting permission for Mr. BM. Msengi to conduct his research survey in the municipality. The title of the research which we giving permission is, Investigating Sustainable Tourism Development in Port St Johns, Eastern Cape Province.

We understand the importance of research and the research area is one of our focus areas for local economic development. We shall give the necessary support where required. You can contact our office at number 0475641207/8 for any queries.

Best Regards,

17/04/2017

Mr H.T Hlazo   Date

Municipal Manager

APPENDIX C: INTERVIEW SCHEDULE

MASTER OF TECHNOLOGY: TOURISM AND HOSPITALITY MANAGEMENT

Good day.

My name is Bantu Mbeko Msengi, and a student at the Cape Peninsula University Technology (CPUT) in the Tourism and Events Management Department. I am a candidate for the MTech degree in Tourism and Hospitality Management. I am doing research into sustainable tourism development in the Port St Johns municipal area in the Eastern Cape Province.

I need your assistance to understand the extent of tourism and tourism development in Port St Johns, and whether any such development is sustainable. There are no "correct" answers; I just need your honest evaluation of tourism in the area. All responses will be kept confidential, and you may refuse to take part in the interview or not answer all questions.

The interviews will take place at different times and places, and with different groups of persons in a position to make a meaningful contribution towards the study area.

THANK YOU FOR AGREEING TO BE INTERVIEWED

_____

1   QUESTIONS FOR MUNICIPALITY AND GOVERNMENT OFFICIALS

- Do you have any tourism projects in your municipality?
- What is the purpose (why are they here) of these projects in the Port St Johns area?
- Please briefly explain these projects
- Who manages these projects?
- Are these sustainable projects or just once-off?
- Is job creation an aspect of these projects?

- Is wealth distribution an aspect of these projects?
- To what extent are facilities (roads, water provision, refuge removal, sanitation, communication) created or maintained?
- Is tourism a priority in your municipality?
- How are communities involved in tourism businesses, and will they benefit from sustainable tourism development?
- Who are the people (communities) involved in the (tourism) projects?
- How is the natural heritage affected by tourism related development, and how should it be promoted and protected?
- Do any of the projects influence the (different) cultures in Port St Johns?
- What are the core pillars for tourism development in the Port St Johns area?
- Do you have any partnerships with the private sector on tourism projects?
- Is there available land for development?
- Is there anything you wish to add which I have not covered in these questions?

_____

2   QUESTIONS FOR TRADITIONAL LEADERS

- Are you involved in a tourism business in your community?
- In what way are you involved?
- Are there any specific tourism projects that you would like to take place in your area?
- Who initiates (any of) these projects?
- Are these projects sustainable or just once-off?
- Do you think tourism can be used to promote job creation?
- Are the people in your community interested in tourism?
- Are the government departments involving you and your community in the planning and implementation of tourism projects?
- Should there be projects in the area will you release land for development?

- Are there any local tourism project initiatives in your area?

- What is your view on the tourism industry in general?

- Is there anything you wish to tell me which was not covered in the questions?

THANK YOU FOR YOUR TIME IN ANSWERING THESE QUESTIONS

APPENDIX D: SOME IMAGES OF THE STUDY AREA

Silaka Nature reserve, South of Port St Johns.

N2 Road between Durban and East London

The beach

APPENDIX E: LETTER FROM GRAMMARIAN

22 Krag Street

Napier

7270

Overberg

Western Cape

28 August 2022

LANGUAGE & TECHNICAL EDITING

Cheryl M. Thomson

AN INVESTIGATION OF SUSTAINABLE TOURISM DEVELOPMENT IN PORT ST JOHNS, EASTERN CAPE PROVINCE

Supervisor: Prof J P Spencer

This is to confirm that I, Cheryl Thomson, executed the language and technical editing of the above-titled Masters dissertation of BANTU MBEKO MSENGI, student number 201078554, at the CAPE PENINSULA UNIVERSITY OF TECHNOLOGY in preparation for submission of this dissertation for assessment.

Yours faithfully

CHERYL M. THOMSON

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Cell: 0826859545